

Survey Report:
**Faculty Compensation and
Benefits Survey
of Secondary Schools**



November 14, 2007

This report was sponsored by Boston College High School

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Wilson Group Survey Report on Faculty Compensation and Benefits

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I. Background

This Report is based on a survey we conducted for Boston College High School in order to better understand the market competitive compensation for faculty in Boston area secondary schools.

This Report provides an in-depth analysis of the information collected in this survey from independent schools in Eastern Massachusetts and select public school salary schedules. After a brief overview of the participants, we will examine the:

- ✓ Design of salary structure/schedules.
- ✓ Assessment of the pay levels presented in these salary schedules by education and experience level.
- ✓ Use of bonuses – stipends and longevity based.
- ✓ Work environment.
- ✓ Types of benefits offered.

The information from public school salary schedules is openly reported in this document since it is public data while independent school information was collected confidentially and is only reported in aggregate.

If you should have any questions about this report or would like any assistance with your compensation program, please contact Susan Malanowski at The Wilson Group.

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Email: smalanowski@wilsongroup.com
Website: www.wilsongroup.com

I. Background

Methodology

Process:

- Approximately 75 independent high schools in Eastern Massachusetts were contacted to participate in an online, confidential salary survey. This data is reported in aggregate to maintain confidentiality.
- Public school salary schedules were obtained via the internet or contacts at those schools. This data will be reported individually and in aggregate since it is public information. The effective date of the data is the 2007-2008 school year. If only schedules of a prior year were available, the data was adjusted by 3.5%.

Data Analysis:

- The compensation data is primarily reported at the 25th, 50th and 75th percentiles. Percentiles define the value below which a given percentage of data fall. For example, if a salary survey shows \$60,000 as the value at the 90th percentile, then 90 percent of survey respondents pay below \$60,000 and 10 percent of survey respondents pay above \$60,000. The data point at the 50th percentile is the same as the median.

I. Background

Methodology

Data Analysis (continued):

- For those independent schools reporting salary structures, there was a notable difference for most pay levels based on size of school. We found that number of faculty was the best scope data to use. As a result, we have reported the salary structure data based on the following cuts:
 - ✓ All participants
 - ✓ Schools with 60 or less faculty
 - ✓ Schools with more than 60 faculty

- There are three key degree and experience levels reported in the main part of the document with additional levels reported in the appendix.
 - ✓ Entry: Bachelors, One Year Experience
 - ✓ Intermediate: Masters, Five Years Experience
 - ✓ Senior: Masters + 30 Credits, Twelve Years Experience

- We have reported “pure” salary schedule data for the faculty level and size of school. We have also reported a combination of estimated pay levels and salary schedules for the same. We used narrative responses from schools without salary structures to construct an entry, intermediate and experienced level of pay but it is neither based on a schedule or actual incumbent data and therefore not a conventional means of reporting salary data.

I. Background

Methodology

How to Use the Compensation Information:

- In order to make full use of this data, we recommend that you calculate a variance of your internal compensation levels to the survey data. The variance is calculated as $(\text{Your Data} - \text{Market}) / \text{Your Data}$. If a negative number is the result, this will provide you with the percent increase needed to be at market. Variances that equal +/- 5% are considered to be competitive. Variances between -6% and -10% indicate the organization is behind the market. There are more significant competitive issues when variances are greater than -10%.
- If you are developing a salary structure from this information, we suggest you first create a file that count the number of faculty by degree and experience levels. Use the market data levels for the areas where you have the most number of faculty. For example, the market data Bachelors One Year, Masters Five Years, Masters +30 Twelve Years may capture your entry, intermediate and senior levels. Then create additional degree and experience levels from these market points. We recommend using a percent, though some schools appear as though they have use flat dollar amounts such as + \$1000 from one level to the next across the board. There is data in this report on the most common degrees and years of experience used in creating salary structures.

I. Background

Faculty Survey Independent School Participants:

Independent School participants completed an online, confidential survey of compensation and benefits data. The survey respondents were dominated by smaller schools: less than or equal to 60 faculty full time equivalents.

Percentile	Number Faculty	Number Students Enrolled	Total Operating Revenues	Annual Tuition (high school/day)
10th	21	260	\$2,441,700	\$6,900
25th	32	323	\$4,175,000	\$7,900
Median (50th)	49	595	\$6,866,000	\$9,500
75th	60	719	\$16,403,570	\$15,400
90th	105	1,286	\$20,810,908	\$29,050

I. Background

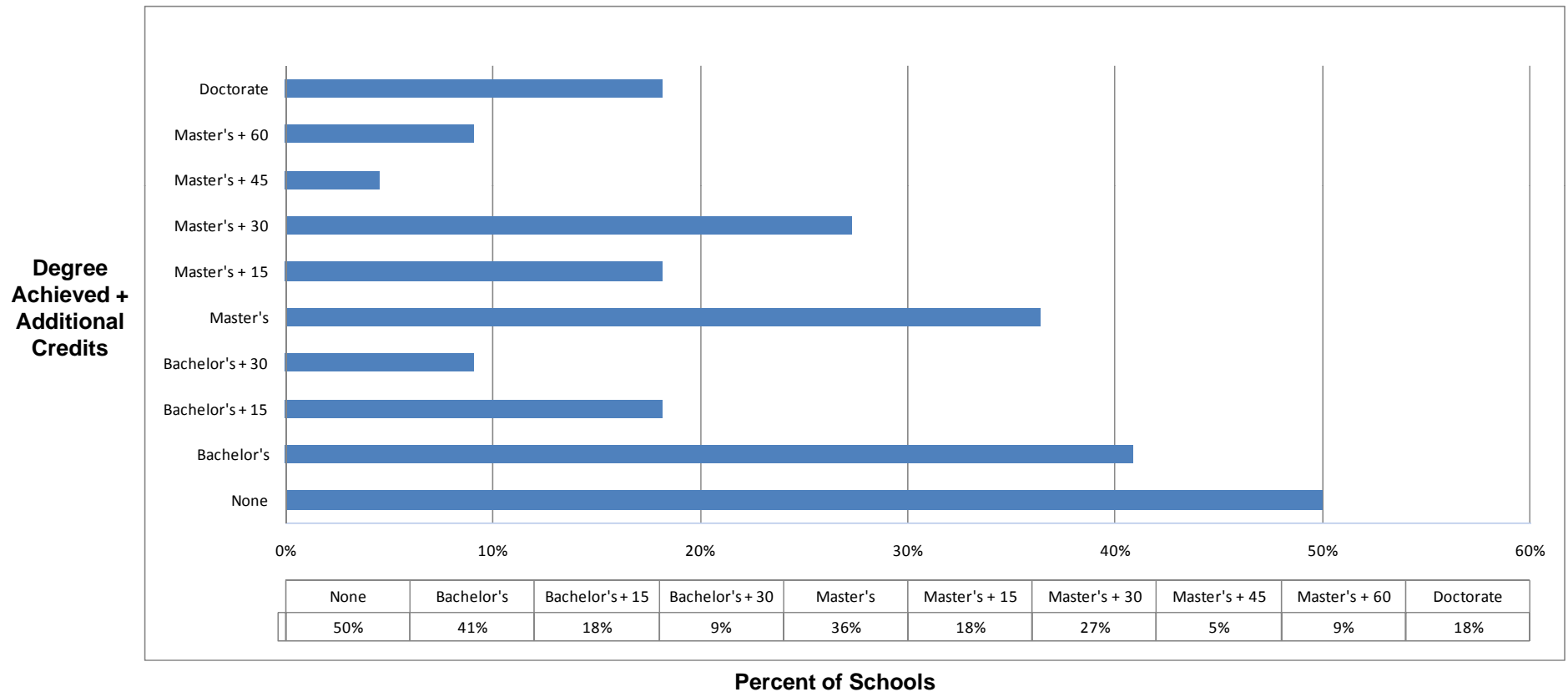
Faculty Survey Independent School Participants:

School Name	Faculty Count FTEs	Location
Archbishop Williams High School	40	Braintree
Arlington Catholic High School	51	Arlington
Bishop Fenwick High School	60	Peabody
Boston College High School	127	Boston
Cardinal Spellman High School	42	Brockton
Central Catholic High School	121	Lawrence
Concord Academy	51	Concord
Lexington Christian Academy	32	Lexington
Mount Alvernia High School	26	Newton
Mount Saint Joseph Academy	18	Brighton
North Cambridge Catholic High School	18	Cambridge
Notre Dame Academy	58	Hingham
Pingree School	49	South Hamilton
Presentation of Mary Academy	24	Methuen
South Shore Christian Academy	21	Weymouth
St. John's Preparatory School	105	Danvers
St. Mary High School	54	Lynn
St. Mary Jr-Sr High School	48	Lynn
Thayer Academy	96	Braintree
The Governor's Academy	43	Byfield
Xaverian Brothers High School	79	Westwood

II. Salary Schedules and Bonuses

Faculty Salary Schedule Design:

The most common education levels represented in the salary structures are the Bachelors and Masters' levels, followed by Master's +30. Eleven of the 21 independent schools have no structure.

