



MN ASSOCIATION OF
CHARTER SCHOOLS

Unleashing education from convention

The Minnesota Charter Schools
2007-2008

Salary & Benefits
Biennial Report

December 2008

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Acknowledgements

The Minnesota Association of Charter Schools thanks the seventy-eight charter schools who elected to participate in the survey sent out by MACS in Summer 2008.¹ Without the participation of these schools, the collection and dissemination of such data would not be possible. A sincere thanks to Shad Cooper, our Administrative Assistant, for his work in compiling the survey results; to Cheryl Williams, our Human Resources intern, for her work in analyzing the data and comparing it to our 2006 results; and to Margaret Uttke, our Membership & Communications Associate, and her Communications Intern, April Schmitz, for the production, design and publication of the report.

¹ For a complete listing of the charter schools who participated in this survey, please refer to page 34 of this document.

Table of Contents

<u>INTRODUCTION</u>	2
<u>CHAPTER 1 - BENEFITS</u>	
1.1 HEALTH	4
~ <i>FULL-TIME</i> ~	
1.2 PERSONAL SICK LEAVE	8
1.3 CAFETERIA PLAN	10
1.4 LIFE INSURANCE	11
1.5 RETIREMENT	12
1.6 ADDITIONAL BENEFITS	13
~ <i>PART-TIME</i> ~	
1.7 SUMMARY OF BENEFITS PROVIDED	16
<u>CHAPTER 2 - COMPENSATION</u>	
2.1 ADMINISTRATIVE	17
EXECUTIVE DIRECTOR/ SUPERINTENDENT	
SCHOOL DIRECTOR / PRINCIPAL	
ACADEMIC DIRECTOR	
BUSINESS MANAGER	
OFFICE MANAGER	
RECEPTIONIST/ SECRETARY	
COMMUNICATIONS / DEVELOPMENT STAFF	
2.2 TEACHERS	21
LEAD TEACHER / COORDINATOR	
LICENSED TEACHER	
2.3 SUPPORT STAFF.....	22
PARAPROFESSIONAL	
SOCIAL WORKER	
SCHOOL NURSE	
SUBSTITUTE TEACHER	
PSYCHOLOGIST	
COUNSELOR	
2.4 SALARY INCREASES	26
<u>CHAPTER 3 - TURNOVER</u>	28
<u>APPENDIX</u>	30
APPENDIX A: CHARTER SCHOOLS WHO COMPLETED SURVEY	
APPENDIX B: CHARTER SCHOOLS WHO DID NOT COMPLETE SURVEY	
APPENDIX C: COPY OF 2007-2008 SURVEY	

Introduction

Overview

In 2007-2008, there were 143 charter schools operating in the state of Minnesota. Of these schools, 55% or **seventy-eight (78)** charter schools chose to participate in the MACS Salary & Benefits Survey, distributed to all of Minnesota's charter schools in mid Summer 2008. Sixty-three (63) schools chose not to participate in this survey (two schools operating in 07-08 closed and did not provide data for their last school year).

The MACS Salary & Benefits Survey was first conducted in 2005-2006. The Association plans to conduct the survey every two years.

General Financial Information

(73 Schools Provided Information)

The Total Operating Revenue and Expenditures of the seventy-three (73) reporting charter schools for Fiscal Year 2007-08 were:

- Total Revenue – **\$133,441,329.01**
Average School Revenue – **\$ 1,827,963.41**
- Total Expenditures – **\$137,569,048.36**
Average School Expenditures – **\$1,884,507.51**

Salary & Benefit Expenditures

(69 Schools Provided Information)

In the fiscal year 2007-08, the schools who participated in the survey spent the following on Salaries & Benefits:

- Salary Costs- **\$ 60,169,849.89**
Average Salary Costs- **\$ 872,026.81**
- Benefit Costs - **\$ 9,336,796.14**
Average Benefit Costs- **\$ 151,077.36**

Payroll Related Expenditures

(56 Schools Provided Information)

In the fiscal year 2007-08, the schools who participated in the survey spent the following on Payroll Related Costs:

- Payroll Related Costs – **\$5,451,788.68** or 3.96% of Total Expenditures
Average Payroll Related Costs – **\$99,123.43**

Professional Development Expenditures

(67 Schools Provided Information)

In the fiscal year 2007-08, the schools who participated in the survey spent the following on Professional Development:

- Professional Development Costs – **\$1,285,656.54**, or 0.93% of Total Expenditures
- Average Professional Development Costs – **\$19,479.64**

Charter School Employee Data

As of August 15th, 2008, the seventy-eight (78) charter schools participating in the survey had on record a total of 2,038 paid employees:

- **1, 571** (77%) were Full-time status
- **467** (23%) were Part-time status

Of all employees, 1,325 (65%) received some form of a health and benefits compensation package.

Audit Information

(71 Schools Provided Information)

Charter Schools participating in this survey were asked to identify the accounting firm that audited their 2007-08 financials:

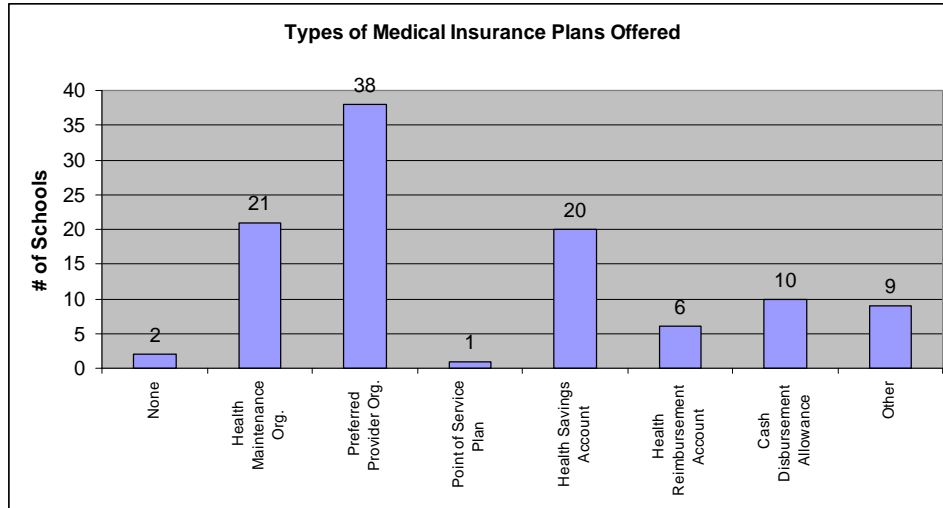
- Thirty-three (33) schools - Larson Allen
- Eleven (11) schools - Malloy, Montague, Karnowski, Radosevich, and Co., CPA
- Four (4) schools - Miller McDonald
- Three (3) schools - Gary Paulson, CPA
- Three (3) schools - Chuck Rinkey, LTD
- Two (2) schools - Abdo, Eick & Meyers
- Two (2) schools - HLB Tautges Redpath
- Two (2) schools - Rogers & Co.
- Two (2) schools - Eikill & Schilling, LTD, CPA
- Two (2) schools - Hoffman & Brobst
- One (1) school - LAWCO
- One (1) school - Eide Bailey
- One (1) school - Beltz, Kes, Darling & Associates
- One (1) school - Judd, Ostermann, Demro
- One (1) school - Mick Justin
- One (1) school - KDV
- One (1) school - Stenmark

CHAPTER ONE – BENEFITS

SECTION 1: HEALTH BENEFITS

Medical Insurance Information

The graph below lists the number of Charter Schools that offer the subsequent type(s) of medical insurance plan(s):

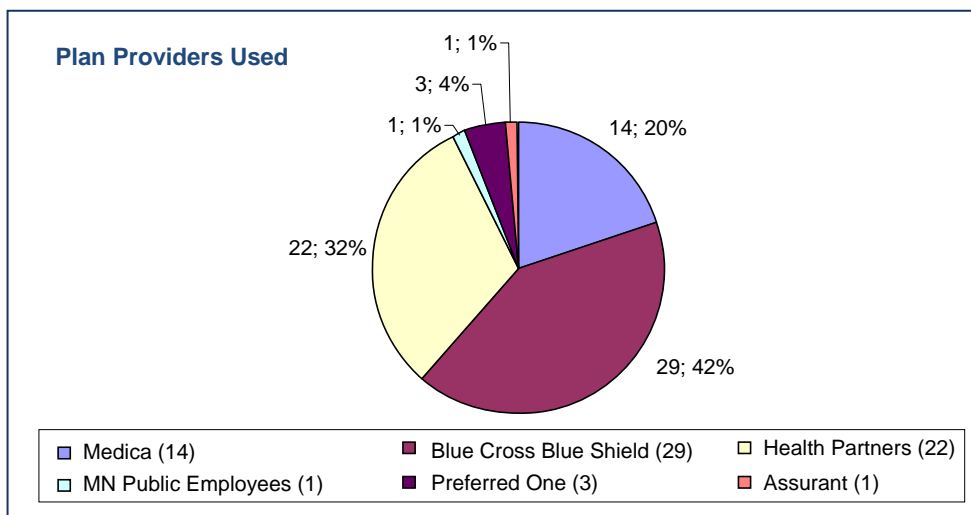


“Other” Answers Included:

- (1) School reported offering CHP/105
- (1) School reported offering EdVisions
- (2) Schools reported offering a Comprehensive Major Medical plan
- (1) School reported offering a Flexible Spending Account
- (1) School reported offering Standard Health Insurance

The top three medical insurance plans offered were Preferred Provider Organization (48%), Health Maintenance Organization (27%) and Health Savings Account (26%). It should be noted that some schools offer more than one type of medical insurance plan.

The chart below illustrates the number and percentage of Charter Schools that use the following Plan Providers:



Health Insurance Coverage Statistics

Coverage of Employee

Out of the seventy-eight (78) participating schools, sixty-seven (67) or **93%** of the respondents offered some type of Health Insurance coverage to their employees.

Coverage of Employee's Spouse

Fifty-six (56) schools or **72%** offer health insurance coverage to their employee's spouse.

Of these fifty-six (56) schools, the following number of schools paid the listed percentage of the spouse's Health Insurance Premium:

100% -	4 Schools	20-29% -	3 Schools
80-89% -	2 Schools	10-19% -	4 Schools
50-59% -	10 Schools	0% -	28 Schools
30-39% -	1 Schools	No Response -	3 Schools

**1 school answered this question by providing a flat sum amount, which was \$100.*

While three-fourths (3/4) of schools offer coverage to their employees' spouse, half (50%) of these schools do not pay the costs for this coverage.

Coverage of Employee's Dependents

The number of schools that offered Health Insurance coverage to their employee's dependents was slightly more than the number of schools that offered health insurance to their employee's spouse –fifty-eight (58) or **75%** provided such coverage.

Of these fifty-eight (58) schools, the following number of schools paid the following percentage of the dependent's Health Insurance Premium:

100% -	6 Schools	20-29% -	4 Schools
80-89% -	2 Schools	0% -	32 Schools
50-59% -	10 Schools	No Response -	2 Schools
30-39% -	1 School		

**1 school answered this question by providing a flat sum amount, which was \$100.*

While three-fourths (3/4) of schools offer coverage to their employees' dependents, over half (55%) of these schools do not pay the costs for this coverage.

Coverage of Employee's Same-Sex Domestic Partner

Twelve (12) schools or **16%** of schools provided health insurance coverage to their employee's same-sex domestic partner.

Of these twelve (12) schools, the following number paid the listed percentage of the same-sex domestic partner's Health Insurance Premium:

100% -	1 School	30-39% -	1 School
80-89% -	2 Schools	20-29% -	1 School
50-59% -	2 Schools	0% -	4 Schools

**1 school answered this question by providing a flat sum amount, which was \$100.*

Coverage of Employee's Opposite-Sex Domestic Partner

Ten (10) schools or 13% of schools offered health insurance coverage to their employee's opposite-sex domestic partner.

