

Madeira City Schools Planning Commission

Annual Salary and Benefit Study

March 2016

Committee Members

Brian Kellett, Chairman

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Part 1

Salary Study

Objective

The Madeira Planning Commission Salary Study Committee was asked to review the status of surrounding school districts' salary/structures in reference to employee compensation. The committee was also asked to make a recommendation based on the findings to the Board of Education.

Methodology

Madeira's certified salary schedule was compared against 29 other school districts in the surrounding area for the 2015-2016 school year and future years that have been negotiated by other districts.

Budget data is provided for various options pertaining to salary increases.

Additional information on the comparison of districts' contracts and compensation was collected and summarized in Part 2 Benefit Study.

Findings

Certified Teaching Staff Salary Analysis

1. Contract information, salary schedules, salary rankings, and averages for the salary schedules are located in Appendix 1-6.
2. Madeira's goal in certified teaching staff salary administration is to consistently have salary schedules that place Madeira in the top 3rd of comparison districts. Madeira has designed the salary schedule to put a major emphasis on certified teachers to continue their education as Madeira ranks in the top 10 in Master's plus 30 across the board.
3. We continue to see an increase in base salary across most school districts over the last three years. For the 2015-2016 school year, 26 out of 30 schools had a base salary increase. The average base increase was 1.63%. (Part 1, Appendix 1)

4. 30 out of 30 districts allowed step movements in 2015-2016. This is up from only 10 schools in 2013-2014. Some districts that froze steps in previous years are also adding compensation as a % or flat amount of stipend and/or step recovery. Madeira has allowed step movement in prior school years. (Part 1, Appendix 1)
5. The top 10 districts (excluding Madeira for comparison purposes) in 2015-2016 provided a 1.7% average base salary increase, compared to the 2 % base salary increase provided to Madeira. The comparison districts included are Indian Hill, Kings, Lakota, Loveland, Mariemont, Mason, Oak Hills, Princeton, Sycamore and Wyoming. Sycamore is 0% for fourth straight year but compensating with a lump sum stipend for the second consecutive year and is adding a flat amount to all steps in 2016-2017. (Part 1, Appendix 1)
6. 3 districts established some type of evaluation based compensation; Indian Hill is based on Accomplished or Skilled rating, Lakota is no pay increase for Ineffective, and Norwood provides a % for all staff at any building in which OAA or OGT scores and PI increased from previous years. (Part 1, Appendix 1)
7. 16 out of 28 districts contracts end in 2017. 12 out of 28 districts' contracts end this year. (Part 1, Appendix 1)
 - a. 16 of 28 negotiating districts have established salary schedules for 2016-2017 and 16 have a base increase with an average increase of 1.54%.
 - b. 2 of 28 negotiating districts have established salary schedules for 2017-2018 with a 2% increase in both.
8. Analysis of salary rankings vs. comparison districts indicates that Madeira maintains a competitive position. Madeira's starting salary for a Bachelor's Degree ranks 5th (last year - 5th), starting salary for a Master's Degree ranks 4th (last year - 6th), and Madeira's maximum salary ranks 5th (last year - 5th), out of thirty (30) districts. (Part 1, Appendix 6) The average base salary increase for 2015-2016 was 1.63%, Madeira maintained virtually the same competitive position with the 2% base increase and allowed step movement. (Part 1, Appendix 1)

Budget Impact – (Part 1, Appendix 7)

Certified Staff – the budget impact of salary changes are listed below the current year certified salary budget. The average salary calculation is based on actual current year staffing. Any resignations or retirements replaced by different salary impacts the resulting final average salary.

Current Year Certified Salary \$7,681,416 Avg. Salary \$72,262

(~~2014- 2015~~ Certified Salary \$7,663,351 Avg. Salary \$73,124)

- Step Movement for Eligible staff without a change in base Salary
 - Cost: \$156,377
 - Certified Salary \$7,837,793 Avg. Salary \$73,733
 - **2.04%** Salary Increase
- 1% increase in the base salary schedule with step movement
 - Cost: \$234,756
 - Certified Salary \$7,916,172 Avg. Salary \$74,470
 - **3.06%** Salary Increase
- 2% increase in the base salary schedule with step movement
 - Cost: \$313,134
 - Certified Salary \$7,994,550 Avg. Salary \$75,207
 - **4.08%** Salary Increase

Previous Year Recommendation and Board Action

Recommendation for 2015-2016

- Step movement for eligible staff
- 2% increase in base salary schedule
- 1% one-time increase for non-step eligible staff.