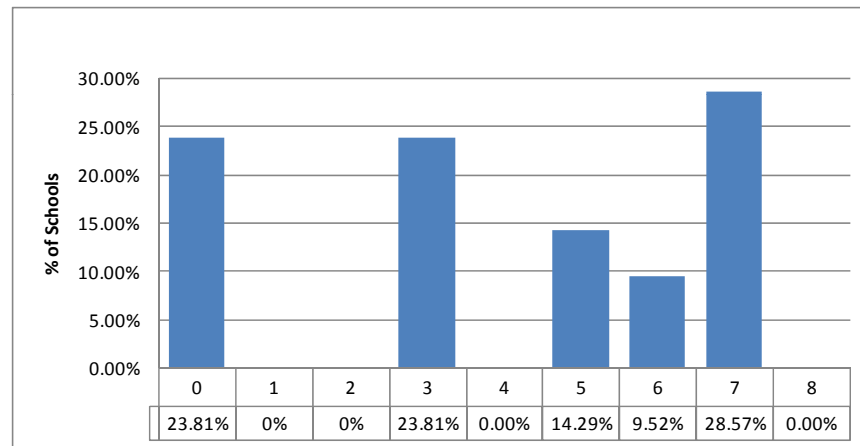


II. Salary Schedules and Bonuses

Faculty Salary Schedule Design:

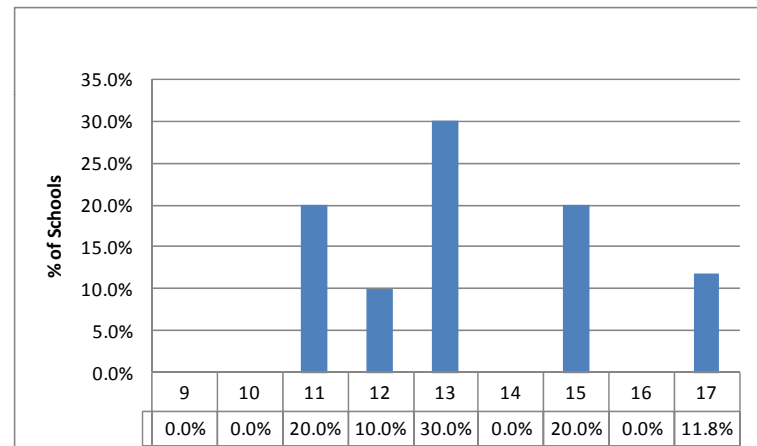
Having 7 degree levels occurs most frequently. The number of steps or years used in the salary structure ranges from 11 to 17. The most commonly used number of steps or years of experience is 13.