Of these ten (10) schools, the following number paid the listed percentage of the opposite-sex domestic partner's Health Insurance Premium:

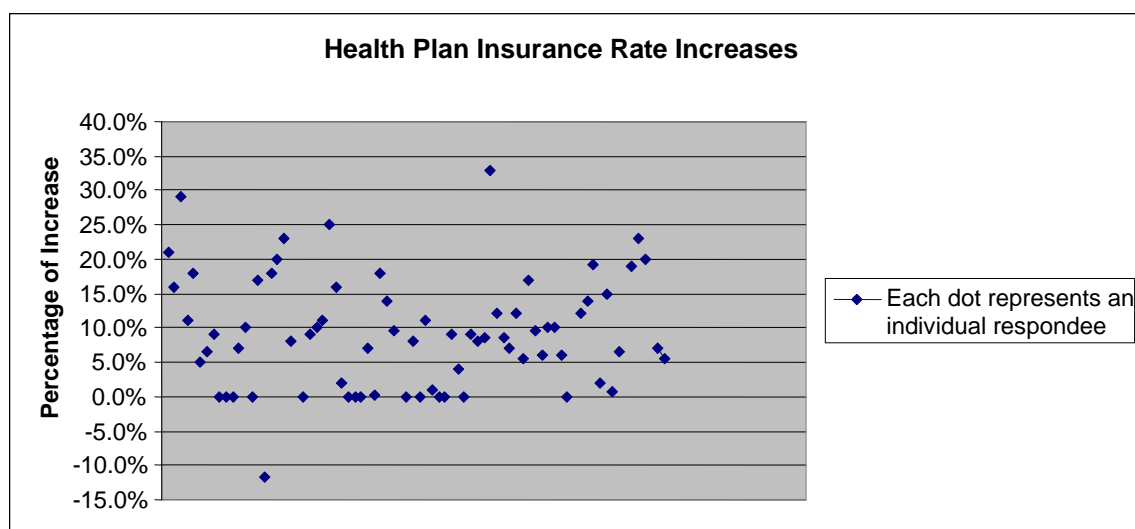
100% -	1 School	50-59% -	2 Schools
80-89%-	1 School	0% -	5 Schools

**1 school answered this question by providing a flat sum amount, which was \$100.*

Charter School Health Insurance Premium Increases

(72 Schools Provided Information)

At the time of the last Health Insurance Premium Rate increase, charter schools' rates increased by the following percentages:



As the graph illustrates, only one school had a decrease in premium by approximately twelve percent (12%). The highest premium increase reported was thirty-three percent (33%); fourteen (14) schools or 19% of schools had no increase in premium. **The overall average increase in premium rate was 9.3%.**

Total Expenditures on Health Insurance

In the fiscal year 2007-08, participating charter schools reported spending **\$ 5,298,007.98** on Health Insurance. Overall, participating charter schools spent approximately **4%** of their revenue on Employee Healthcare. **Of the schools participating in the survey, on average each school spent \$75,686.00 on their health insurance.**

Charter School Health Insurance Plan Changes

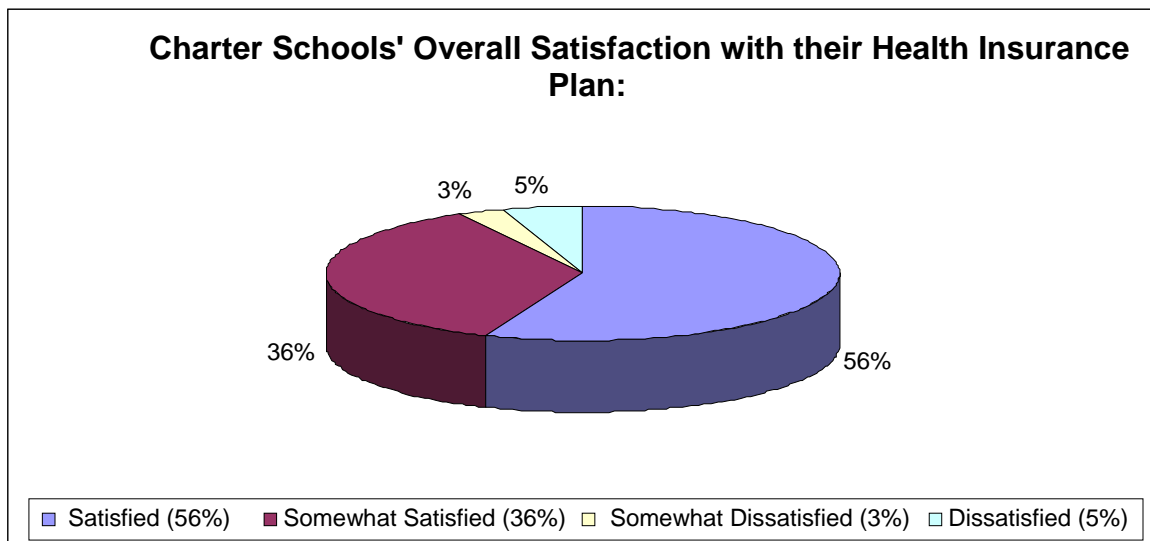
Last year charter schools made the following changes to their Medical Insurance Plans:

Change:	Yes:	No:
The number of Schools that <i>Changed Insurance Providers</i>	7	58
The number of Schools that <i>Increased Deductibles</i>	13	57
The number of Schools that <i>Increased Out-of-Pocket Co-Pays</i>	9	61
The number of Schools that <i>Changed Co-Insurance</i>	4	66
The number of Schools that <i>Increased Out-of-Pocket Maximum</i>	9	62

The most frequent change to health insurance plans was an increase in deductibles - **23%** of schools surveyed had made this change. In addition it should be noted that - approximately 13% of schools surveyed increased out-of-pocket co-pays and 13% increased out-of-pocket maximums.

Charter Schools' Overall Satisfaction with their Health Insurance Plan

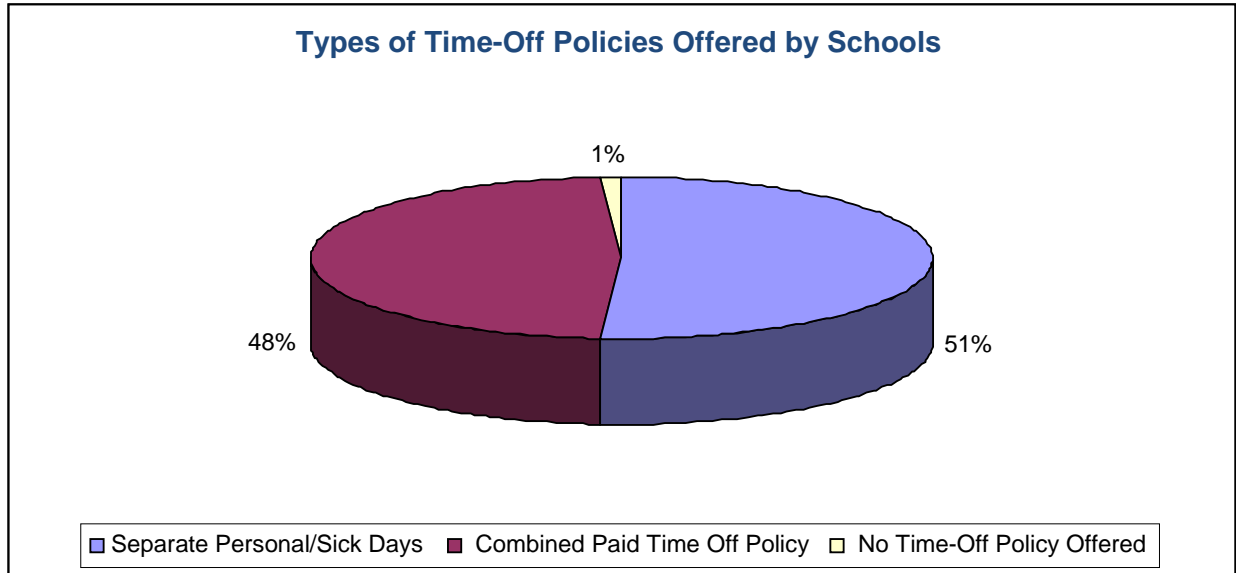
(72 Schools Responded to this question)



While only a little over half – forty (40) schools, or 56% - reported being satisfied with their current insurance plan, just seven (7) schools actually switched their insurance providers. Thirty-six (36) schools or **48%** surveyed listed high premium costs as the main issue or concern with their health insurance plan and/or provider.

SECTION 2: PERSONAL/SICK LEAVE OF FULL TIME EMPLOYEES

The following chart indicates the percentage of charter schools that offer separate personal and sick days, a combined paid-time-off policy, or no time-off policy to their full-time employees:



Maximum Personal & Sick Days Offered

(39 schools offered separate personal & sick days)

The following table indicates the number of participating schools that fall within each range of the maximum number of **Personal and Sick** days offered to full-time employees:

	After one year of employment	After two years of employment	After three years of employment	After five years of employment
0-5 Days	2	2	2	2
6-10 Days	24	24	24	23
11-15 Days	11	10	10	11
16-20 Days	1	2	2	2
21+ Days	1	1	1	1

As show in the table above, the amount of personal and sick leave time provided to full-time employees only changed for two schools after multiple years of employment.

The majority of these schools, or 62%, offer 6-10 days of personal and sick leave to full-time employees, regardless of years of employment.

Maximum Combined Paid Time-Off Days Offered
(36 schools offered a combined paid time off policy)

The following table indicates the number of schools that fall within each range of the maximum number of **Combined Paid Time-Off** days offered to full-time employees:

	After one year of employment	After two years of employment	After three years of employment	After five years of employment
0-5 Days	2	2	1	1
6-10 Days	21	21	22	22
11-15 Days	11	11	11	11
16-20 Days	1	1	1	1
21+ Days	1	1	1	1

As show in the table above, the amount of combined paid time off provided to full-time employees only changed for one school after multiple years of employment.

The majority of these schools, or 58%, offer 6-10 days of combined paid time off to full-time employees, regardless of years of employment.

Accrued Days and Cash-Out Options

When asked whether they allowed employees to accrue unused Vacation or P.T.O. Time, only forty-three (43) schools or **56% of the schools surveyed allowed accrued days.**

Participating charter schools provided the following information about cash-out options for personal, vacation and sick accrued days:

Personal Accrued Days

- Fifteen (15) schools or 35% of the schools that allowed accrued days offered a cash-out option upon resignation.
- Twelve (12) schools or 28% of the schools that allowed accrued days offered a cash-out option upon retirement.

Vacation Accrued Days

- Ten (10) schools or 23% of the schools that allowed accrued days offered a cash-out option for vacation days upon resignation.
- Nine (9) schools or 21% of the schools that allowed accrued days offered a cash-out option for vacation days upon retirement.