Board Action on Salary for 2015-2016

- Step movement for eligible staff
- 2% increase in base salary schedule

Recommendation for 2016-2017

It is very important to continue to support our teachers and non-teachers in Madeira. We want to continue to help our students by providing them with quality and top educated staff.

Based on our findings we recommend:

- **Step movement for eligible staff**
- **2% increase in base salary schedule**

Part 2

Benefits Study, Staff Survey, and
Update on Strategic
Compensation

I. Objective

The Madeira Planning Commission Salary Study committee was asked “what are the comparable data in regards to employee benefits?”

II. Methodology

- A. Part 2, Appendix 8 is a comparison of 20 districts benefits including; health, dental, and vision plan Board/Employee % costs, Opt Out benefit offering, tuition reimbursement and non-resident staff children attending the district where they teach.
- B. An online survey of staff was conducted asking them five questions regarding their benefits and how they feel about the benefits provided.
- C. The board also asked us to give them an update regarding the districts in Ohio that conducted a Strategic Compensation component for their teachers’ salaries.

III. Background – It is the intention of the Board of Education to provide competitive benefits for Madeira staff as this is considered a prerequisite to attract and retain best talent. Knowledge of surrounding school districts’ benefit packages is helpful to determine Madeira’s competition position, while maintaining a position of being fiscally responsible to the community.

IV. Findings

- A. Benefits of Comparator Districts are below.
 - 1. Health benefit results were relatively the same as in the previous year
 - a. 13 districts share health costs at 85%-Board and 15% Employee (including 2 districts with HDHP options)
 - b. 2 districts share health costs at 90% Board and 10% Employee
 - c. 2 districts shared health costs at 80% Board and 20% Employee
 - d. 1 district shared health costs at 75% Board and 25% Employee
 - e. 1 district (Mason) has a High Deductible Health Plan with 100% Board premium.
 - f. 8 districts have a 2nd plan that is a HDHP choice for Employees. (up from 5 districts last year)
 - 2. Opt Out Benefits – With the implementation of spousal language and the Affordable Care Act this type of benefit is likely to take a different form in the future.
 - a. 16 districts do not provide Opt Out Benefits
 - b. 4 district do provide Opt Out Benefits

3. Tuition Reimbursement – There were minimal changes to tuition reimbursement from the previous study. See Appendix 8 for detail.
 - a. 16 districts provide tuition reimbursement
 - b. 4 districts do not provide tuition reimbursement
 - c. 1 district provides a tuition loan that must be repaid
 - d. Most districts offering tuition reimbursement set a \$ budget amount that is prorated to eligible participants
- B. Staff Survey-Staff members were given the opportunity to participate in a survey regarding salary and benefits at Madeira City Schools. The survey contained three questions and was sent via email for all staff to complete online. There were 72 responses. All comments in Part 2, Appendix 9)The survey contained the following:
- **Question #1:** Are you willing to pay an increase of 5% (\$62.48 per month) of our health care premium to allow more funding available for salary consideration?

Answers - Strongly Agree-19.4%, Agree-25%, Undecided-26.4%, Disagree-11.1%, Strongly Disagree-18.1%

Total Comments-9; Summary of Comments:

 - 7 “No” respondents since there isn’t a guarantee of future payoff in salaries or STRS
 - 1 “Yes” respondent because they were close to retirement.
 - **Question #2:** Do you have any questions or comments about current benefits?

Answers - Yes-8.3%, No- 91.7%

Total Comments-6; Summary of Comments:

 - 3 people responded they’d like to expand provider list/number of allowed visit for chiropractor, naturopath
 - 2 people would like to see changes to family plan by allowing spouses back, adjustments to price for family without children
 - 1 responded they’d like an HSA to be considered due to rising costs
 - **Question #3:** Are there additional benefits you would like the Board of Education to consider adding?