Number of Degree Levels in a Structure



Number of Levels: 0 through 8 displayed

Number of Steps in a Structure

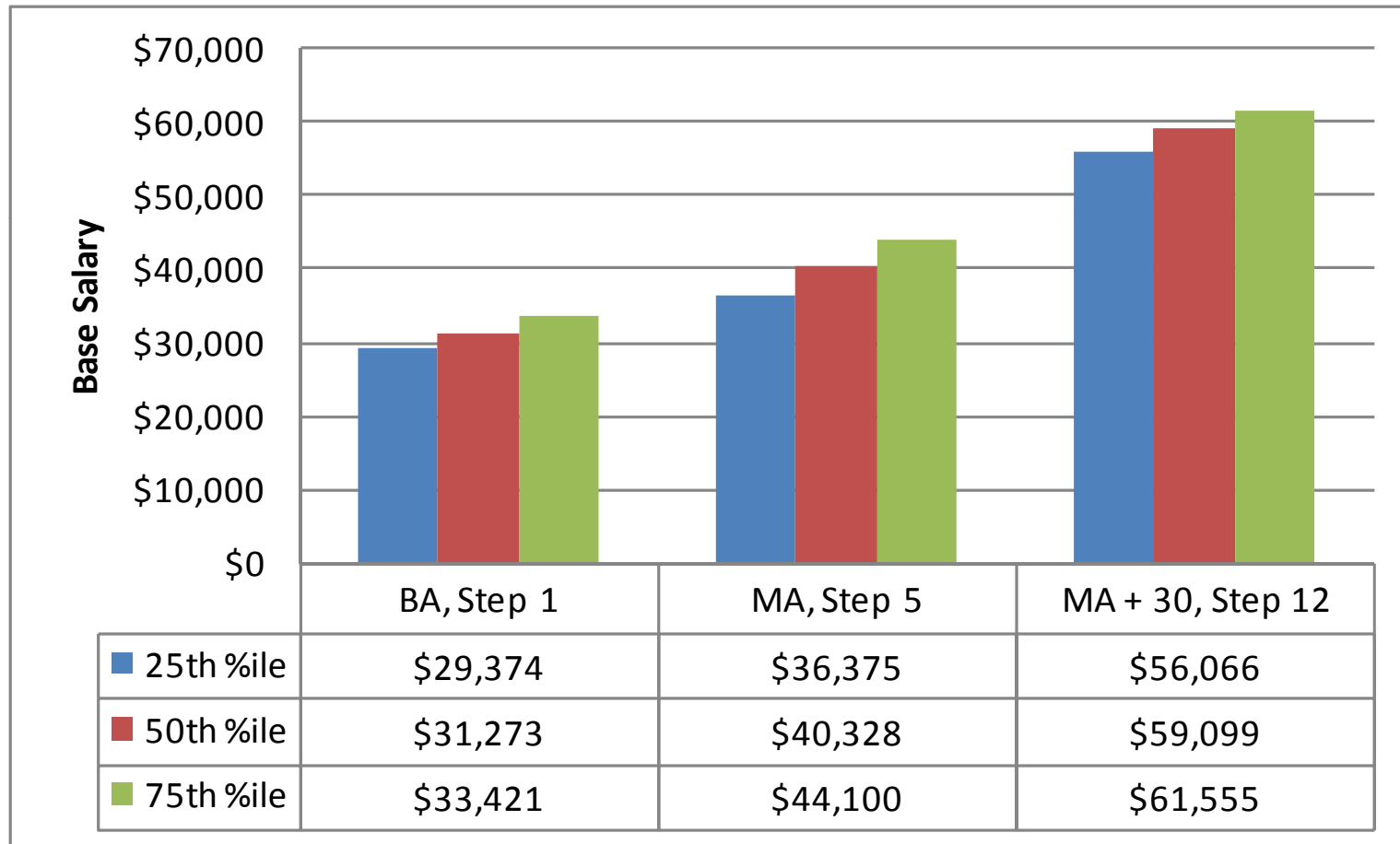


Number of Steps/Years Experience: 9 through 17 displayed

II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

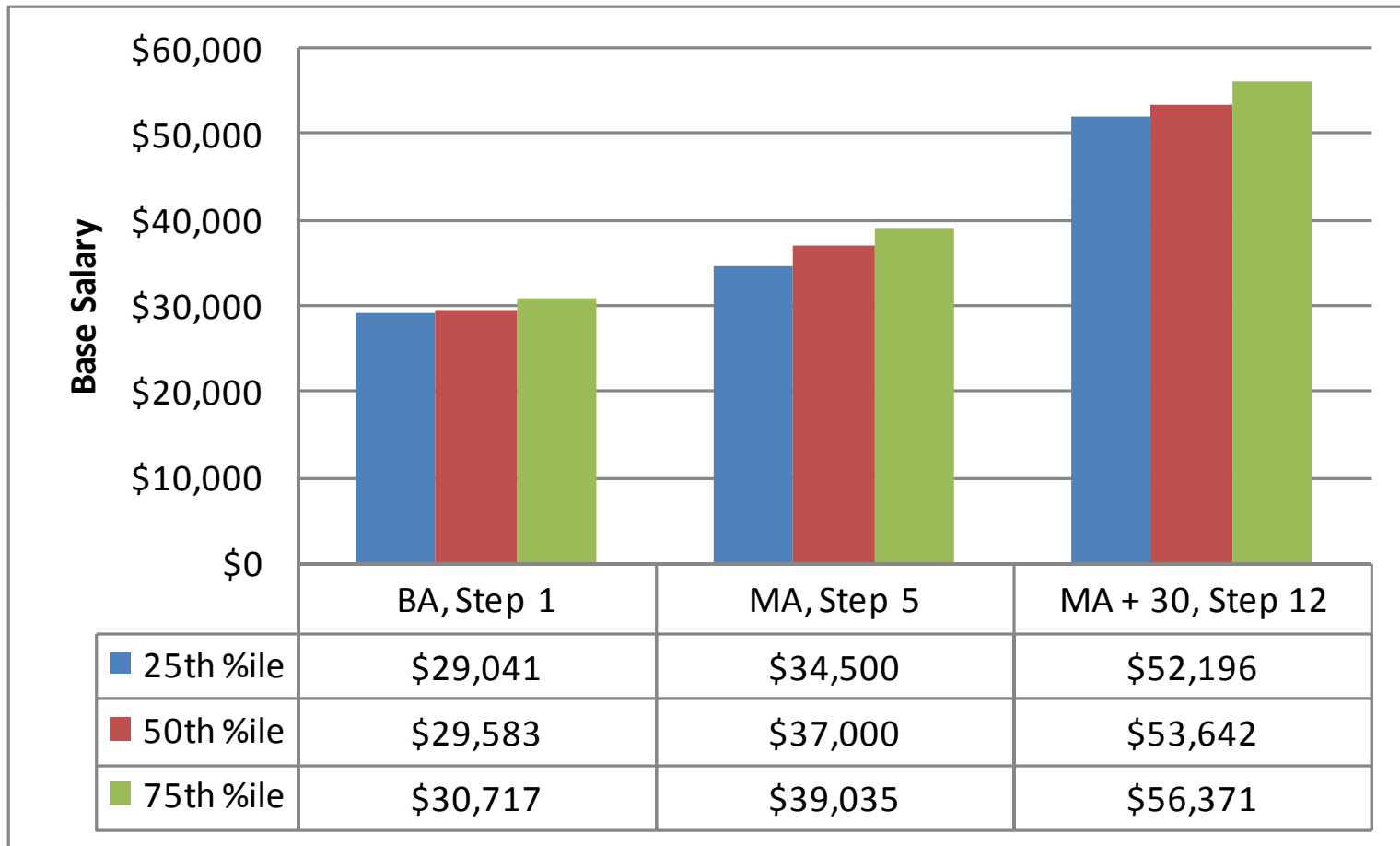
Salary Schedule Participants Regardless of Number of Faculty



II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

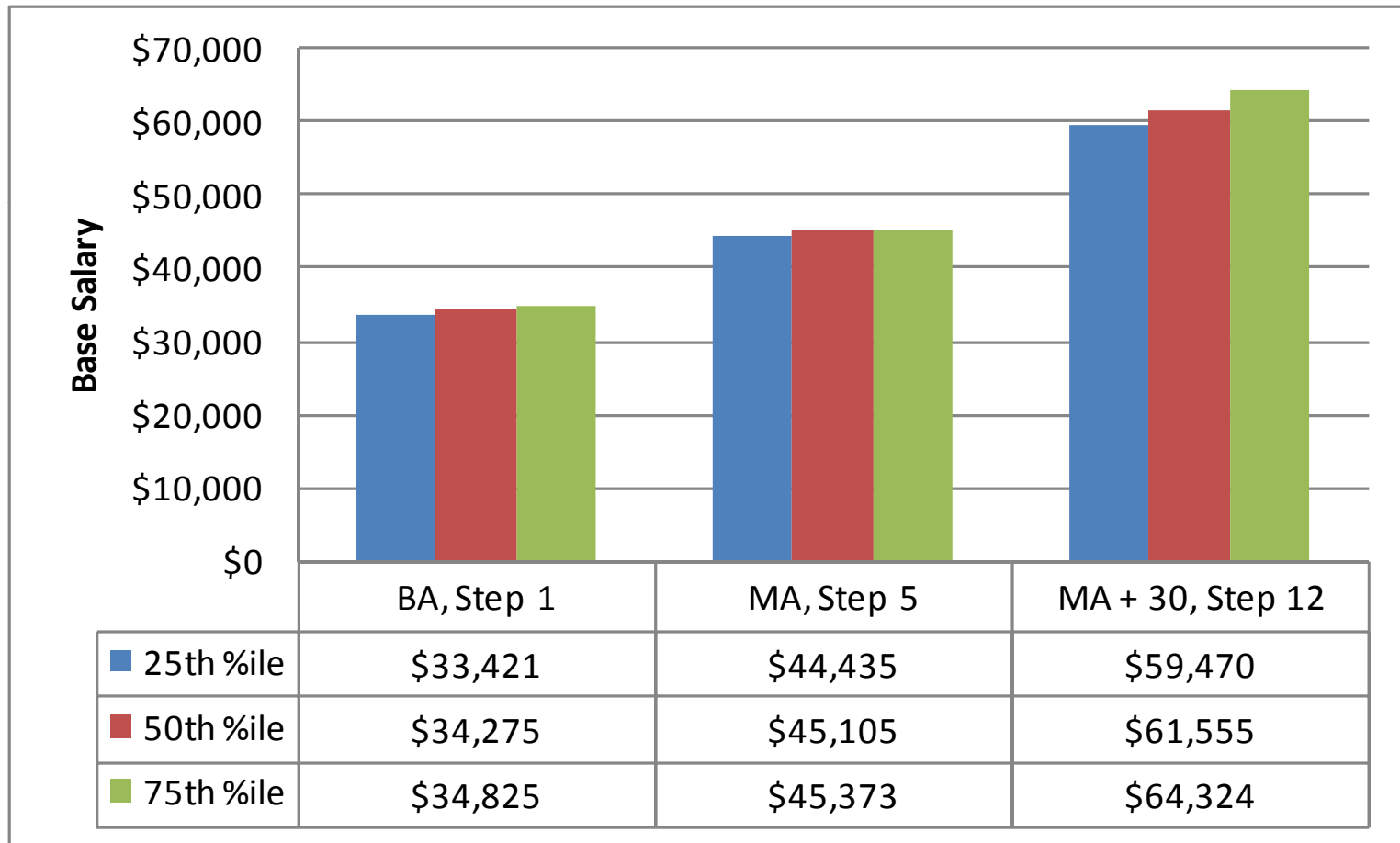
Salary Schedule Participants with Number of Full Time Faculty Less Than or Equal to 60 FTEs



II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

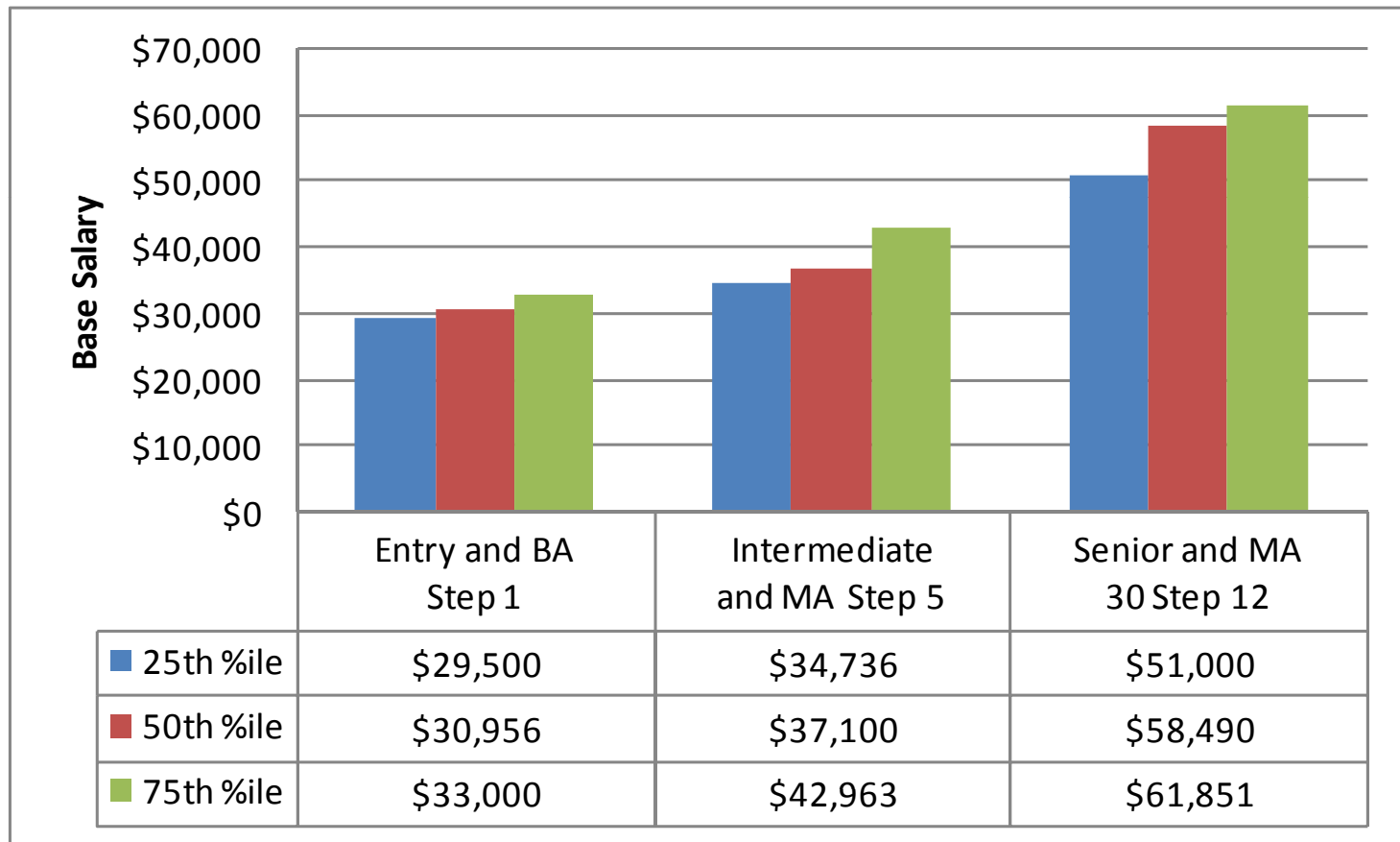
Salary Schedule Participants with Number of Full Time Faculty Greater than 60 FTEs