Sick Accrued Days

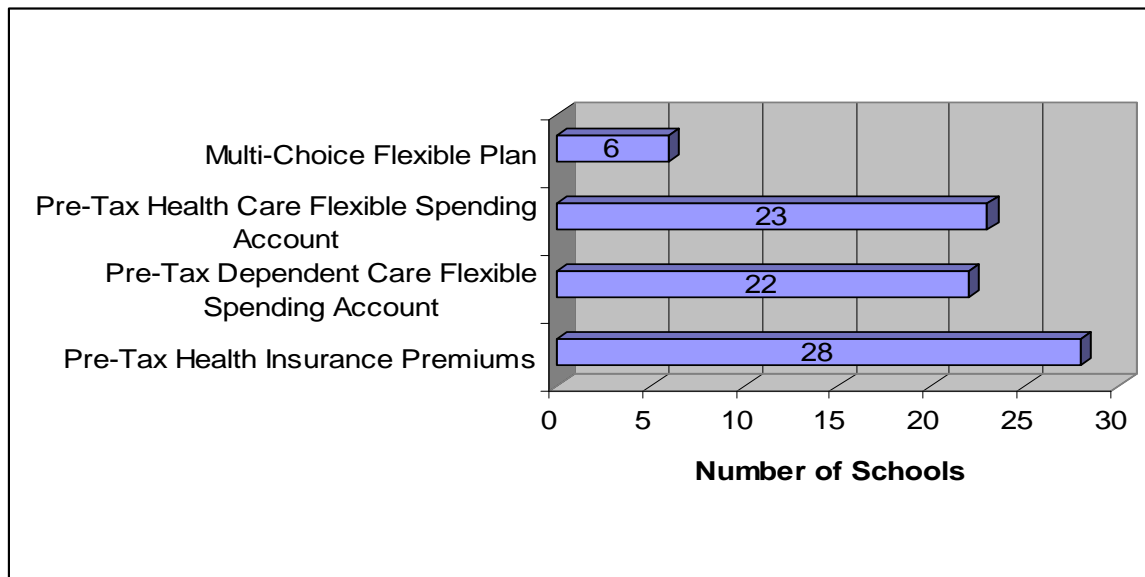
- Twelve (12) schools or 28% of the schools that allowed accrued days offered a cash-out option for sick days upon resignation.
- Twelve (12) schools or 28% of the schools that allowed accrued days offered a cash-out option for sick days upon retirement.

SECTION 3: CAFETERIA PLANS – FULL TIME EMPLOYEES

(77 Schools Provided Information)

Forty-one schools (41) responded that they did not offer cafeteria plans to their full-time employees.

Of the **thirty-six schools** (36) who indicated that they offered Cafeteria/Section 125 Flex Plans, the following graph provides information on the variations of the Cafeteria/Section 125 Flex Plans offered:



Relevant Percentages

- 17% of schools responding to this question offer a multi-choice flexible plan.
- 64% of schools responding to this question offer pre-tax health care flexible spending account.
- 61% of schools responding to this question offer pre-tax dependent care flexible spending account
- 78% of schools responding to this question offer pre-tax health insurance premiums

Definitions

Cafeteria/Section 125 Flex Plan:

Section 125 plans are a simple and convenient solution for paying out-of-pocket health care and dependent care expenses with pre-tax dollars. These are accounts funded by the employer, employees or both. The IRS has strict rules that govern these plans and they require careful planning before participating. This applies to all FSAs, not just health. Full-flex cafeteria plans are an “approach” to benefit planning that includes flexible spending accounts (FSAs) and adds an additional dimension of employer funding.

Pre-tax health insurance premiums:

Employees can use pre-tax dollars to pay health insurance premiums to a Health Benefits Program. Premium conversion uses Federal tax rules to let employees deduct their share of health insurance premiums from their taxable income, thereby reducing their taxes.

Pre-tax dependent care flexible spending account:

Dependent Care Flexible Spending Accounts allow you to set aside pre-tax dollars for eligible dependent care expenses. The advantage of a pre-tax flexible spending account is that you pay no federal, state, or social security (FICA) taxes on the money you contribute to it. You can contribute from \$100 to \$5,000 per household annually.

Pre-tax health care flexible spending account:

Health Care Flex Accounts allow you to set aside pre-tax dollars for qualified medical and dental expenses not otherwise covered by insurance. The advantage of a pre-tax flexible spending account is that you pay no federal, state, or social security (FICA) taxes on the money you contribute to it. You can contribute from up to \$5,000 per household annually. Unfortunately, you must use all money set aside in a calendar year or lose it.

Multi-choice flexible plan:

A plan that allows an employee a flexible spending plan that is a combination of at least two, but usually all three of the aforementioned flex spending accounts.

SECTION 4: LIFE INSURANCE – FULL TIME EMPLOYEES

Out of the seventy-eight (78) charter schools who participated in the survey, 68% or fifty-three (53) schools offer Group Term Life Insurance for full-time employees.

Of these fifty-three (53) schools that offer Group Life Term Insurance, the charter schools pay the following percentages of the premium for their employee:

100% -	47 Schools
80% -	1 School
No Response -	5 Schools

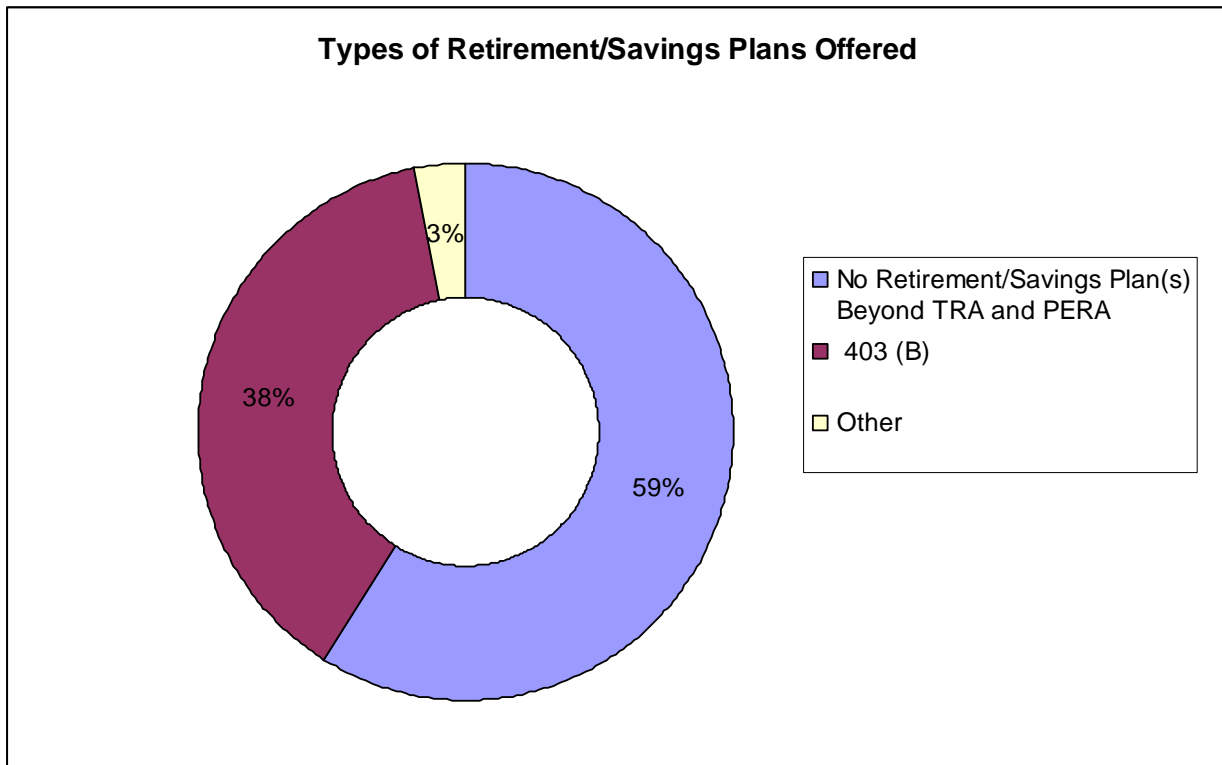
The following table represents the Maximum Value of the Life Insurance Policies offered by these fifty-three (53) schools:

\$10,000 - \$15,000	\$20,000 - \$30,000	\$50,000 - \$75,000	\$100,000 - \$125,000
8	8	24	2

**Eight (8) schools reported that the Maximum Value of the Life Insurance Policies offered is equivalent to the employee’s annual salary.*

SECTION 5: RETIREMENT/SAVINGS PLAN – FULL TIME EMPLOYEES

The chart below indicates the percentage of charter schools that offer the following type(s) of retirement/savings plan(s) to full-time employees:



As demonstrated above, 41% of charter schools offer some type of retirement/savings/plan(s) beyond TRA and PERA.

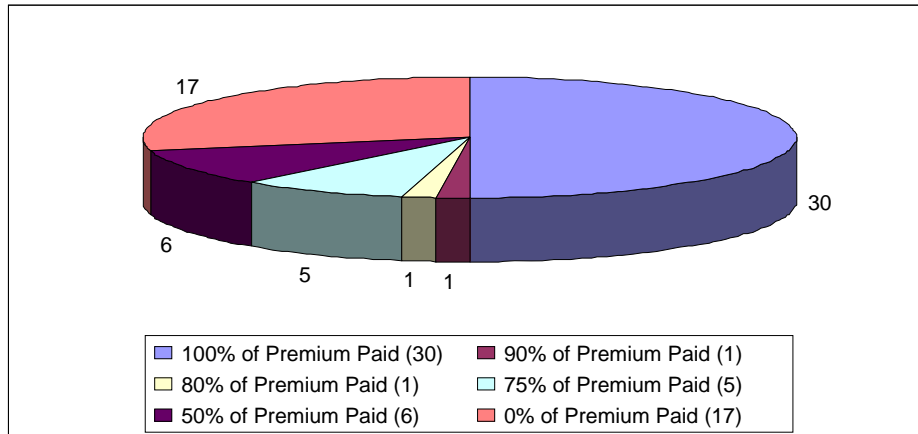
SECTION 6: ADDITIONAL BENEFITS – FULL TIME EMPLOYEES

BENEFITS INCLUDED: DENTAL, VISION, PRESCRIPTION, SHORT-TERM DISABILITY, LONG-TERM CARE, NURSING HOME CARE

Dental Insurance

Sixty-one (61) schools or **78%** of charter schools surveyed offer some type of dental insurance to their full-time employees.

The following chart indicates the amount of Dental Premiums paid by charter schools:

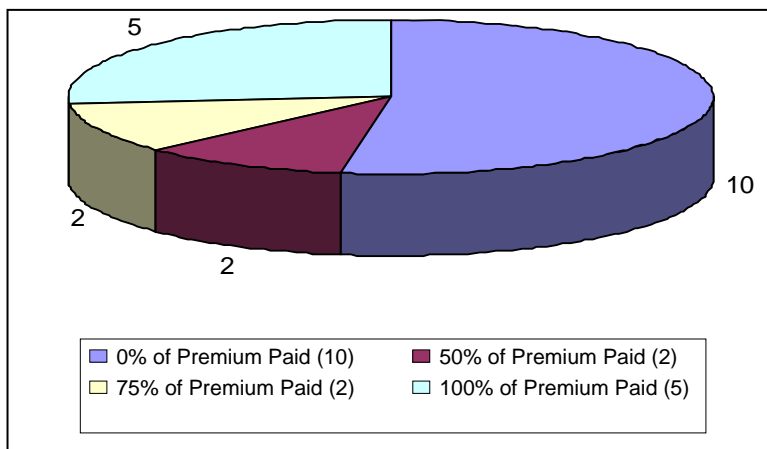


As indicated above, of the sixty-one (61) schools who do provide dental insurance for their employees, **51%** pay the full dental premium.

Vision Insurance

Nineteen (19) schools or **25%** of charter school respondents indicated that they offered some type of vision insurance to their full-time employees.