Answers - Yes-26.4%, No-73.6%

Total Comments-20; Summary of Comments:

 - 6 people responded they would like the board to consider open enrollment/allowing staff’s children to attend Madeira
 - 3 commented on having additional salary steps after Masters 45
 - 2 reported they would like to see rewards for Master Teacher/National board

- 2 responded on changes to personal leave policy
- 1 on creating a sick bank
- 1 offering sabbatical to long-time employees

C. Strategic Compensation Update

School	Update	Observations
Norwood	No longer using Performance Bonus for certified and administrative staff implemented in 2012-2013 school year	Economics at the time drove Norwood to look for alternative means to compensate; steps and base were frozen - found it was not sustainable to add an additional level to compensation and are working to get steps and base back
Indian Hill	Approved 1% discretionary bonus based on 3 goals for administration for 2015-2016 school year; no recommendations made yet for 2016-2017	Certified and classified staff must achieve an accomplished or skilled rating to receive any form of raise including step for continuing education
Liberty Benton	No plan changes since implemented 2013-2014 school year; starting negotiations this spring; no early indicators	Teachers accustomed to seeing salary schedule and understanding pay progression (predictable); new plan has no published written schedule; Board is looking for out of box thinking on how to refine
South Euclid-Lyndhurst	No changes planned; only implemented performance based to administration based on individual and district goals and not expecting to push to teacher level	Implemented for administration to address concern over how fast a person's salary could double (14 years); under new plan, salary could double in 22 years if highest rating achieved every year
Oakwood City	No plan changes since implemented 2013-2014 school year; starting negotiations this spring; expect plan to stay stable	Majority at top % for teachers so not a lot of differentiation; re-energized long tenure staff - worth listening to ideas if impact their pay; student outcomes not included because wanted to keep teachers working as a team