II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

Combined Participants Regardless of Number of Faculty

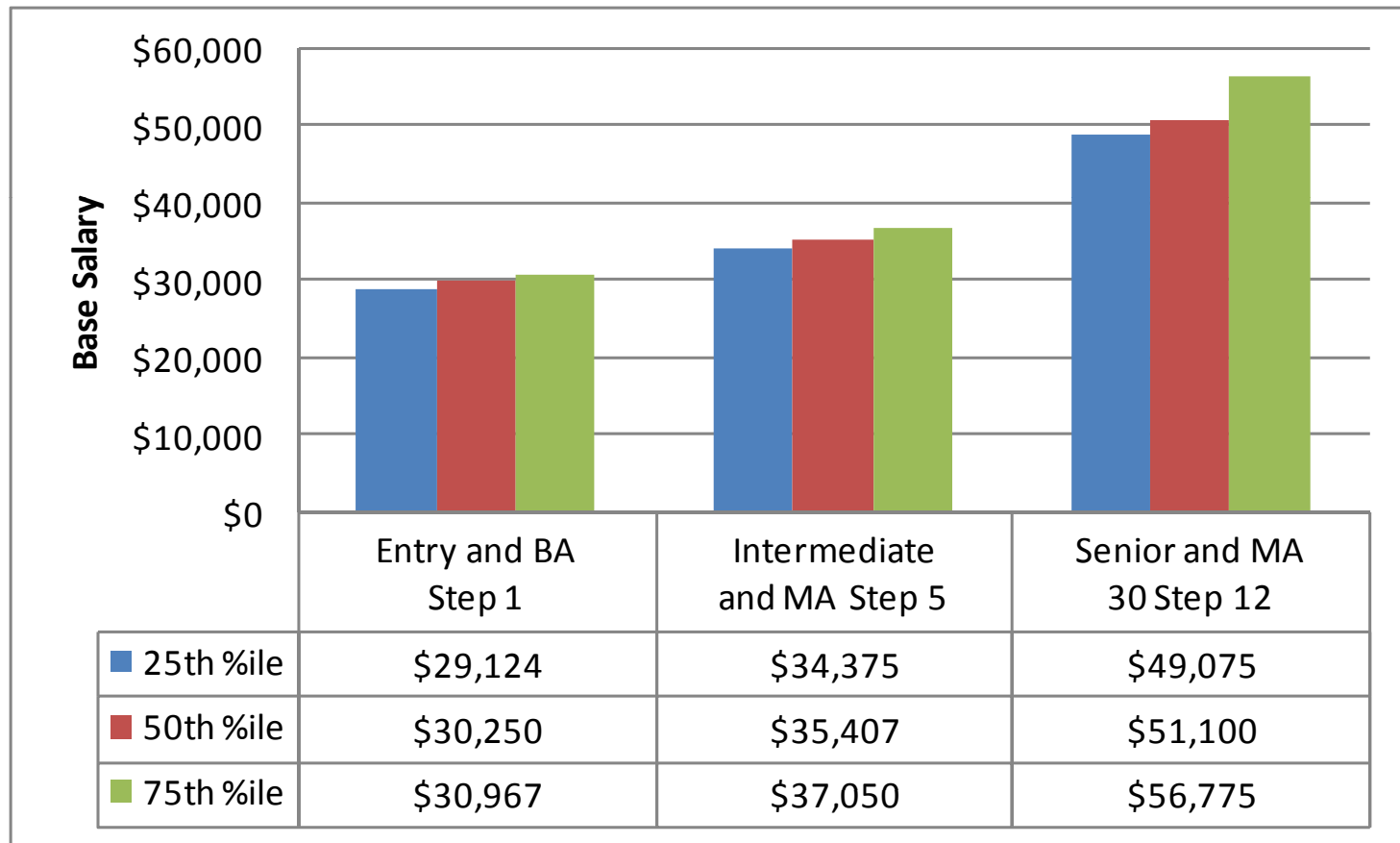


Combined participants includes estimated pay levels from independent schools without salary schedules

II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

Combined Participants with Number of Full Time Faculty Less Than or Equal to 60 FTEs

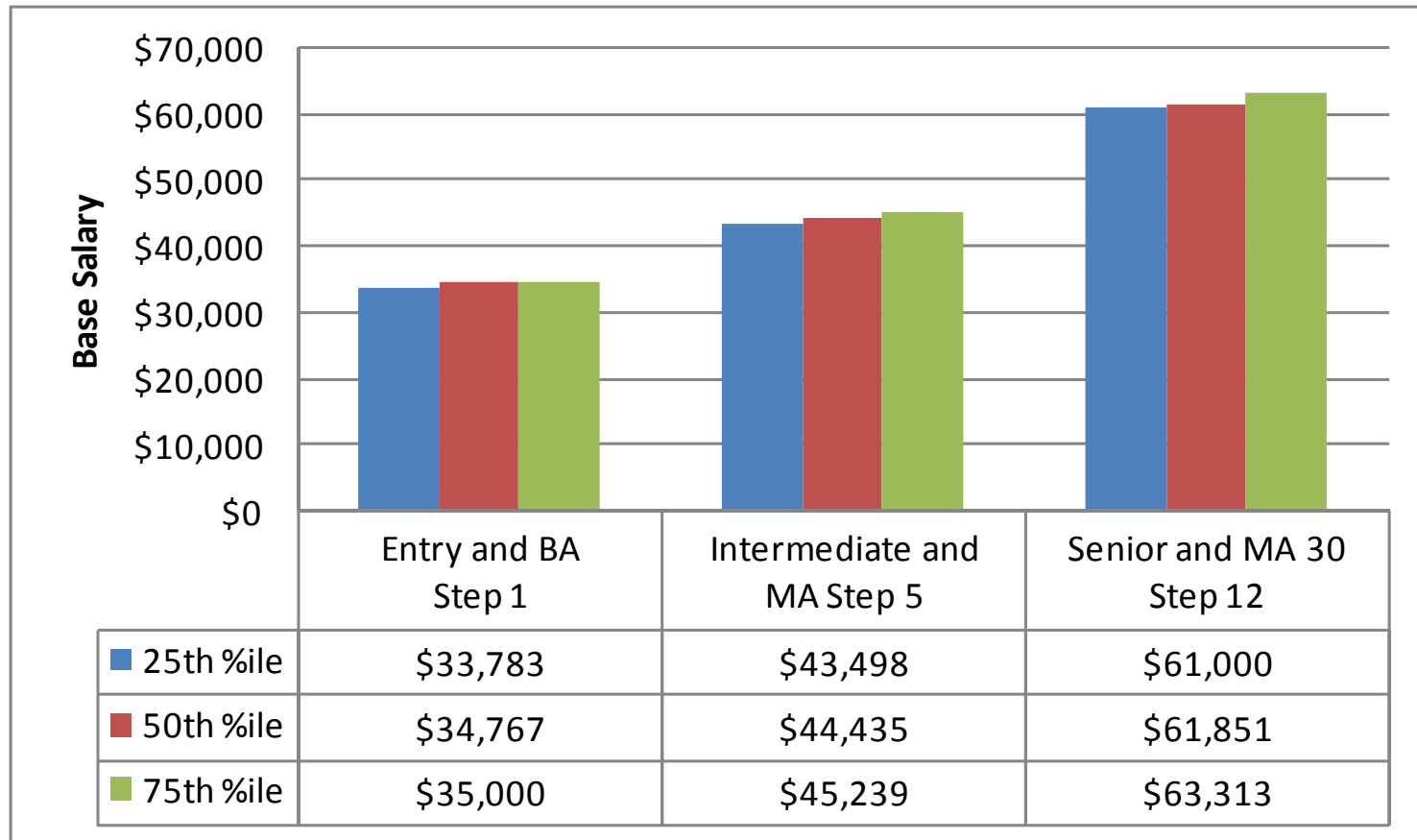


Combined participants includes estimated pay levels from independent schools without salary schedules