The chart below indicates the number of charter schools that pay the following Vision Premiums:

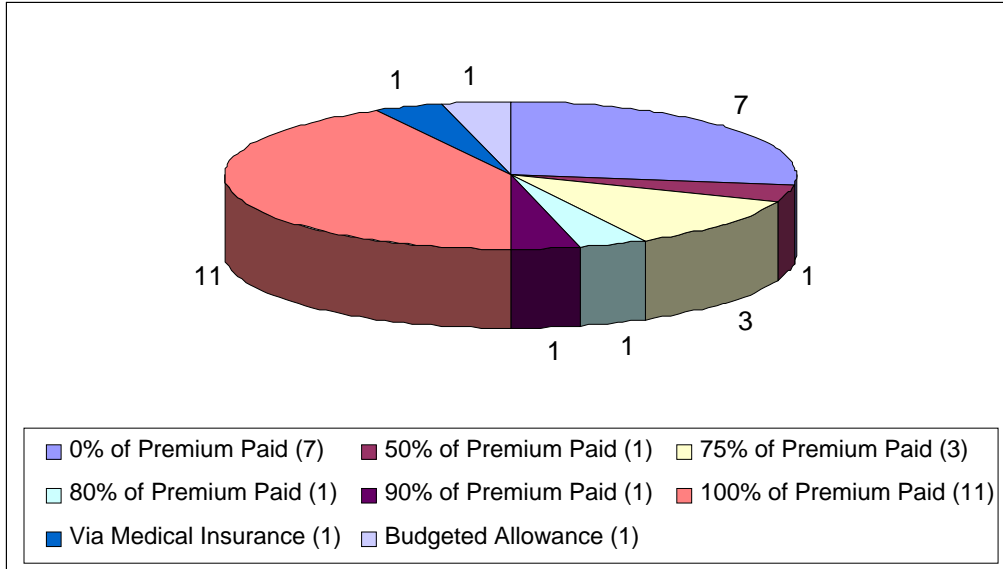


As indicated above, of the nineteen (19) schools that offer some type of vision insurance, 10 schools or 53% do not contribute to vision premiums.

Prescription Coverage

Twenty-six (26) schools or **34% offer prescription coverage to their full-time employees.**

The following chart indicates the number of schools that pay the specified Prescription Premiums:

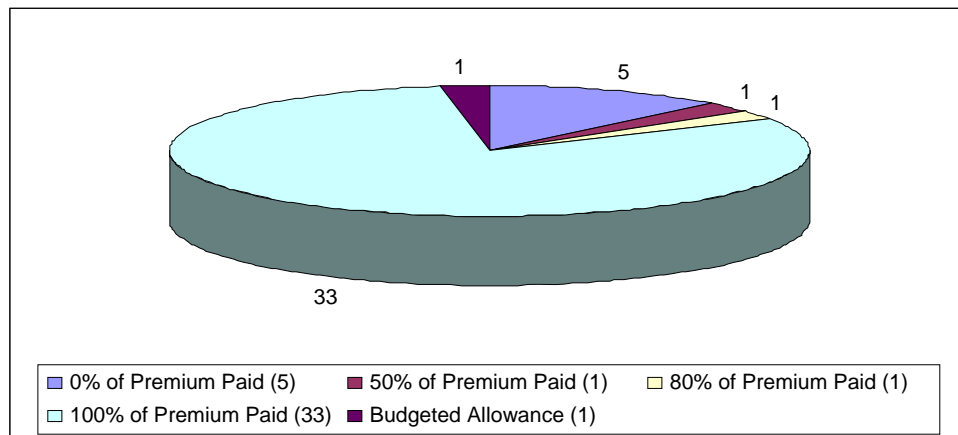


Of the twenty-six (26) schools that offer prescription coverage, eleven (11) schools or 42% surveyed pay 100% of their employees' prescription premium. In contrast, seven (7) schools or 27% of the schools surveyed pay 0% of their employees' prescription premium.

Long-Term Disability Coverage

Forty-four (44) schools or **57% of schools surveyed offer Long-Term Disability Coverage to their full-time employees.**

The chart below indicates the number of charter schools that pay the following Long -Term Disability Coverage Premiums:

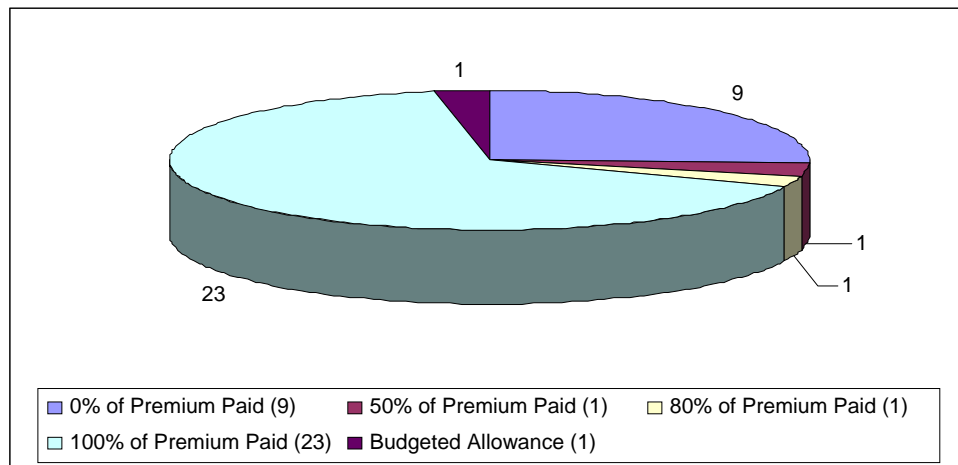


Approximately 75% of schools surveyed pay 100% of their full-time employees' long-term disability coverage, while only 12% of schools surveyed do not pay any amount of their employees' long-term disability coverage premium.

Short-Term Disability Coverage

Thirty-five (35) schools or 45% of the schools surveyed offer Short-Term Disability Coverage to their full-time employees.

The chart below indicates the number of charter schools that pay the following Short -Term Disability Coverage Premiums:



Of the thirty-five (35) schools that offer short-term disability coverage, twenty-three (23) or 66% pay 100% of the premium. Nine (9) schools or 25% do not contribute to their employees' short-term disability coverage premium.

Long-Term Care Coverage

Two (2) of the schools surveyed offer Long-Term Care Coverage.

97% of charter schools surveyed do not offer Long-Term Care Coverage.

Of the two (2) schools that offer Long-Term Care Coverage, one school paid 80% of the premium and the other school included it in a budgeted allowance.

Nursing Home Care Coverage

One (1) school offers Nursing Home Care Coverage to their full-time employees. This school paid 80% of the premium.

SECTION 7: SUMMARY OF BENEFITS PROVIDED— PART- TIME EMPLOYEES

Of the seventy-eight (78) Charter Schools participating in the Survey, forty (40) schools, or 51% offer Benefits to their Part-time Employees.

The following table indicates the number of schools which provide the indicated types of benefits to their part-time employees, as well as the average minimum number of hours that part-time employees need to work in order to qualify for these benefits:

Benefit	# of Schools Who Offer	Percentage of Premium Paid	Average Minimum Work Hours to Qualify
<i>Health Insurance</i>	35	0%- 9 schools 50%- 7 schools 75%- 3 schools 80%- 2 schools 100%- 14 schools	27 hours (Answers ranged from 20 – 30 hours)
<i>Dental Insurance</i>	29	0%- 8 schools 50%- 3 schools 75%- 2 schools 80%- 1 schools 90%- 1 school 100%- 14 schools	22 hours (Answers ranged from 8-30 hours)
<i>Vision Insurance</i>	5	0%- 8 schools 50%- 3 schools 75%- 2 schools 80%- 1 schools 90%- 1 school 100%- 14 schools	24 hours (Answers ranged from 20-30 hours)
<i>Retirement Plan</i>	11	0%- 6 schools 2%- 1 school 5%- 1 schools 100%- 3 schools	17.3 hours (Answers ranged from 8-30 hours)
<i>Short-Term Disability</i>	12	0%- 2 schools 75%- 1 school 80% - 1 school 100%- 8 schools	23.5 hours (Answers ranged from 20-30 hours)
<i>Long-Term Disability</i>	20	0%- 4 schools 75%- 1 schools 80%- 1 schools 100%- 14 schools	21.45 hours (Answers ranged from 20-30 hours)
<i>Vacation</i>	14	N/A	22.27 hours (Answers ranged from 3-30 hours)
<i>Personal Time</i>	28	N/A	37 hours (Answers ranged from 3-30 hours)
<i>Paid Holiday Leave</i>	15	N/A	25.08 hours (Answers ranged from 15-30 hours)

CHAPTER TWO – COMPENSATION

SECTION 1: ADMINISTRATION

Executive Director Salary Range

(43 Reported Positions)

Lowest Salary - \$28,500.00

Highest Salary - \$166,800.00

There was a large range between the lowest paid Charter School Executive Director and the highest paid (a \$138,300 difference); **the average for an Executive Director's salary was approximately \$71,862.** (It should be noted that our survey did not ask whether the Executive Director was full-time or part-time.)

When broken down by geographical region and taking into consideration highest and lowest reported salaries, schools in the St. Paul region reported higher Executive Director's salaries than compared with schools in the Minneapolis area, Greater 7 County Metro Area and Greater Minnesota area.

Geographic Region	Greater Minnesota (14 Schools)	St. Paul (11 Schools)	Minneapolis (10 Schools)	Greater 7 county metro area (8 Schools)
Highest:	\$82,000.00	\$166,800.00	\$93,000.00	\$98,100.00
Lowest:	\$28,500.00	\$30,000.00	\$60,000.00	\$85,000.00
Average:	\$56,397.56	\$90,808.00	\$68,849.40	\$85,625.00

Executive Director Education Level

Doctorate's Degree – 4

Master's Degree – 21

Bachelor's Degree – 7

No Response – 11

Executive Directors Licensure

Licensed – 22

Non-Licensed – 1

No Response – 20

According to the survey, **32%** of reported Charter School Executive Directors have a Master's Degree or higher and **28%** are licensed.

School Director / Principal Salary Range

(38 Reported Positions)

Lowest Salary - \$14,385.00

Highest Salary - \$112,000.00

The range between the lowest paid Charter School Director / Principal and the highest paid (a \$97,615 difference) was smaller than the range between the lowest paid Charter School Executive Director and the highest paid. **The average Charter School Director/ Principal's salary was approximately \$64,942.**

It should be noted that only 8 charter schools reported having both an Executive Director and a School Director/Principal. Therefore, for some schools, School/Director Principal salaries may represent Executive Director salaries, so both should be given some consideration in evaluating the school CEO salary.

When broken down by geographical region, schools in the Greater 7 County Metro Area reported the highest School Director/Principal salaries:

Geographic Region	<i>Greater Minnesota (13 Schools)</i>	<i>St. Paul (7 Schools)</i>	<i>Minneapolis (7 Schools)</i>	<i>Greater 7 County Area (11 Schools)</i>
Highest:	\$63,000	\$89,356	\$83,121	\$112,000
Lowest:	\$14,385	\$41,149	\$32,000	\$54,424
Average:	\$47,395	\$73,096	\$61,790	\$82,497

School Director / Principal Education Level

Master’s Degree – 19
 Bachelor’s Degree – 9
 Specialist’s Degree – 1
 No Response - 9

School Director / Principal Licensure

Licensed - 18
 Non-Licensed - 2
 No Response- 18

50% of reported Charter School Directors/Principals have a Master’s Degree or higher and 47% are licensed.

Academic Director Salary Range

(20 Reported Positions)

Lowest Salary - \$36,200.00
Highest Salary - \$73,212.00

The range between the lowest paid Charter School Academic Director and the highest paid was approximately \$37,012, far lower than the salary ranges of highest and lowest paid Executive Directors and Principals. The highest paid Academic Directors in the St. Paul, Minneapolis and Greater 7 County Metro area all were comparable within the \$70,000-\$74,000 range. The average Academic Director’s salary was approximately \$56,536.