COMPARISON DISTRICT CONTRACT SUMMARY CHART

Part 1, Appendix 1

District	Prior 3 Years						Current Year		Future Two Years				Contract Information				
	% Base Increase 2012-13	Steps 12-13	% Base Increase 2013-14	Steps 13-14	% Base Increase 2014-15	Steps 14-15	% Base Increase 2015-16	Steps 15-16	% Base Increase 2016-17	Steps 16-17	% Base Increase 2017-18	Steps 17-18	Evaluation Based Compensation	Current Year	Duration	Start	End
Deer Park	0.00%	No	0.00%	No-\$1150 flat stipend	2.00%	Yes	1.75%	Yes	1.75%	Yes			No	3	3	7/1/2014	6/30/2017
Fairfield	0.00%	No	0.00%	No	2.75%	Yes	2.00%	Yes	2.25%	Yes			No	2	3	6/30/2014	6/30/2017
Finneytown	0.00%	No	0.00%	Yes-1% for non step\$'s	0.00%	Yes-1% for non step\$'s	0.00%	Yes-1% for non step\$'s	2.00%	Yes	2.00%	Yes	No	2	3	8/1/2015	7/31/2018
Forest Hills	0.00%	No	1.00%	No-\$500 flat stipend	1.00%	Yes	1.00%	Yes	1.00%	Yes			No	2	3	7/1/2014	6/30/2017
Hamilton City	0.00%	No	0.00%	No	4.00%	Yes	3.50%	Yes	3.00%	Yes			No	2	3	7/1/2014	6/30/2017
Indian Hill	0.00%	No	2.00%	2 steps+2% lump sum-if A or S rating	2.50%	Yes-if A or S rating	2.50%	Yes-if A or S rating					Yes-A or S rating	3	3	7/1/2013	6/30/2016
Kings Local	1.00%	No	1.75%	Yes	1.75%	Yes	2.00%	Yes, plus 1 step recovery from FY12&FY13 freezes	1.50%	Yes, plus 1 step recovery from FY12&FY13 freezes			No	2	3	8/1/2015	6/30/2017
Lakota Local	0.00%	No	0.00%	No	3.56%	Yes - % base increase based on \$2200 added to each step, hired < 7/1/11 receive \$950 lump sum also	1.97%	Yes, plus \$650 stipend	2.00%	Yes, plus \$650 stipend	2.00%	Yes, stipend decision pending	No	3	4	7/1/2014	6/30/2018
Lebanon City	0.00%	No	0.00%	No	2.00%	Yes	3.00%	Yes					No	2	2	9/1/2014	8/31/2016
Lockland	0.00%	No	0.00%	No-1% stipend or \$1500 bonus for growth	0.00%	1 step only, 1% one time stipend	0.00%	Yes, plus 1 step movement	0.00%	Yes, and salary re-opener in agreement			No	1	2	6/30/2015	6/30/2017
Loveland	0.00%	No	1.00%	No	1.00%	Yes	1.00%	Yes					No-evaluation committee established	2	2	7/1/2014	6/30/2016
Madeira	0.00%	Yes	1.00%	Yes - 2% to staff not receiving increase	1.50%	Yes	2.00%	Yes					No	Not Applicable			
Mariemont	0.00%	Yes	0.00%	Yes- 2% to staff not receiving increase	2.00%	Yes	1.00%	Non step movement receive 2% one time only increase					No	Not Applicable			
Mason City	0.00%	No	0.00%	No	2.00%	Yes & \$800/\$400 one time payment to H.S.A	2.00%	Yes					No	1	1	7/1/2015	6/30/2016
Milford Exempted	1.00%	Yes	0.00%	No	2.00%	Yes	1.75%	Yes	1.75%	Steps			No	2	3	7/1/2014	6/30/2017
Mt. Healthy	0.00%	No	3.00%	Yes	3.00%	Yes	2.00%	Yes					No	1	1	7/1/2015	6/30/2016
New Richmond	0.00%	No	0.00%	No	0.00%	Yes- plus step restoration and lump sum	0.00%	Yes-plus step restoration	0.00%	Yes- plus step restoration			No	2	3	7/1/2014	6/30/2017
North College Hill	1.00%	No	1.00%	No	1.50%	Yes	1.50%	Yes					No	2	2	9/1/2014	8/31/2016
Northwest	0.00%	No	0.00%	No	2.50%	Yes	2.50%	Yes	2.50%	Yes			No	2	3	7/1/2014	6/30/2017
Norwood	0.50%	Yes	0.00%	No	4.00%	No-plus 1% one time to staff employed in 2009	1.00%	Yes	1.00%	Yes			Yes	2	3	9/16/2014	7/31/2017
Oak Hills	0.00%	No	2.00%	No	1.50%	Yes	1.50%	Yes	1.50%	Yes			No	2	3	7/1/2014	6/30/2017
Princeton	0.00%	No	0.00%	No	2.50%	Yes	2.50%	Yes					No	2	2	7/1/2014	6/30/2016
Reading	0.00%	No	0.00%	Yes	2.00%	Yes	2.00%	Yes					No	2	2	9/1/2014	8/31/2016
Ross Local	0.00%	No	1.00%	Yes	1.00%	Yes & 1% lump sum of 2013/2014	2.00%	Yes					No	2	2	7/1/2014	6/30/2016
Southwest	0.00%	No	1.75%	Yes	1.75%	Yes	1.00%	Yes					No	3	3	9/1/2013	8/31/2016
St. Bernard - Elmwood	0.00%	Yes	1.00%	Yes	1.00%	Yes	1.00%	Yes, plus 1% stipend	1.00%	Yes, plus 1% stipend			No	1	2	7/1/2015	6/30/2017
Sycamore	0.00%	Yes	0.00%	Yes	0.00%	Yes & \$1500 lump sum	0.00%	Yes & \$1500 lump sum; equates to range of 1.7% to 4%	2.00%	Yes-\$1250 added to each step			No	2	3	8/1/2014	7/31/2017
Three Rivers	0.00%	No	0.00%	No	1.00%	Yes-\$750 lump sum for non step movement	1.00%	Yes-\$1000 for non step movement	1.00%	Yes-\$1250 lump sum for non step movement			No	2	3	8/1/2014	7/31/2017
Winton Woods	0.00%	No	0.00%	No	3.00%	Yes	3.00%	Yes					No	2	2	6/30/2014	7/31/2016
Wyoming	0.00%	No	0.00%	Yes	2.75%	Yes	2.50%	Yes	2.00%				No	2	3	7/1/2014	6/30/2017
Average:	0.12%		0.55%		1.85%		1.63%		1.54%		2.00%						

Average % increase - Top 11 BS districts
Madeira vs. Top 10 Avg.