II. Salary Schedules and Bonuses

Assessment of Pay Levels in Independent Schools

Combined Participants with Number of Full Time Faculty Greater than 60 FTEs



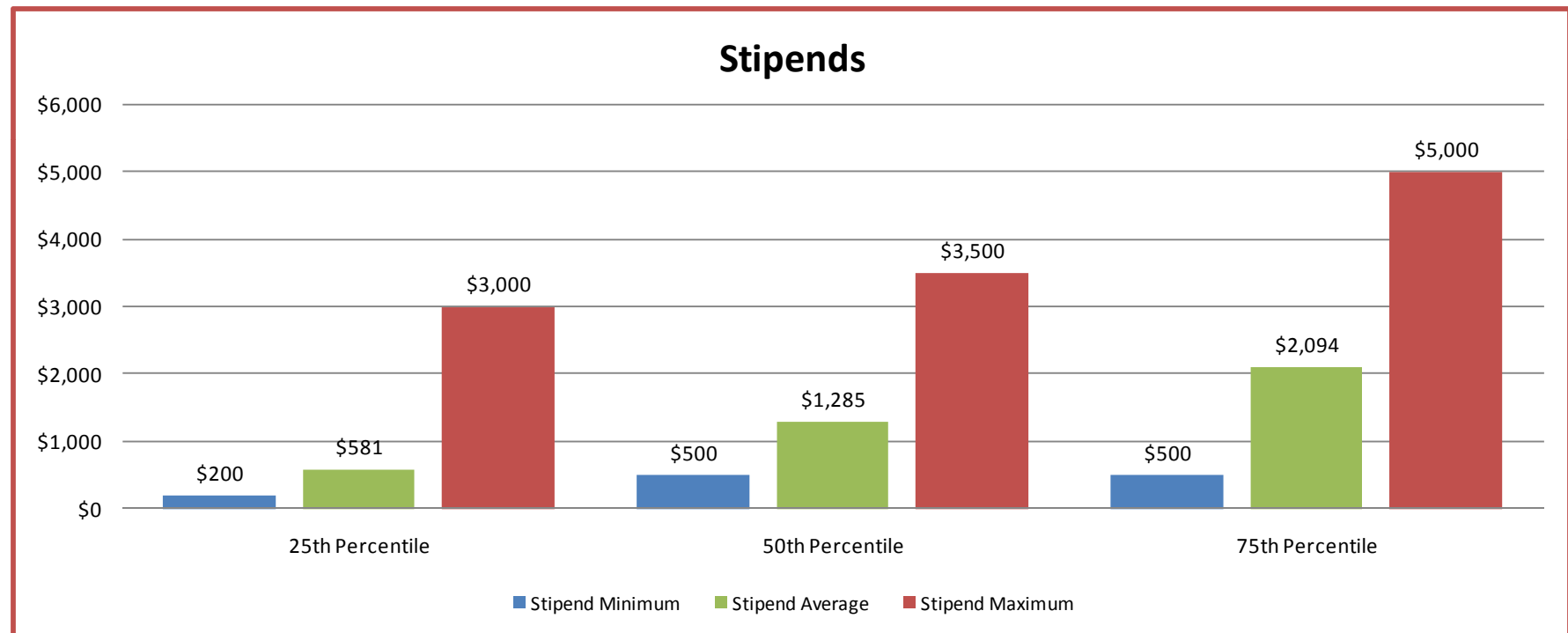
Combined participants includes estimated pay levels from independent schools without salary schedules

II. Salary Schedules and Bonuses

Assessment of Bonuses – Stipends

The majority of participants use stipends for all types of additional work that faculty do, beyond teaching, including proctoring, department heads, coaching, etc.

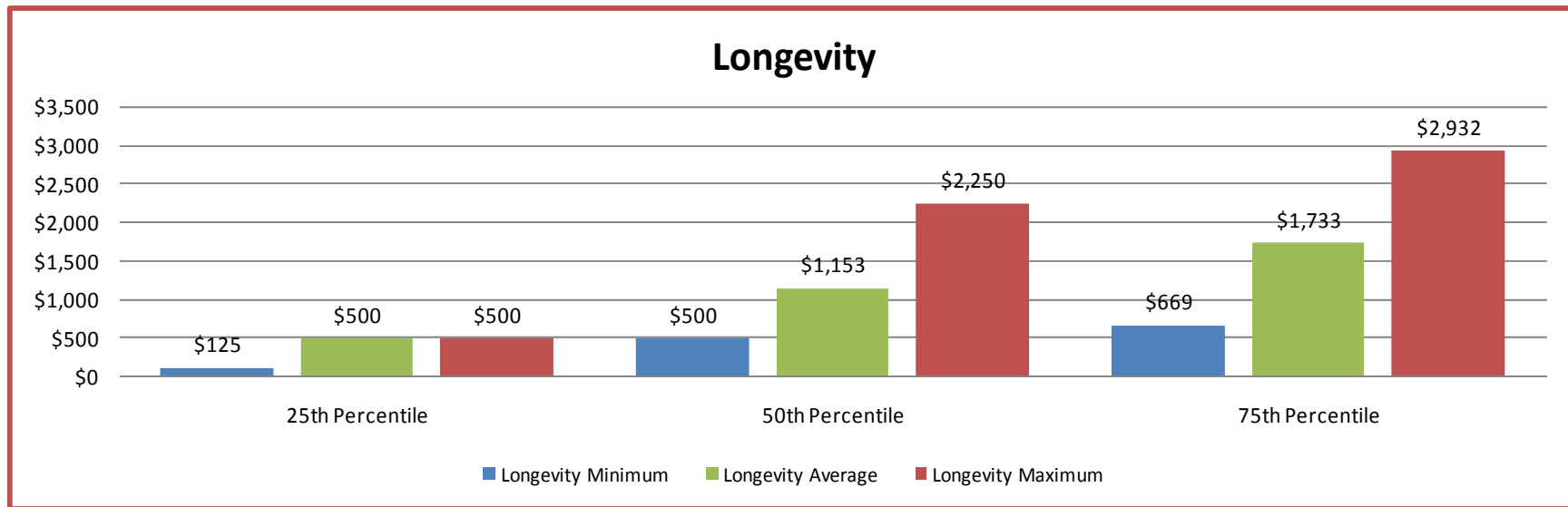
The annual payments made as stipends



II. Salary Schedules and Bonuses

Assessment of Bonuses – Longevity

The annual payments made as Longevity



III. The Work Environment and Benefits

The Work Environment for Faculty

Work environment is an important element in the attraction and retention of faculty. We measured it in terms of class size course load and number of contract or service days required per year.

	<u>25th Percentile</u>	<u>Median</u> <i>(50th Percentile)</i>	<u>75th Percentile</u>
Number of Contract Days/Year	175	178	180
Average Class Size	13	19	23

Number of Classes/Courses:

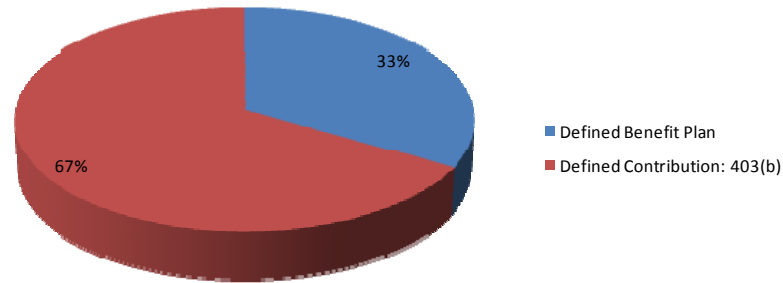


III. The Work Environment and Benefits

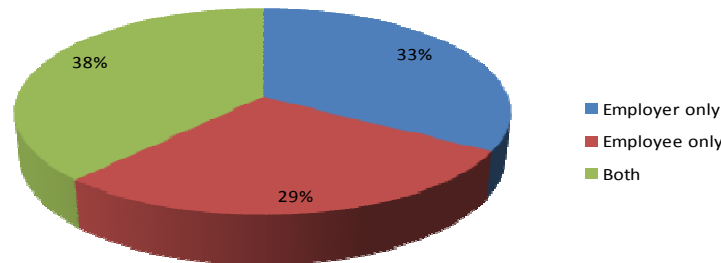
Prevalence of Various Types of Retirement Programs:

The participants primarily use either defined benefit or 403(b) defined contribution retirement program. The following charts shows the prevalence of programs by type. For most plans, the employer or both the employee and employer contribute to the plan.