Geographic Region	<i>Greater Minnesota (1 School)</i>	<i>St. Paul (5 Schools)</i>	<i>Minneapolis (7 Schools)</i>	<i>Greater 7 County Area (7 Schools)</i>
Highest:	\$51,168	\$73,212	\$70,096	\$71,189
Lowest:	\$51,168	\$45,000	\$45,800	\$36,200
Average:	\$51,168	\$60,994	\$58,069	\$52,585

Academic Director Education Level

Doctorate - 1
 Master’s Degree – 12
 Bachelor’s Degree – 4
 No Response – 3

Academic Director Licensure

Licensed – 12
 Non-Licensed – 2
 No Response – 6

Note that over 50% of reported Charter School Academic Directors have a Master’s Degree or higher, and 60% are licensed.

Business Manager Salary Range

(36 Reported Positions)

Lowest Salary - \$12,000.00

Highest Salary - \$62,500.00

The average Business Manager's salary was approximately \$51,914.

When broken down by geographical region, Business Managers in the St. Paul and Minneapolis reported the highest salaries:

Geographic Region	Greater Minnesota (15 Schools)	St. Paul (3 Schools)	Minneapolis (7 Schools)	Greater 7 county metro area (11 Schools)
Highest:	\$47,740	\$62,500	\$60,000	\$57,645
Lowest:	\$12,000	\$17,970	\$22,000	\$35,700
Average:	\$27,960	\$43,508	\$38,122	\$44,527

Business Manager Education

Bachelor's Degree – 10

Associates Degree – 7

High School – 1

No Response – 18

Note that 47% of reported charter school Business Managers have an Associate's Degree or higher.

Overall Office Manager Salary Range

(28 Reported Positions)

Lowest Salary - \$12,646.00

Highest Salary - \$59,912.00

The range between the highest and lowest paid Office Managers – approximately \$47,366 - is slightly smaller than the range between the highest and lowest paid Business Managers. The average Office Manager's salary was approximately \$35,190.

When broken down by geographical region, Office Managers in the St. Paul region reported the highest salaries, followed closely by those in the Greater 7 County Metro area:

Geographic Region	Greater Minnesota (7 Schools)	St. Paul (9 Schools)	Minneapolis (5 Schools)	Greater 7 county metro area (7 Schools)
Highest:	\$38,000	\$59,912	\$32,000	\$54,451
Lowest:	\$17,836	\$30,000	\$12,646	\$31,000
Average:	\$29,551	\$42,007	\$26,420	\$38,331

Office Manager Education

Bachelor's Degree – 10

Associates Degree – 3

High School – 3

No Response – 12

Note that 46% of reported Charter School Office Managers have an Associate's Degree or higher.

Administrative Support (Receptionist/Secretary) Staff Salary Range

(51 Reported Positions)

Lowest Salary - \$11,642.00

Highest Salary - \$50,000.00

The range between the highest and lowest paid Receptionist/Secretary is \$38,358. **The average Receptionist/Secretary's salary was approximately \$24,377.**

When broken down by geographical region, the average salary of a Receptionist/Secretary in the Greater Minnesota area is significantly lower than the average salaries of that same position in the St. Paul, Minneapolis and Greater 7 County Metro area:

Geographic Region	Greater Minnesota (19 Schools)	St. Paul (10 Schools)	Minneapolis (9 Schools)	Greater 7 county metro area (14 Schools)
Highest:	\$32,900	\$41,000	\$45,000	\$50,000
Lowest:	\$11,642	\$15,000	\$15,000	\$16,4000
Average:	\$19,980	\$29,530	\$30,986	\$30,954

Receptionist/Secretary Education

Master's Degree – 2

Bachelor's Degree – 6

Associate's Degree – 7

High School – 2

No Response – 34

Overall Communication / Development Staff Salary Range

(5 Reported Positions)

Lowest Salary - \$33,280.00

Highest Salary - \$51,228.00

The range between the highest and lowest salary for a Communication / Development Staff member is approximately \$17,928 and is the smallest reported among all positions; however, this is largely due to the smaller number of positions reported, providing less comparable data. **The average Communication / Development Staff's salary was approximately \$43,268.**

Communication / Development Staff Education

Bachelor's Degree – 3

Un-specified – 2

**Please note that due to the small sample size of this particular question, no inference about the overall education of communication/development staff could be made at this time.*

SECTION 2: TEACHERS

Lead Teacher/Teacher Coordinator Salary Range

(22 Reported Positions)

Lowest Salary - \$20,000.00
Highest Salary - \$66,258 .00

The range of the lowest and highest paid Lead Teacher salary is approximately a \$46,258 difference; **the average Lead Teacher’s salary was \$43,364.**

Geographic Region	Greater Minnesota	St. Paul	Minneapolis	Greater 7 County Area
Highest:	\$65,000	\$55,000	\$57,000	\$66,258
Lowest:	\$27,000	\$26,451	\$20,000	\$33,827
Average:	\$40,776	\$44,822	\$40,160	\$50,061

Lead Teacher Education Level

Bachelor’s Degree – 9

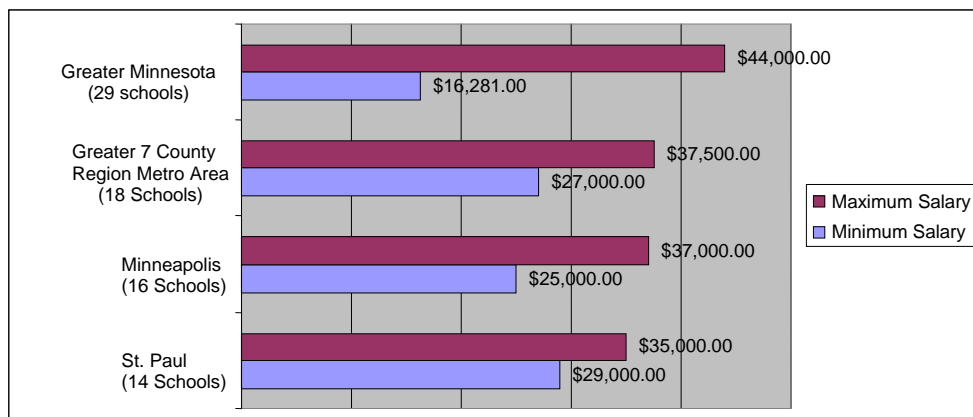
No Response - 4

Master’s Degree – 9

Note that 41% of reported Charter School Lead Teachers have a Master’s Degree.

Licensed Teacher Salaries

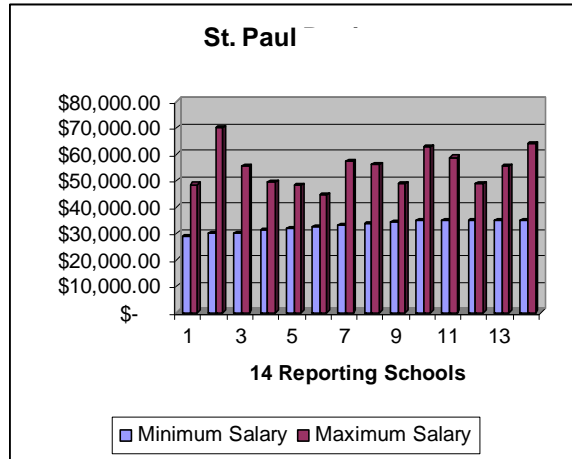
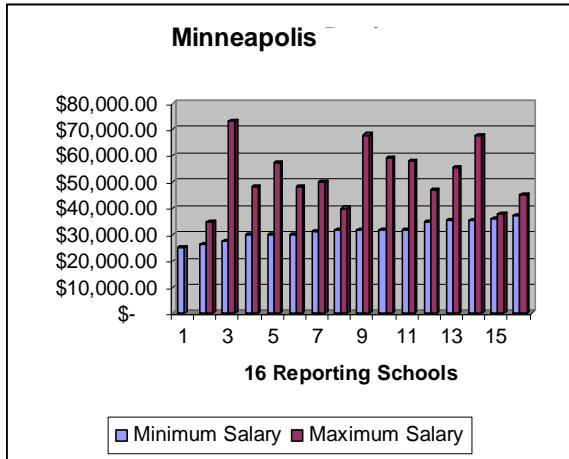
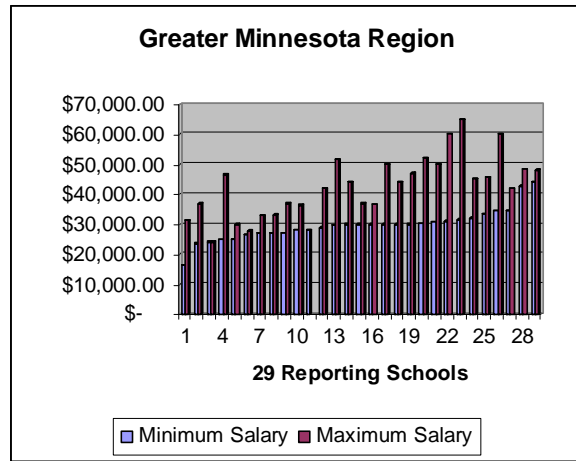
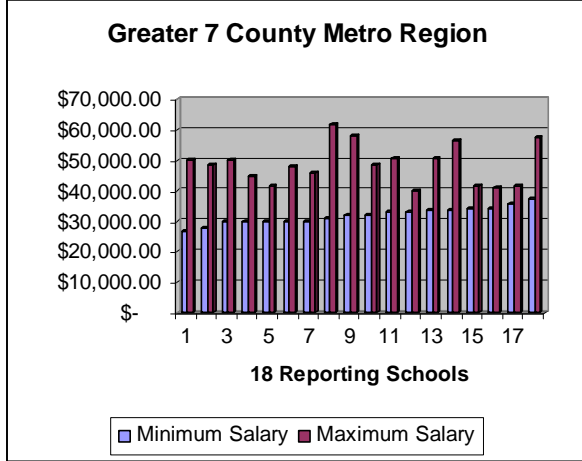
(77 Charter Schools Provided Information)



Licensed Teacher Salary Average Summary

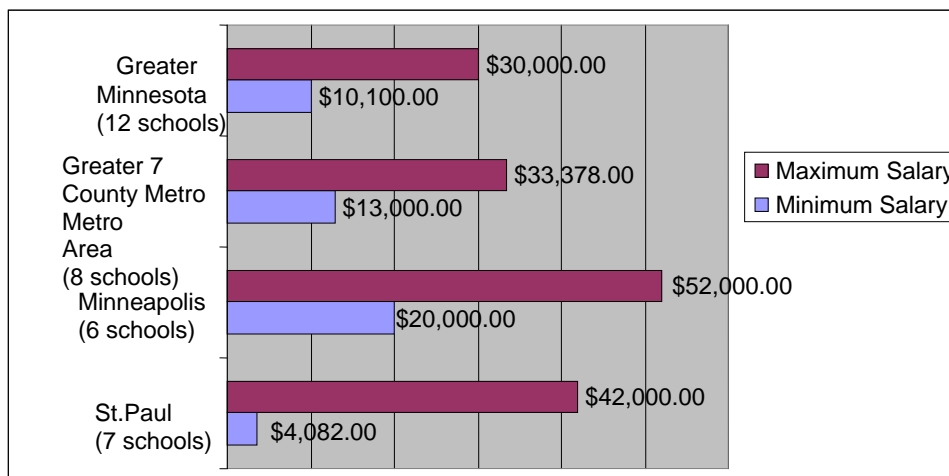
	<u>Avg. Minimum</u>	<u>Avg. Maximum</u>
St. Paul	\$32,839	\$54,851
Minneapolis	\$49,378	\$61,614
Greater Minnesota Region	\$29,675	\$63,309
Greater 7 county metro area	\$31,954	\$48,753

Licensed Teacher Salary Ranges Reported as Broken Down by Region



SECTION 2: SUPPORT STAFF

Paraprofessional Annual Salaries (33 Schools Provided Information)