1.70%
0.30%

SALARY COMPARISONS - BACHELORS DEGREE
Teachers Salary Schedule
2015-2016 School Year

Rank	Years' Experience --->	Starting	Rank	Years' Experience --->	5 Years	Rank	Years' Experience --->	10 Years	Rank	Years' Experience --->	Max
	District	\$\$\$\$		District	\$\$\$\$		District	\$\$\$\$		District	\$\$\$\$
1	Indian Hill	\$43,706	1	Indian Hill	\$54,632	1	Indian Hill	\$65,558	1	Wyoming	\$83,960
2	Lakota Local	\$42,347	2	Princeton	\$51,496	2	Princeton	\$63,955	2	Kings Local	\$79,180
3	Princeton	\$41,529	3	Wyoming	\$51,195	3	Oak Hills	\$63,390	3	Indian Hill	\$76,485
4	Wyoming	\$40,956	4	Oak Hills	\$51,104	4	Wyoming	\$61,434	4	Southwest	\$75,652
5	Madeira	\$40,661	5	Kings Local	\$50,881	5	Kings Local	\$61,381	5	Oak Hills	\$75,275
6	Kings Local	\$40,382	6	Loveland	\$49,595	6	Loveland	\$59,673	6	Mason City	\$73,977
7	Sycamore	\$39,979	7	Finneytown	\$49,523	7	Southwest	\$59,182	7	Loveland	\$73,781
8	Mason City	\$39,880	8	Mason City	\$49,351	8	Deer Park	\$59,103	8	Princeton	\$72,883
9	Oak Hills	\$39,619	9	Forest Hills	\$48,964	9	Winton Woods	\$58,984	9	Three Rivers	\$72,658
10	Loveland	\$39,518	10	Southwest	\$48,892	10	Mason City	\$58,823	10	Reading	\$72,257
11	Forest Hills	\$39,171	11	Sycamore	\$48,374	11	Forest Hills	\$58,757	11	Sycamore	\$71,946
12	Deer Park	\$39,141	12	Mariemont	\$48,267	12	Mariemont	\$58,311	12	Winton Woods	\$70,832
13	Finneytown	\$38,994	13	Reading	\$48,156	13	Reading	\$58,231	13	Forest Hills	\$69,890
14	Southwest	\$38,598	14	Deer Park	\$48,143	14	North College Hill	\$58,103	14	Deer Park	\$69,280
15	Reading	\$38,310	15	North College Hill	\$47,439	15	Finneytown	\$57,712	15	Lebanon City	\$69,250
16	Mariemont	\$38,188	16	Madeira	\$47,414	16	Sycamore	\$57,507	16	Norwood	\$68,395
17	Winton Woods	\$37,981	17	Winton Woods	\$47,332	17	Three Rivers	\$56,954	17	Lakota Local	\$67,634
18	Lebanon City	\$37,847	18	Three Rivers	\$46,484	18	Mt. Healthy	\$56,237	18	North College Hill	\$67,633
19	St. Bernard - Elmwood	\$37,673	19	Milford Exempted	\$46,231	19	Madeira	\$55,758	19	Fairfield	\$67,419
20	Norwood	\$37,456	20	Mt. Healthy	\$46,180	20	Norwood	\$55,531	20	Northwest	\$67,411
21	Milford Exempted	\$37,434	21	Norwood	\$45,886	21	Milford Exempted	\$55,028	21	Finneytown	\$66,291
22	Hamilton City	\$37,104	22	Lakota Local	\$45,784	22	St. Bernard - Elmwood	\$54,626	22	Hamilton City	\$65,215
23	North College Hill	\$36,774	23	Northwest	\$45,239	23	Northwest	\$54,480	23	Milford Exempted	\$63,837
24	Mt. Healthy	\$36,126	24	St. Bernard - Elmwood	\$45,208	24	Lebanon City	\$52,646	24	Mariemont	\$62,361
25	Northwest	\$36,001	25	Lebanon City	\$45,099	25	New Richmond	\$52,246	25	New Richmond	\$62,359
26	New Richmond	\$35,736	26	New Richmond	\$43,848	26	Lockland	\$51,164	26	St. Bernard - Elmwood	\$60,277
27	Fairfield	\$35,206	27	Hamilton City	\$43,232	27	Fairfield	\$51,049	27	Mt. Healthy	\$59,994
28	Ross Local	\$35,088	28	Fairfield	\$43,127	28	Hamilton City	\$50,892	28	Ross Local	\$58,667
29	Three Rivers	\$34,898	29	Ross Local	\$42,456	29	Lakota Local	\$50,475	29	Lockland	\$58,425
30	Lockland	\$33,009	30	Lockland	\$42,087	30	Ross Local	\$49,825	30	Madeira	\$57,249
Salary Average		\$38,310	Salary Average		\$47,387	Salary Average		\$56,900	Salary Average		\$68,682
Salary for Madeira		\$40,661	Salary for Madeira		\$47,332	Salary for Madeira		\$56,237	Salary for Madeira		\$57,249
Madeira vs Average		\$2,351	Madeira vs Average		(\$55)	Madeira vs Average		(\$663)	Madeira vs Average		(\$11,433)