The percent of schools using these types of retirement plans



The percent of schools with employee, employer or both contributing

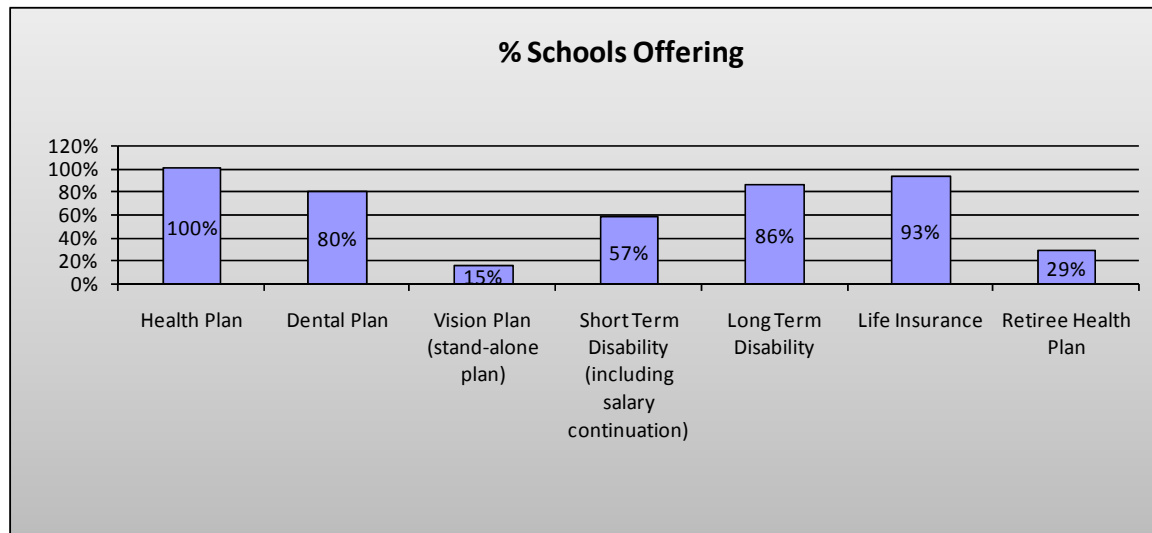


III. The Work Environment and Benefits

The type of core benefit plans offered by schools:

The chart below shows which benefit plans are offered most frequently – health insurance, life insurance, long term disability and dental.

The percent of schools offering different types of core benefit plans

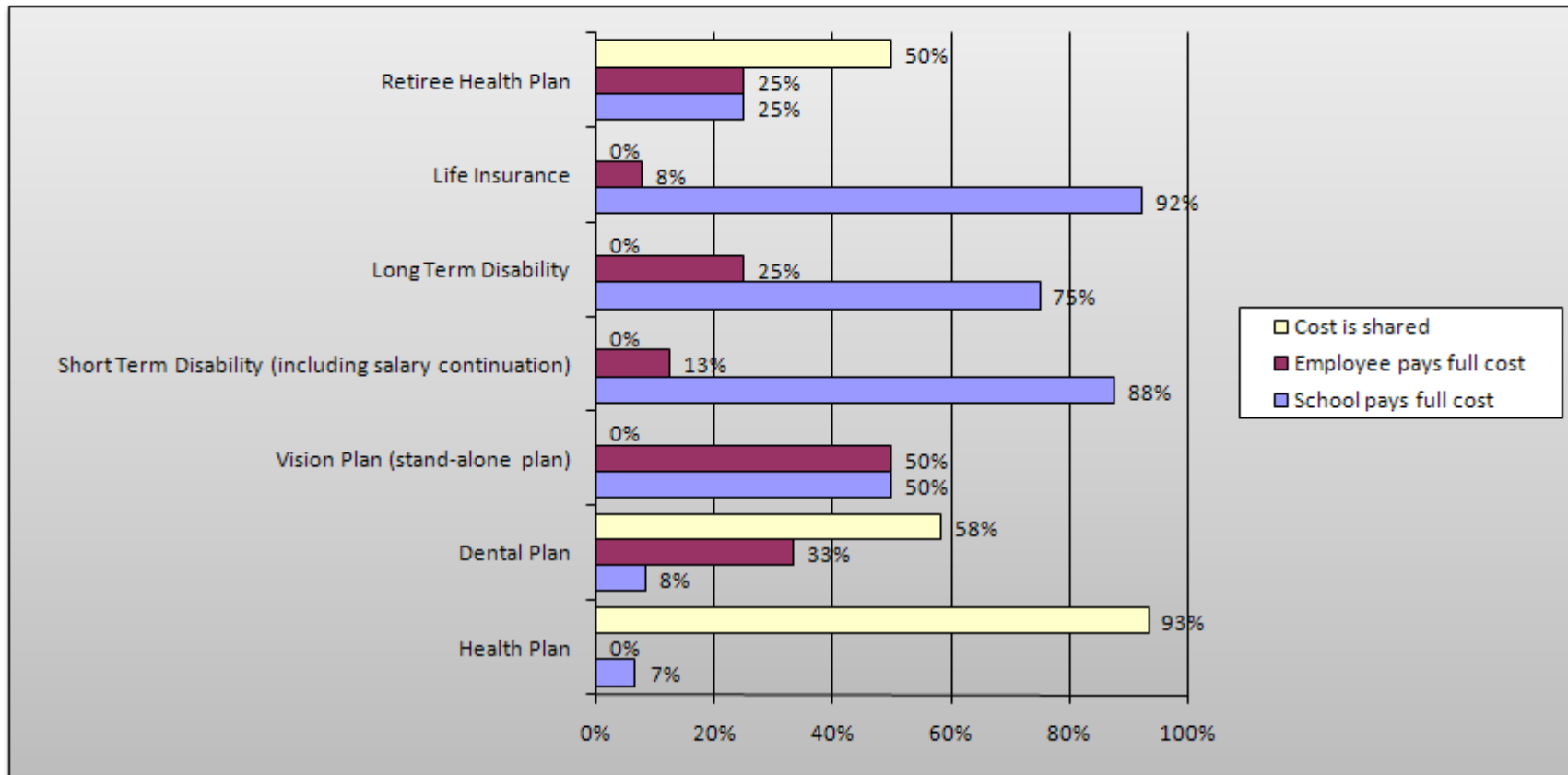


III. The Work Environment and Benefits

The cost of benefits:

Of the most common benefit plans offered to faculty, it is common to share the cost of health plans and for the employer to pay for life insurance. The issue of who pays for dental is split between the school and employee. Most schools pay the full cost for long term disability.

The allocation of costs of different types of core benefit plans



III. The Work Environment and Benefits

The cost of health care:

Fifteen participants responded to this more detailed question regarding how the cost is shared on health care plans. The most common percent of health care premiums paid by single employees is 20% with a \$20 co-payment for office visits.

<u>% Premium Cost – Single Employee</u>	<u>Office Visit Copayment</u>	<u>Number Responses</u>
0%	\$20	2
15%	\$20	2
17.5%	\$10	1
20%	no response	2
20%	\$20	3
25%	\$15	1
30% - 50%*	\$25	1
40%	\$10	1
40%	\$15	1
50%	\$20	1