Paraprofessional Salary Average Summary

	<u>Avg. Minimum</u>	<u>Avg. Maximum</u>
St. Paul	\$16,927	\$31,790
Minneapolis	\$27,347	\$37,388
Greater Minnesota Region	\$15,873	\$20,821
Greater 7 county metro area	\$22,605	\$25,800

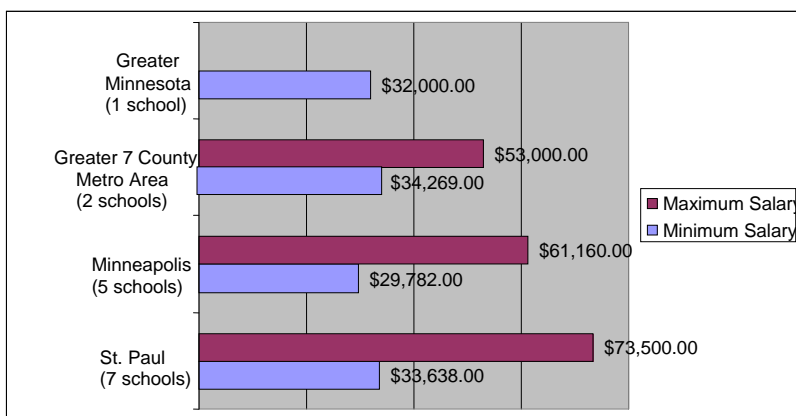
Paraprofessional Hourly Rate Average Summary

(32 schools reported hourly rates rather than salary)

	Hourly Rate Range	Ave. Minimum Hourly Rate	Ave. Maximum Hourly Rate
St. Paul (5 schools)	\$11.25 - \$24.00	\$13.30	\$21.00
Minneapolis (7 schools)	\$8.00 - \$18.00	\$13.10	\$15.10
Greater Minnesota Region (13 schools)	\$8.75 - \$20.00	\$10.50	\$13.00
Greater 7 county metro area (7 schools)	\$9.00 - \$18.70	\$12.40	\$15.00

Full-Time Social Worker Annual Salaries

(15 Schools Provided Information)



Social Worker Salary Average Summary

Lowest Minimum Salary - \$29,782.00

Highest Maximum Salary - \$73,500.00

The largest range between the maximum and minimum salary for a Social worker occurred in St. Paul - approximately \$39,862; comparisons between regions, however, cannot be made due to the small sampling available. **The overall average salary reported was approximately \$45,566.**

Part-Time Social Worker Hourly Rate Average Summary

(7 Schools Provided Information)

**Part-time social workers were reported in hourly rates rather than salary*

Since there were only **7 part-time** social worker positions reported, breakdowns are not provided for geographic region.

Hourly Rate Range	Average Hourly Rate
\$15.00 - \$65.00	\$30.40

Part-Time School Nurse Hourly Rate Average Summary

(16 Schools Provided Information)

	Hourly Rate Range	Avg. Hourly Rate
St. Paul (2 schools)	\$23.00 - \$30.00	\$26.50
Minneapolis (2 schools)	\$36.00 - \$90.00	\$63.00
Greater Minnesota (5 schools)	\$12.00 - \$30.00	\$22.50
Greater 7 county metro area (7 schools)	\$12.75 - \$41.00	\$26.90

Part-Time School Nurse Salary (if reported salary rather than hourly rates)

(6 Schools Provided Information)

Lowest Minimum Salary - \$1,513.00

Highest Maximum Salary - \$55,585.00

Due to the smaller sampling of part-time school nurse salary information available, breakdowns are not provided by region or by average minimum and maximums. **The average salary reported for a part-time school nurse was approximately \$20,571.**

Full-Time School Nurse Salary

Since there were only 2 full-time school nurse positions reported (both in the Greater 7 County Metro Area), breakdowns are not provided for geographic region. The salaries reported were \$41,000 and \$45,000.

Long Term Substitute Teacher- Daily Rate Average Summary

(44 Schools Provided Information)

	Daily Rate Range	Average Daily Rate
St. Paul Region (6 Schools)	\$120.00 - \$170.00	\$146.00
Minneapolis Region (9 Schools)	\$90.00 - \$165.00	\$137.00
Greater Minnesota Region (17 Schools)	\$85.00 - \$196.77	\$116.00
Greater 7 county metro area (12 Schools)	\$100.00 - \$197.00	\$134.00

Short Term Substitute Teacher- Daily Rate Average Summary

(53 Schools Provided Information)

	Daily Rate Range	Average Daily Rate
St. Paul Region (8 Schools)	\$90.00- \$170.00	\$126.00
Minneapolis Region (10 Schools)	\$90.00 - \$165.00	\$119.00
Greater Minnesota Region (14 Schools)	\$85.00 - \$125.00	\$99.00
Greater 7 county metro area (21 Schools)	\$100.00 – \$175.00	\$123.00

School Psychologist Hourly Rate Average Summary

(12 Schools Provided Information)

**It should be noted that schools only reported having part-time psychologists.*

Since there were only **12 part-time** school psychologist positions reported at an hourly rate, breakdowns are not provided for geographic region.

Hourly Rate Range	Average Hourly Rate
\$32.70 - \$100.00	\$63.50

School Psychologist Salary (if reported salary rather than hourly rates)

Since there were only 3 salaried part-time school psychologist positions reported (in St. Paul and the Greater 7 County Metro Area), breakdowns are not provided for geographic region. The salaries reported were \$3,100, \$36,000-\$62,600 and \$48,585-\$55,585.

Full-Time School Counselor Salary

(9 Schools Provided Information)

Lowest Minimum Salary - \$32,000.00

Highest Maximum Salary - \$80,000.00

Due to the smaller sampling of school counselor salary information available, breakdowns are not provided by region or by average minimum and maximums. **The average salary reported for a full-time school counselor was approximately \$46,100.**

**Only one school reported full-time school counselor pay according to an hourly rate at \$20.*

Part-Time School Counselor Salary & Hourly Rates

(6 Schools Provided Information)

Since there were only 3 salaried and 2 hourly part-time school counselor positions reported (in Minneapolis, Greater Minnesota and the Greater 7 County Metro Area), breakdowns are not provided for geographic region. The salaries reported were \$12,000, \$21,000 and \$26,318. The hourly rates reported were \$30.00 and \$50.00.

**One school reported a part-time school counselor position, but did not provide compensation information.*

SECTION 4: SALARY INCREASES

Executive Director Salary Increases

In 2007-2008, fifty-one (51) charter schools or 65% of schools granted salary increases to their Executive Directors.

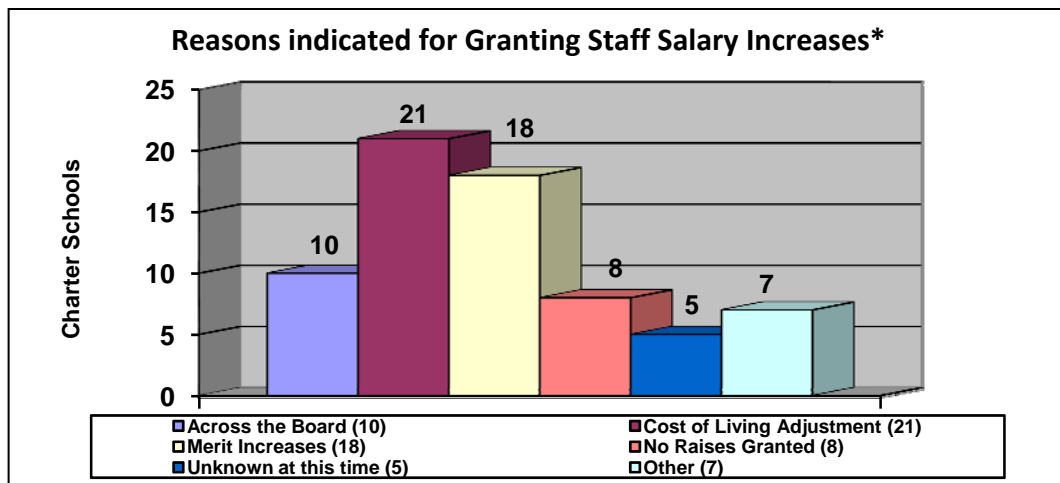
Of those schools that reported a salary increase for their Executive Directors, the average salary increase was **4.5%**. The lowest salary increase reported was 1%, while the highest salary increase was 30%.

The list below provides more detailed information about the percentage increases that charter schools applied:

- **The most common salary increase - 3% - was granted by 11 schools;**
- A 2% salary increase was granted by 8 schools;
- A 1% salary increase was granted by 6 schools;
- A 4% salary increase was granted by 4 schools; and
- Increases of 1.5%, 2.5%, 3.3%, 3.4%, 4.5%, 5%, 6%, 7.7%, 10%, 11%, 15%, 19%, and 30% were also reported

Non-Instructional School Staff Salary Increases

The two most common reasons for granting salary increases to non-instructional school staff were: 1) salaries were increased to **mirror an increase in cost of living** (30% of schools fell into this category) and 2) salaries were increased on the **basis of merit** (26% of schools provided salary increases based on merit). 11% of schools granted no raises at all.

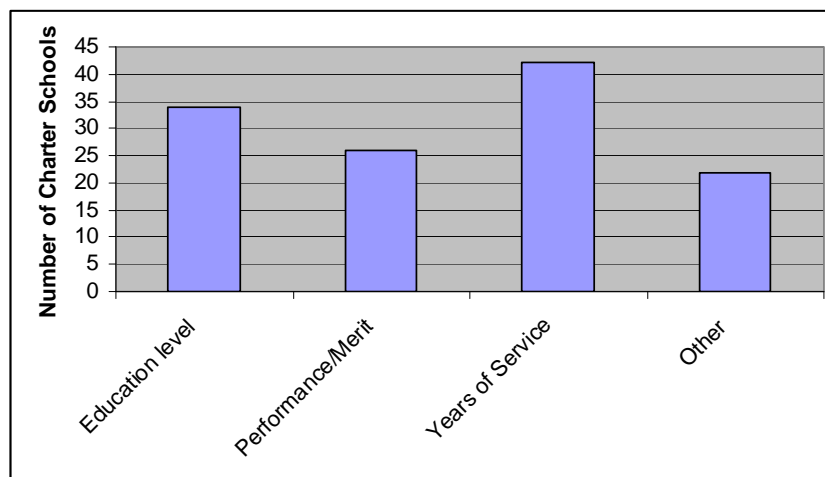


Other reasons for salary increases included: establishing a new salary structure, adjusting salary to match a nearby school district and adjusting salary based on teacher negotiations.

**Schools were allowed to indicate multiple reasons for salary increases if applicable.*

Instructional Staff Salary Increases

The bar graph below illustrates the number of charter schools that reported the following reasons for salary increases for licensed staff:



The most common factor in granting salary increases to instructional staff was the number of years of service (approximately 54%). Thirty-four (34) schools or 43% identified education level, twenty-six (26) schools or 33% identified performance/merit, and twenty-two (22) schools or 28% identified “other” for reasons for granting salary increases. 45% of the schools that reported “other” indicated that the basis of salary increases for licensed staff were “Across the Board.”

**Schools were allowed to indicate multiple reasons for salary increases if applicable.*

Schools reported that salary increases given according to performance/merit were based on the following factors:

- Student Achievement – 11 schools
- Evaluations/Job Performance Reviews – 9 schools
- Professional Development Plan – 2 schools

Employee Bonuses

Only twenty-five (25) schools or 32% of the schools surveyed reported providing bonuses to their employees, above and beyond typical annual compensation.