SALARY COMPARISONS - MASTERS DEGREE
Teachers Salary Schedule
2015-2016 School Year

Years' Experience --->	Starting	Years' Experience --->	5 Years	Years' Experience --->	10 Years	Years' Experience --->	Max
Rank District	\$\$\$\$	Rank District	\$\$\$\$	Rank District	\$\$\$\$	Rank District	\$\$\$\$
1 Indian Hill	\$48,076	1 Indian Hill	\$60,095	1 Indian Hill	\$72,114	1 Indian Hill	\$95,322
2 Princeton	\$45,682	2 Princeton	\$56,479	2 Princeton	\$68,938	2 Wyoming	\$95,018
3 Lakota Local	\$45,050	3 Wyoming	\$55,700	3 Wyoming	\$67,987	3 Sycamore	\$88,804
4 Madeira	\$44,784	4 Forest Hills	\$55,564	4 Forest Hills	\$67,649	4 Princeton	\$85,342
5 Southwest	\$44,774	5 Loveland	\$55,424	5 Oak Hills	\$67,352	5 Kings Local	\$84,883
6 Oak Hills	\$44,769	6 Reading	\$55,358	6 Madeira	\$66,966	6 Mason City	\$84,067
7 Kings Local	\$44,582	7 Madeira	\$55,217	7 Reading	\$66,928	7 Loveland	\$82,692
8 St. Bernard - Elmwood	\$44,454	8 Kings Local	\$55,081	8 Loveland	\$66,766	8 Winton Woods	\$82,382
9 Loveland	\$44,063	9 Oak Hills	\$55,070	9 Mariemont	\$66,716	9 Madeira	\$81,976
10 Reading	\$44,057	10 Southwest	\$55,068	10 Deer Park	\$66,540	10 Southwest	\$81,824
11 Mason City	\$43,868	11 Mason City	\$55,034	11 Finneytown	\$66,291	11 Oak Hills	\$81,218
12 Deer Park	\$43,838	12 Mariemont	\$54,953	12 Mason City	\$66,201	12 Reading	\$81,068
13 Forest Hills	\$43,479	13 Deer Park	\$54,015	13 Kings Local	\$65,580	13 Mariemont	\$80,767
14 Wyoming	\$43,413	14 Sycamore	\$53,666	14 Sycamore	\$65,578	14 Lebanon City	\$80,626
15 Mariemont	\$43,188	15 Finneytown	\$53,422	15 Southwest	\$65,358	15 Forest Hills	\$80,616
16 Hamilton City	\$42,091	16 St. Bernard - Elmwood	\$51,989	16 Winton Woods	\$64,412	16 Finneytown	\$80,329
17 Lebanon City	\$41,970	17 Milford Exempted	\$51,921	17 Milford Exempted	\$63,525	17 Lakota Local	\$79,278
18 Mt. Healthy	\$41,762	18 Mt. Healthy	\$51,816	18 North College Hill	\$62,369	18 Three Rivers	\$79,218
19 Sycamore	\$41,756	19 North College Hill	\$51,703	19 Norwood	\$62,274	19 Deer Park	\$79,065
20 Winton Woods	\$41,475	20 Winton Woods	\$51,688	20 Three Rivers	\$62,258	20 St. Bernard - Elmwood	\$78,737
21 Finneytown	\$41,334	21 Lebanon City	\$51,174	21 Mt. Healthy	\$61,873	21 North College Hill	\$78,297
22 North College Hill	\$41,040	22 Three Rivers	\$50,951	22 St. Bernard - Elmwood	\$61,407	22 Norwood	\$76,635
23 Norwood	\$40,829	23 Norwood	\$50,756	23 Lebanon City	\$60,378	23 Milford Exempted	\$75,100
24 Milford Exempted	\$40,316	24 Hamilton City	\$49,930	24 New Richmond	\$59,965	24 Fairfield	\$74,813
25 Northwest	\$39,982	25 New Richmond	\$49,423	25 Hamilton City	\$59,729	25 Hamilton City	\$74,515
26 Fairfield	\$39,959	26 Northwest	\$49,386	26 Northwest	\$58,793	26 Northwest	\$73,773
27 Three Rivers	\$39,644	27 Fairfield	\$48,760	27 Fairfield	\$57,562	27 New Richmond	\$72,687
28 New Richmond	\$38,988	28 Lakota Local	\$48,703	28 Ross Local	\$56,913	28 Mt. Healthy	\$70,308
29 Ross Local	\$38,667	29 Ross Local	\$47,790	29 Lockland	\$54,796	29 Lockland	\$69,319
30 Lockland	\$36,640	30 Lockland	\$45,718	30 Lakota Local	\$53,688	30 Ross Local	\$67,860
Salary Average	\$42,484	Salary Average	\$52,728	Salary Average	\$63,564	Salary Average	\$79,885
Salary for Madeira	\$44,784	Salary for Madeira	\$55,068	Salary for Madeira	\$66,201	Salary for Madeira	\$81,824
Madeira vs Average	\$2,300	Madeira vs Average	\$2,340	Madeira vs Average	\$2,637	Madeira vs Average	\$1,939