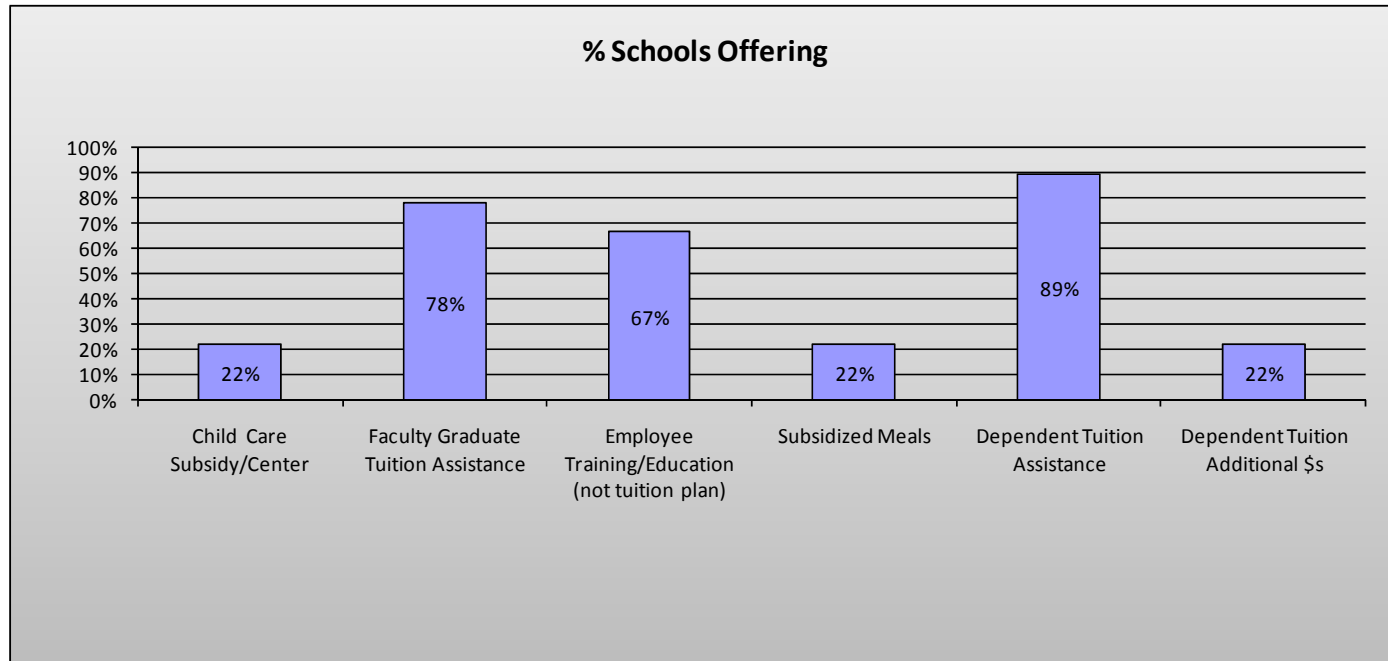
** Depends on scheduled hours*

III. The Work Environment and Benefits

Other Types of Benefits Offered:

The chart below shows the other benefits that schools provide, relating to a faculty member’s professional development , meals and tuition assistance for dependents. Only two organizations offer any form of child care referral, subsidy or daycare benefit. Based on your school’s demographics, child care assistance could be an advantage to attracting and retaining faculty.

The percent of schools offering other benefits



III. The Work Environment and Benefits

Other Types of Benefits Offered (continued):

Other benefits offered by survey participants to their faculty include:

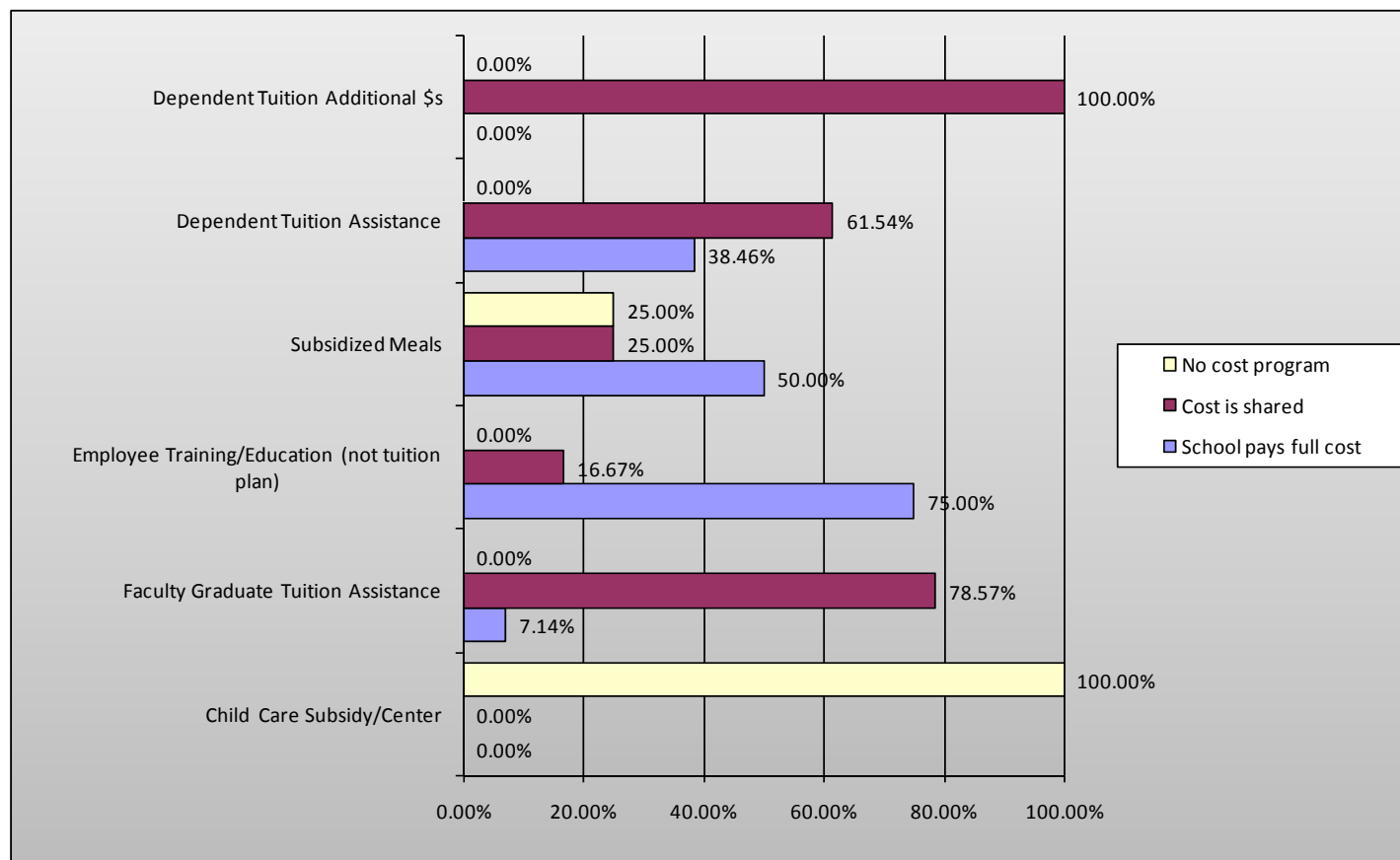
1. Flexible spending accounts (two participants)
2. Gym/health club membership (shared cost)
3. \$500 benefit to apply towards a variety of benefits, including repaying student loans
4. Laptop
5. School pays full cost of professional associations/memberships
6. Technology education provided by school

III. The Work Environment and Benefits

The Cost of Other Types of Benefits Offered:

The allocation of cost of additional benefits offered by BC High School is very competitive compared to the market.

The allocation of costs of schools offering other benefits



Appendix

Public School Data

Assessment of Pay Levels for Public Schools:

There is a significant range in average salaries and salary structure from the lowest to highest average salary (33%) and pay level (31%). Number of faculty, as previously provided for independent schools, does not correlate with pay levels in public schools.

A comparison of our public sample to private reveals significant differences in salary schedules. The impact of the Boston Public Schools on this sample of schools significantly drives the rate up at the Masters level. This may be because it is difficult to attract and retain Masters level or experienced faculty to Boston.

School System	Faculty Count FTEs	Average Salaries 2007-2008*	Bachelors Step 1	Masters Step 5	Masters +30 Step 12
Boston	4,436	\$73,996	\$43,202	\$60,631	
Boston Superintendent's Schools	unknown	unknown	\$49,855	\$69,968	
Dover-Sherborn	42	\$71,145	\$43,212	\$55,953	\$79,801
Duxbury	224	\$64,117	\$38,626	\$47,208	\$67,570
Hingham	259	\$63,222	\$35,864	\$46,176	\$69,832
Lincoln	110	\$83,064	\$40,008	\$51,906	\$79,300
Waltham	440	\$62,161	\$37,655	\$46,871	
Wayland	225	\$70,505	\$41,610	\$55,375	\$87,621
Wellesley	315	\$72,104	\$41,974	\$53,250	\$81,264
25th Percentile Public	196	\$63,893	\$38,626	\$47,208	\$72,199
50th Percentile Public	242	\$70,825	\$41,610	\$53,250	\$79,551
75th Percentile Public	346	\$72,577	\$43,202	\$55,953	\$80,898
25th Combined, All Independents	32		\$29,500	\$34,736	\$51,000
50th Combined, All Independents	49		\$30,956	\$37,100	\$58,490
75th Combined, All Independents	60		\$33,000	\$42,963	\$61,851

*Source: 2005 – 2006 Teacher Salaries Report Massachusetts Department of Education; Salaries Aged 3.5% per year