Schools that reported providing bonuses based their decision on the following factors:

- Student Achievement – 7 schools
- Q-Comp – 7 schools
- Years of Service – 3 schools
- Performance/Meeting Goals – 2 schools

CHAPTER THREE – TURNOVER

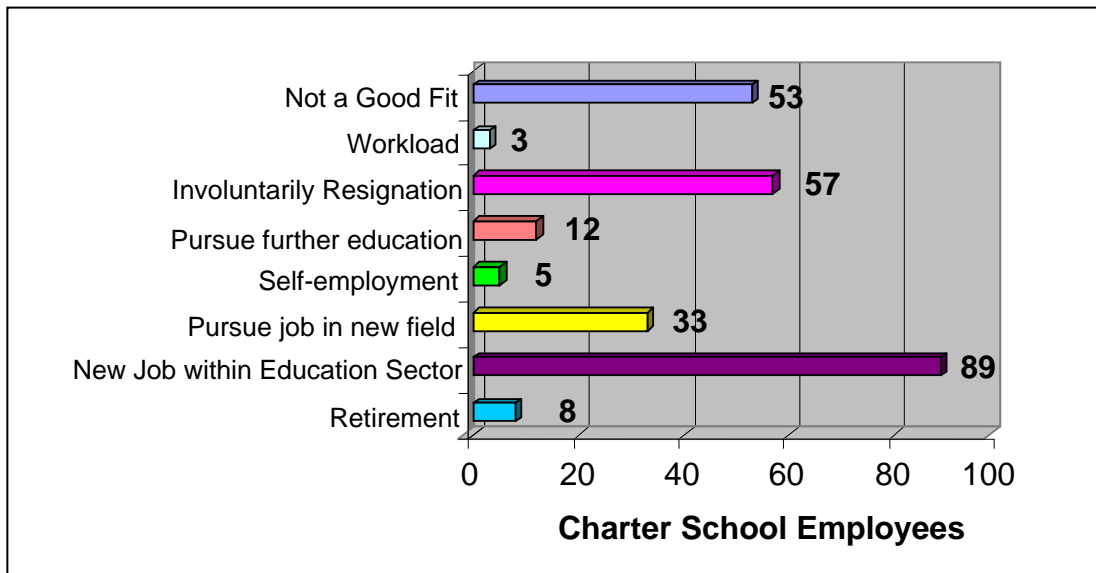
Employee Turn-over

In 2007-2008, Charter Schools had the following Involuntary/Voluntary Turn-over:

Number of Charter Schools	Turn-over: # of Employees	Total # of Employee Turnover
16	0	0
9	1	9
15	2	30
9	3	27
7	4	28
3	5	15
6	6	36
2	7	14
1	8	8
1	11	11
2	16	32
1	17	17
78 Charter Schools		259 Employees

Fifty-six (56) schools or 72% had between zero and four (0-4) employee turnovers. Four (4) schools or 5% had over ten (10) employee turnovers.

Employees, who either involuntarily or voluntarily terminated their employment, did so for the following reasons:



The vast majority of individuals - eighty-nine (89) - or 34% terminated their employment to pursue a new job within the education sector. Sixteen percent (16%) left the field of education altogether and 22% involuntarily resigned from their position.

Employee Involuntary/Voluntary Termination Summary

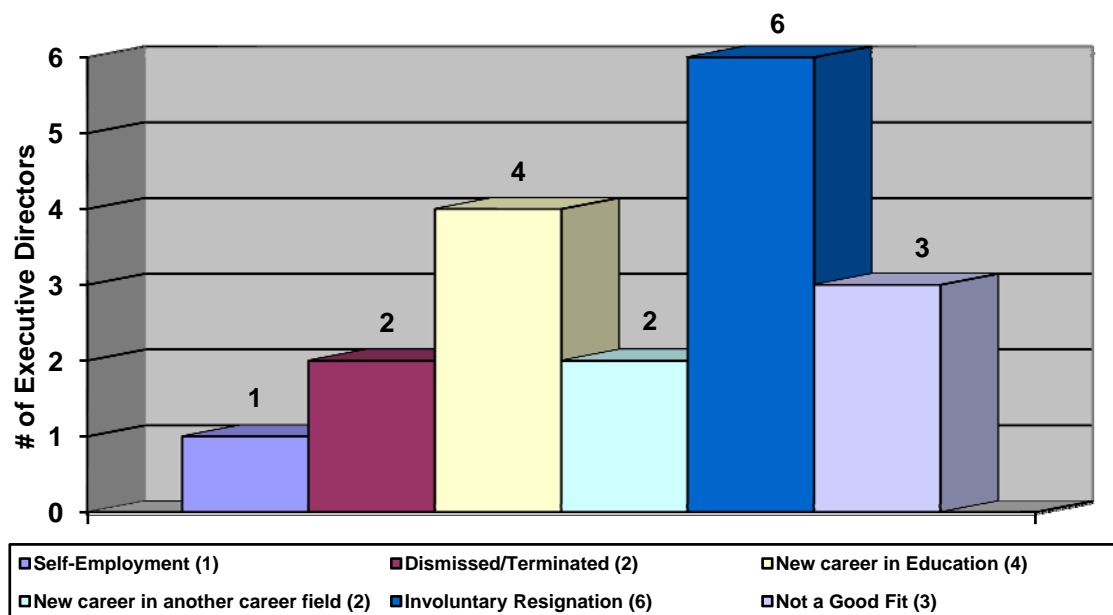
Termination Reason	Employees	% Total Terminated Employees
Retirement	8	3%
New Career in Education	89	34%
New Career in field, other than Education	33	13%
Self Employment	5	2%
Pursue further Education	12	5%
Involuntary Resignation	57	22%

Change in Executive Directors

For the 2007-2008 Fiscal Year, sixteen (16) or 20% of the seventy-eight (78) charter school respondents reported a change in Executive Directors.

Of these sixteen schools that reported a change in Executive Directors, 50% of the Executive Directors completed the school year.

The following chart provides the various reasons given for the change in Executive Directors at these sixteen (16) schools:



Approximately 38% of schools reported “involuntary resignation” as the reason for Executive Director turn-over, making “involuntary resignation” the most common reason. The next most common reported reason for Executive Director turn-over was “pursuing a new career in education” (approximately 24% of schools), following by “not a good fit” (approximately 19% of schools).

APPENDIX

APPENDIX MATERIAL A: LIST OF PARTICIPATING CHARTER SCHOOLS

MACS would like to extend its appreciation to the following schools for taking time out of their busy schedules to participate in this survey:

- Academia Cesar Chavez, *St. Paul*
- Academy of Bio Science, *New Brighton*
- Achieve Language Academy, *St. Paul*
- AFSA High School, *Vadnais Heights*
- ARTech Charter School, *Northfield*
- Augsburg Fairview Academy, *Minneapolis*
- Beacon Academy, *Plymouth*
- Birch Grove Community School, *Tofte*
- Blue-Sky Charter School, *West St. Paul*
- Bluffview Montessori, *Winona*
- Cedar Riverside, *Minneapolis*
- City Academy High School, *St. Paul*
- Community of Peace Academy, *St. Paul*
- Crosslake Community School, *Crosslake*
- Cyber Village Academy, *St. Paul*
- Cygnus Academy, *Anoka*
- Dakota Area Charter School, *Dakota*
- Discovery Public School of Faribault, *Faribault*
- Dunwoody Academy, *Minneapolis*
- Eagle Ridge Academy, *Eden Prairie*
- E.C.H.O. Charter School, *Echo*
- El Colegio Charter School, *Minneapolis*
- Four Directions Charter School, *Minneapolis*
- Friendship Academy, *Minneapolis*
- General Vessey Leadership Academy, *West St. Paul*
- Glacial Hills Elementary, *Starbuck*
- Great Expectations, *Grand Marais*
- Great River Education Center, *Waite Park*
- Green Isle Community School, *Green Isle*
- Harbor City International School, *Duluth*
- High School for Recording Arts, *St. Paul*
- HOPE Community Academy, *St. Paul*
- Jennings Community Learning Center, *St. Paul*
- Lafayette Charter School, *Lafayette*
- Lake Superior High School, *Duluth*
- Lakes Area Charter School, *Osakis*
- Lakes International Language Academy, *Forest Lake*
- Liberty High Charter School, *Blaine*
- LoveWorks Academy, *Golden Valley*
- Main Street School of Performing Arts, *Hopkins*
- Metro Deaf School, *St. Paul*
- MILROY Area Charter School, *Milroy*
- Minisinaakwaang Leadership Academy, *McGregor*
- Minnesota New Country School, *Henderson*
- Minnesota North Star Academy, *St. Paul*
- Nerstrand Elementary School, *Nerstrand*
- New Century Charter School, *Hutchinson*
- New City School, *Minneapolis*
- New Heights School, *Stillwater*
- Mew Millennium Academy, *Minneapolis*
- New Spirit School, *St. Paul*
- North Lakes Academy, *Forest Lake*
- Northern Lights Community High School, *Warba*
- Northwest Passage High School, *Coon Rapids*
- Nova Classical Academy, *St. Paul*
- PACT Charter School, *Ramsey*
- Paideia Academy, *Apple Valley*
- Partnership Academy, *Richfield*
- Pillager Area Charter School, *Pillager*
- Prairie Creek Community School, *Northfield*
- Prestige Academy, *Minneapolis*
- Recovery School of Southern Minnesota, *Owatonna*
- Ridgeway Community School, *Houston*
- RiverBend Academy, *Mankato*
- Riverway Learning Community, *Minnesota City*
- Rochester Off-Campus Charter School, *Rochester*
- Schoolcraft Learning Community, *Bemidji*
- Seven Hills Classical Academy, *Bloomington*
- Sojourner Truth Academy, *Minneapolis*
- Southside Family Charter School, *Minneapolis*
- St. Croix Preparatory Academy, *Stillwater*
- Swan River Montessori Charter School, *Monticello*
- TEAM Academy, *Waseca*
- TRIO Wolf Creek Distance Learning Charter School, *Lindstrom*
- Urban Academy, *St. Paul*
- Watershed High School, *Minneapolis*
- WISE Charter School, *Minneapolis*
- Worthington Area Language Academy, *Bigelow*

APPENDIX MATERIAL B: LIST OF NON-PARTICIPATING CHARTER SCHOOLS

Charter Schools who did not participate in the Health & Benefits Survey:

- Adam Abdule Academy, *Rochester*
- Aurora Charter School, *Minneapolis*
- Avalon Charter School, *St. Paul*
- Beacon Preparatory School, *Bloomington*
- Clarkfield Area Charter School, *Clarkfield*
- Community School of Excellence, *St. Paul*
- Concordia Creative Learning Academy, *St. Paul*
- Dugsi Academy, *St. Paul*
- Duluth Edison Charter School, *Duluth*
- East Range Academy of Technology & Science, *Eveleth*
- Eci'Nompa Woonspe' Charter School, *Morton*
- EdVisions Off-Campus Charter School, *Henderson*
- Emily Charter School, *Emily*
- Emily O. Goodridge Grey, *Minneapolis*
- Excell Academy for Higher Learning, *Brooklyn Park*
- Face to Face Academy, *St. Paul*
- Fraser Academy, *Minneapolis*
- Great River School, *St. Paul*
- Harvest Preparatory School, *Minneapolis*
- Hiawatha Leadership Academy, *Minneapolis*
- Higher Ground Academy, *St. Paul*
- International Spanish Language Academy, *Minnetonka*
- Hmong Academy High School, *St. Paul*
- Kaleidoscope Charter School, *Rogers*
- La Crescent Montessori Academy, *La Crescent*
- Learning for Leadership Charter School, *Minneapolis*
- Lighthouse Academy of Nations, *Minneapolis*
- Lincoln International Charter School, *Minneapolis*
- Long Tieng Academy, *Minneapolis*
- Math & Science Academy, *Woodbury*
- Minneapolis Academy, *Minneapolis*
- Minnesota International Middle School, *Minneapolis*
- Minnesota Internship Center Charter School, *Minneapolis*
- Minnesota Online High School, *Minneapolis*
- Minnesota Transitions Charter School, *Minneapolis*
- Naytahwaush Community School, *Naytahwaush*
- New Discoveries Montessori School, *Hutchinson*
- New Visions School, *Minneapolis*
- Noble Academy, *Brooklyn Park*
- North Shore Community School, *Duluth*
- Odyssey Charter School, *Brooklyn Center*
- Pine Grove Leadership Academy, *Sandstone*
- Prairie Seeds Academy, *Minneapolis*
- River Heights Charter School, *West St. Paul*
- SAGE Academy Charter School, *Brooklyn Park*
- Skills for Tomorrow High School, *St. Paul*
- Sobriety High Central Office, *St. Paul*
- Spectrum High School, *Elk River*
- Stonebridge Community School, *Minneapolis*
- STRIDE Academy, *St. Cloud*
- St. Paul Conservatory for Performing Artists, *St. Paul*
- Studio Academy Arts High School, *Rochester*
- Tarek ibn Ziyad Academy, *Inver Grove Heights*
- TrekNorth High School, *Bemidji*
- Twin Cities Academy, *St. Paul*
- Twin Cities Academy High School, *St. Paul*
- Twin Cities German Immersion School, *St. Paul*
- Twin Cities International Elementary School, *Minneapolis*
- Ubah Medical Academy, *Hopkins*
- Voyageurs Expeditionary High School, *Bemidji*
- World Learner School of Chaska, *Chaska*
- Yankton Country School, *Balaton*
- Yinghua Academy, *St. Paul*

MACS 2008 BIENNIAL COMPENSATION - SALARY AND BENEFITS SURVEY

Please provide your responses to the survey below as accurately and completely as possible. The purpose of this survey is to provide everyone in the Charter School community with reliable information in the recruitment and retention of key personnel by identifying compensation and benefit components. The 2008 Report will be released at the Fall Conference on November 7th, 2008 at the Holiday Inn East, St. Paul.

While all the information requested in this survey is public data, the individual school information will not be identified in the cumulative results.

Please complete and return the survey by Friday, August 15th, 2008.

Section I – Charter School Information

1. Charter School Name:

2. Geographical location of Charter School

- Minneapolis
- St. Paul
- Greater 7 county metro area (excluding St. Paul & Mpls.)
- Greater Minnesota

3. Name of person completing survey:

4. Job Title of person completing survey:

Section II – General Financial Information

5. What was your school's budget for fiscal year 2007-08?

Total Revenue: \$

-

Total Expenditures: \$

=

Balance \$

6. In fiscal year 2007-08, how much did your school spend on the following expenditures?

	<i>In Actual Dollars</i>	<i>As % of Total Budgeted Expenditures</i>
Salaries:	\$	%
+		
Benefits: (Health, Benefits)	\$	%
+		
Payroll Related: (FUTA, FICA)	\$	%
+		
Professional Development:	\$	%
=		

Total Compensation Expenditures \$ %

7. What accounting firm is auditing the school's 2007-08 financials?

Section III – Paid Employees

8. As of May 31st, 2008 how many paid employees did your school have*?

Full-Time

+

Part-Time

=

Total Paid Employees

***Note:** Please do not count independent contractors.

9. Of the "Total Paid Employees", how many received health benefits?

Section IV – Medical Insurance Information

10. What type(s) of medical insurance plan(s) does your school offer?
(Please check all that apply)

- None
- Health Maintenance Organization
- Preferred Provider Organization
- Point of Service Plan
- Health Savings Account
- Health Reimbursement Account
- Cash Disbursement Allowance (i.e. no health plan coverage offered, school pays allowance towards school employee obtaining individual health coverage)
- Other:

11. What is the name of the medical insurance plan provider?

12. Does your school offer medical coverage to any of the following?
(Please check all that apply)

- Employee's Spouse
- Employee's Dependents
- Same-Sex Domestic Partners
- Opposite-Sex Domestic Partners

13. What percentage of the total medical premium does your school pay for the following? (If not applicable, please write N/A)

Employee	%
Spouse	%
Dependents	%
Same-Sex Domestic Partner	%
Opposite-Sex Domestic Partners	%

14. The last time your school's health insurance rate increased, what was the percentage of increase?

%

a) What was the effective date of this increase?

15. In fiscal year 2007-08, approximately how much did your school spend on health insurance?

\$

16. Within the last year, did your school make any of the following changes?
(Please check all that apply)

- Changed Insurance Provider
- Increased Deductibles
- Increased Out-of-Pocket Co-Pays
- Changed Co-Insurance (e.g. 100/80 to 90/70)
- Increased Out-of-Pocket Maximum

17. What issues/concerns does your school have with the health insurance plan and/or provider (i.e. Limited Network provider, Premium Cost, Deductibles, etc...)?

18. Overall, how satisfied are you with your school's health insurance?

- Satisfied (*Skip to Question #20*)
- Somewhat Satisfied (*Skip to Question #20*)
- Somewhat Dissatisfied (*Answer Question #19*)
- Dissatisfied (*Answer Question #19*)

19. What are the reasons for your dissatisfaction with your school's health insurance?

Section V – Personal/Sick Compensation

20. Does your school provide separate personal and sick days, or are these two categories combined into a single Paid Time Off Policy Account?

- The school provides separate personal and sick days
(Answer Question #21)
- The school provides a combined Paid Time Off Policy.
(Skip to Question #22)
- The school does not offer a Paid Time Off Policy.
(Skip to Question #23)

21. Please indicate the number of personal and sick days that your school offers to full-time employees.

	After one year of employment	After two years of employment	After three years of employment	After five years of employment
Personal/Sick days				

(Skip to Question #24)

22. Please indicate the number of combined Paid Time Off days that your school offers to full-time employees.

	After one year of employment	After two years of employment	After three years of employment	After five years of employment
P.T.O. days				

23. Are the school's employees allowed to accrue unused vacation, sick, or P.T.O. days?

- No (Skip to Question #25)
 Yes (Answer Question #24)

24. How are accrued personal, vacation, and sick days managed?

	Maximum Accrued Days Allowed?	Cash-out Option available if employee resigns?	Cash-out Option available at retirement?
Personal Days		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Vacation Days		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Sick Days		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Section VI – Retirement/Savings Plans

25. What type(s) of retirement/savings plan(s) does your school provide to full-time employees, beyond TRA, or PERA? (Check all that apply)

- None
 403(b)
 Simple IRA
 Other:

Section VII – Other Benefits

26. Does your school offer a Cafeteria/Section 125 Flex Plan?

- No
 Yes, the following options are available (Please Check all that apply)
 Pre-tax health insurance premiums
 Pre-tax dependent care flexible spending account
 Pre-tax health care flexible spending account
 Multi-choice flexible plan
 Other:

27. Does your school offer group term life insurance for full time employees? If yes, please indicate what percentage of the premium is paid by the organization.

- No (Skip to Question #29)
 Yes, the school pays _____ % of the premium.

28. Please indicate the maximum value of life insurance provided.

\$

Full-time Employees

29. Does the school provide any of the following additional insurance benefits for full-time employees?

Benefit	Benefit Offered	If Yes, % of Premium paid by the School
Dental Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Vision Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Prescription Coverage	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Short-term Disability	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Long-term Disability	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Long Term Care	<input type="checkbox"/> Yes <input type="checkbox"/> No	%
Nursing Home Care	<input type="checkbox"/> Yes <input type="checkbox"/> No	%

Part-time Employees

30. Do Part-time employees receive benefits?

- Yes
- No (*Skip to Question #32*)

31. If the school provides all or any portion of the following benefits / related costs for Part-time employees, circle "Yes", and indicate how many hours part-time employees need to work to qualify for the stated benefit. If no minimum hours per week are required to qualify, please write "PR" for pro-rated. If the part-time employee is not allowed to participate in the plan, circle "N".

Benefit	Benefit Offered	If Yes, % of premium paid by school	Minimum Hours Worked to qualify for Benefit
Medical Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Dental Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Vision Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Retirement/Savings	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Short-term Disability	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Long-term Disability	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Paid Vacation Time	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Personal Time	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	
Paid Holidays	<input type="checkbox"/> Yes <input type="checkbox"/> No	%	

Section VIII – Employee Salary Information

32. For each position below, please list the current salary and education information that is relevant to your school.*

***Note:** Please do not count independent contractors.

Position	Compensated Annual Salary	Degree Level	Licensed
Executive Director/Superintendent	\$		<input type="checkbox"/> Yes <input type="checkbox"/> No
School Director/Principal	\$		<input type="checkbox"/> Yes <input type="checkbox"/> No
Academic Director	\$		<input type="checkbox"/> Yes <input type="checkbox"/> No
Lead Teacher / Teacher Coordinator	\$		-
Communications/Development Staff	\$		-
Business Manager	\$		-
Office Manager	\$		-
Receptionist/Secretary/Admin. Assist.	\$		-

Position	Minimum Salary	Maximum Salary	Daily Rate
Licensed Teacher	\$	\$	-
Paraprofessionals	\$	\$	-
Substitute Teacher - Long Term	-	-	\$
Substitute Teacher - Short Term	-	-	\$

Position	Employed	Hourly Rate	Minimum Salary	Maximum Salary
Social Worker	<input type="checkbox"/> FT <input type="checkbox"/> PT	\$	\$	\$
School Nurse	<input type="checkbox"/> FT <input type="checkbox"/> PT	\$	\$	\$
School Psychologist	<input type="checkbox"/> FT <input type="checkbox"/> PT	\$	\$	\$
School Counselor	<input type="checkbox"/> FT <input type="checkbox"/> PT	\$	\$	\$

33. For the fiscal year 2008-09, are salary increases being granted in your school for any of the following reasons?

- Cost of living adjustment (COLA)
- Across the board increases. (i.e. same dollar amount/percentage for all employees)
- Merit Increases (i.e. varies from employee, based on individual performance)
- No salary increases are being granted this year.
- It is unknown at this time if salary increases will be granted.
- Other:

34. What is the basis of salary increases for licensed staff?

- Education Level
- Performance/Merit
- Years of Service
- Other:

35. If salary increases are based on Performance/Merit, what factors are these increases based on (i.e. Student Achievement)?

36. Does your school provide bonuses to its employees, above and beyond their typical annual compensation?

- No
- Yes

37. If bonuses are provided, what factors are these bonuses based on (i.e. years of service)?

38. For the FY 08-09, is the Executive Director of your school receiving a salary increase?

- No
- Yes, how much (as a percent of salary) %

Section IX – Employee Turnover

39. How many employees voluntarily/involuntarily terminated their employment with your school between July 1st, 2007 and June 30th, 2008?

_____ # of Employees

40. To the best of your knowledge (*based on exit interviews, etc.*), why did these employees terminate their employment? Please estimate the number of employees who left your organization for the following reasons:

Retirement: _____ # of Employees

New Job within Education Sector: _____ # of Employees

Pursue job in new field: _____ # of Employees

Self-employment: _____ # of Employees

Pursue further education: _____ # of Employees

Involuntarily Resignation: _____ # of Employees

Workload: _____ # of Employees

Not a Good Fit: _____ # of Employees

41. Between July 1st, 2006 and June 30th, 2007 did your school have a change in Executive Directors?

- No (*Survey Complete, Thank you*)
- Yes (*Please answer Questions #42 &43*)

42. If yes, did the new director complete the school year?

- No
- Yes

43. To the best of your knowledge, what was the reason your Executive Director left?

- Retirement
- New Job within Education Sector
- Pursue job in new field, other than education
- Self-employment
- Pursue Further Education
- Involuntarily Resignation
- Workload
- Not a Good Fit
- Other:

Thank you for taking time out of your schedule to complete this survey!



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