Independent Schools

Salary Schedule Participants Regardless of Number of Faculty

Year/Step	Independent School Salary Schedules - All Participants				
	Data Source	Bachelors	Masters	Masters +15	Masters +30
Year 1	25th	\$29,374	\$31,250	\$34,607	\$34,469
	50th	\$31,273	\$32,521	\$36,621	\$37,696
	75th	\$33,421	\$36,289	\$38,457	\$38,602
Year 2	25th	\$30,574	\$32,363	\$36,400	\$36,125
	50th	\$32,640	\$33,643	\$38,518	\$39,599
	75th	\$35,004	\$39,044	\$40,662	\$41,695
Year 3	25th	\$31,805	\$34,025	\$38,259	\$38,139
	50th	\$35,015	\$35,494	\$40,335	\$41,419
	75th	\$37,091	\$40,730	\$42,643	\$43,325
Year 4	25th	\$33,283	\$35,113	\$40,467	\$40,339
	50th	\$36,442	\$38,035	\$42,161	\$43,249
	75th	\$38,683	\$42,354	\$44,608	\$45,104
Year 5	25th	\$34,000	\$36,375	\$42,348	\$42,249
	50th	\$38,920	\$40,328	\$43,963	\$45,050
	75th	\$40,196	\$44,100	\$46,824	\$46,881
Year 6	25th	\$35,250	\$37,688	\$44,614	\$44,175
	50th	\$40,437	\$42,151	\$45,802	\$46,889
	75th	\$41,893	\$45,844	\$48,548	\$48,767
Year 7	25th	\$36,500	\$39,000	\$46,720	\$46,110
	50th	\$42,002	\$43,978	\$47,596	\$48,682
	75th	\$43,931	\$47,825	\$50,762	\$50,653
Year 8	25th	\$38,000	\$40,313	\$48,849	\$48,675
	50th	\$43,550	\$46,390	\$49,386	\$50,471
	75th	\$45,972	\$49,832	\$52,731	\$52,785
Year 9	25th	\$39,500	\$42,188	\$51,001	\$51,146
	50th	\$45,673	\$49,446	\$51,077	\$52,367
	75th	\$48,015	\$51,911	\$54,453	\$54,917
Year 10	25th	\$41,250	\$44,063	\$53,094	\$52,631
	50th	\$47,089	\$51,155	\$53,249	\$54,585
	75th	\$50,049	\$54,075	\$56,916	\$57,170
Year 11	25th	\$43,250	\$45,938	\$55,363	\$54,807
	50th	\$48,459	\$52,870	\$55,385	\$56,828
	75th	\$52,092	\$56,176	\$59,375	\$59,425
Year 12	25th	\$44,625	\$47,813	\$57,414	\$56,066
	50th	\$49,775	\$53,303	\$57,618	\$59,099
	75th	\$55,031	\$58,344	\$61,840	\$61,555

Due to the limited number of participant data, percentile pay levels may stay the same or go down slightly as steps increase

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Independent Schools

Salary Schedule Participants with Number of Full Time Faculty Less Than or Equal to 60 FTEs

Year/Step	Independent School Salary Schedules - Faculty < 60			
	Data Source	Bachelors	Masters	Masters +30
Year 1	25th	\$29,041	\$30,501	\$32,835
	50th	\$29,583	\$31,500	\$33,500
	75th	\$30,717	\$32,000	\$34,469
Year 2	25th	\$30,313	\$32,000	\$34,461
	50th	\$30,647	\$32,484	\$34,750
	75th	\$32,101	\$33,250	\$36,125
Year 3	25th	\$31,200	\$32,600	\$36,358
	50th	\$32,110	\$34,500	\$36,716
	75th	\$34,091	\$34,747	\$38,139
Year 4	25th	\$32,188	\$33,200	\$38,143
	50th	\$33,817	\$35,750	\$39,035
	75th	\$36,001	\$37,299	\$40,339
Year 5	25th	\$33,500	\$34,500	\$39,626
	50th	\$34,000	\$37,000	\$40,752
	75th	\$36,268	\$39,035	\$42,249
Year 6	25th	\$35,000	\$36,000	\$41,117
	50th	\$35,250	\$38,250	\$42,484
	75th	\$37,644	\$40,752	\$44,175
Year 7	25th	\$36,080	\$37,500	\$42,605
	50th	\$36,500	\$39,500	\$44,209
	75th	\$39,035	\$42,484	\$46,110
Year 8	25th	\$37,750	\$39,000	\$44,711
	50th	\$38,000	\$40,750	\$47,172
	75th	\$41,603	\$45,379	\$48,675
Year 9	25th	\$39,250	\$40,500	\$47,441
	50th	\$39,500	\$42,750	\$50,132
	75th	\$44,174	\$48,263	\$51,250
Year 10	25th	\$41,000	\$42,000	\$48,842
	50th	\$41,250	\$44,750	\$50,933
	75th	\$45,429	\$49,073	\$52,759
Year 11	25th	\$42,500	\$43,500	\$50,961
	50th	\$43,250	\$46,750	\$53,172
	75th	\$45,898	\$50,984	\$55,000
Year 12	25th	\$41,775	\$45,000	\$52,196
	50th	\$44,000	\$48,750	\$53,642
	75th	\$44,625	\$51,451	\$56,371

Insufficient data at Masters +15 for this group of participants

Due to the limited number of participant data, percentile pay levels may stay the same or go down slightly as steps increase

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Independent Schools

Salary Schedule Participants with Number of Full Time Faculty Greater than 60 FTEs

Year/Step	Independent School Salary Schedules - Faculty > 60				
	Data Source	Bachelors	Masters	Masters +15	Masters +30
Year 1	25th	\$33,421	\$36,438	\$37,539	\$37,748
	50th	\$34,275	\$36,735	\$38,457	\$38,602
	75th	\$34,825	\$36,853	\$38,474	\$39,562
Year 2	25th	\$35,004	\$39,083	\$39,590	\$41,012
	50th	\$35,960	\$39,162	\$40,662	\$41,695
	75th	\$36,553	\$39,179	\$40,789	\$41,971
Year 3	25th	\$37,091	\$40,875	\$41,489	\$42,437
	50th	\$37,668	\$41,166	\$42,643	\$43,325
	75th	\$38,343	\$41,188	\$42,780	\$44,048
Year 4	25th	\$38,683	\$42,532	\$43,385	\$44,085
	50th	\$39,205	\$42,886	\$44,608	\$45,104
	75th	\$39,917	\$43,156	\$44,987	\$46,157
Year 5	25th	\$40,141	\$44,435	\$45,394	\$45,727
	50th	\$40,926	\$45,105	\$46,824	\$46,881
	75th	\$41,869	\$45,373	\$47,436	\$48,470
Year 6	25th	\$41,790	\$46,335	\$47,175	\$47,353
	50th	\$42,760	\$47,317	\$48,548	\$48,767
	75th	\$43,860	\$47,609	\$49,313	\$50,551
Year 7	25th	\$43,676	\$48,230	\$49,179	\$49,338
	50th	\$44,518	\$49,041	\$50,762	\$50,653
	75th	\$45,422	\$49,559	\$51,525	\$52,406
Year 8	25th	\$45,563	\$50,178	\$51,059	\$51,323
	50th	\$46,645	\$50,868	\$52,731	\$52,785
	75th	\$47,539	\$51,582	\$53,680	\$54,710
Year 9	25th	\$47,430	\$52,267	\$52,765	\$53,283
	50th	\$48,774	\$52,979	\$54,453	\$54,917
	75th	\$49,703	\$53,747	\$55,704	\$56,990
Year 10	25th	\$49,309	\$54,529	\$55,083	\$55,360
	50th	\$50,776	\$55,438	\$56,916	\$57,170
	75th	\$51,682	\$56,086	\$58,113	\$59,405
Year 11	25th	\$51,184	\$56,669	\$57,369	\$57,426
	50th	\$52,906	\$57,654	\$59,375	\$59,425
	75th	\$53,807	\$58,302	\$60,543	\$61,908
Year 12	25th	\$53,041	\$58,935	\$59,627	\$59,470
	50th	\$55,031	\$60,115	\$61,840	\$61,555
	75th	\$56,046	\$60,886	\$62,912	\$64,324

Due to the limited number of participant data, percentile pay levels may stay the same or go down slightly as steps increase

Our Mission:

“To strengthen the competitive advantages of our clients by aligning all performance based reward systems with the strategies they need to succeed.”

- Develop Total Rewards Strategies to focus time and money
- Link Executives with the Strategy and Shareholders
- Utilize Sales Incentives to Build Market Leadership
- Build Performance Driven Incentive Programs
- Create Performance/Competency Focused Base Pay Programs
- Make Special Recognition Special
- Re-engineer the Performance Management Process

BOARDS OF DIRECTORS

EXECUTIVES

SALES ORGANIZATIONS

TOTAL ORGANIZATIONS

Publications and Resources:

- *Innovative Reward Systems for the Changing Workplace* (McGraw-Hill, revised 2003).
- *Rewards that Drive High Performance: Success Stories from Leading Organizations* (1999).
- *Variable Cash Compensation: 2004 Survey of Trends and Practices*
- *Special Report: Changes in Variable Pay Programs - 2005*
- *Variable Compensation in Major Academic Institutions – 2005 Report on Practices*
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