SALARY COMPARISONS - MASTERS+30
Teachers Salary Schedule
2015-2016 School Year

Years' Experience --->	Starting	Years' Experience --->	5 Years	Years' Experience --->	10 Years	Years' Experience --->	Max
Rank District	\$\$\$\$	Rank District	\$\$\$\$	Rank District	\$\$\$\$	Rank District	\$\$\$\$
1 Indian Hill	\$52,447	1 Indian Hill	\$64,466	1 Indian Hill	\$76,485	1 Indian Hill	\$99,693
2 Loveland	\$50,287	2 Loveland	\$61,648	2 Loveland	\$73,010	2 Wyoming	\$98,294
3 Lakota Local	\$49,939	3 Forest Hills	\$60,127	3 Forest Hills	\$72,465	3 Mason City	\$93,239
4 St. Bernard - Elmwood	\$48,975	4 Madeira	\$59,320	4 Mason City	\$72,183	4 Sycamore	\$90,548
5 Southwest	\$48,892	5 Southwest	\$59,182	5 Mariemont	\$71,563	5 Oak Hills	\$89,142
6 Oak Hills	\$48,731	6 Mariemont	\$59,077	6 Princeton	\$71,430	6 Loveland	\$88,916
7 Princeton	\$48,174	7 Oak Hills	\$59,032	7 Oak Hills	\$71,314	7 Lakota Local	\$87,880
8 Madeira	\$47,790	8 Mason City	\$59,022	8 Wyoming	\$71,263	8 Princeton	\$87,834
9 Forest Hills	\$47,788	9 Wyoming	\$58,977	9 Madeira	\$70,931	9 Madeira	\$87,793
10 Reading	\$46,700	10 Princeton	\$58,971	10 Finneytown	\$70,190	10 Kings Local	\$86,983
11 Wyoming	\$46,690	11 Reading	\$58,040	11 Reading	\$69,648	11 Mariemont	\$86,493
12 Kings Local	\$46,682	12 Kings Local	\$57,181	12 Southwest	\$69,476	12 Southwest	\$85,938
13 Mariemont	\$46,591	13 Finneytown	\$56,542	13 Milford Exempted	\$68,841	13 Forest Hills	\$85,637
14 Mason City	\$45,862	14 St. Bernard - Elmwood	\$56,510	14 Deer Park	\$68,105	14 Finneytown	\$85,398
15 Mt. Healthy	\$45,519	15 Milford Exempted	\$55,926	15 Kings Local	\$67,680	15 Reading	\$83,711
16 Deer Park	\$45,404	16 Deer Park	\$55,580	16 Sycamore	\$67,324	16 Winton Woods	\$83,396
17 Lebanon City	\$44,466	17 Mt. Healthy	\$55,576	17 New Richmond	\$67,184	17 Lebanon City	\$83,122
18 Northwest	\$43,968	18 Sycamore	\$55,416	18 Norwood	\$67,050	18 St. Bernard - Elmwood	\$82,881
19 Hamilton City	\$43,517	19 New Richmond	\$55,033	19 St. Bernard - Elmwood	\$65,928	19 Norwood	\$82,535
20 Sycamore	\$43,505	20 Norwood	\$54,127	20 Mt. Healthy	\$65,630	20 Deer Park	\$82,196
21 North College Hill	\$43,172	21 Lakota Local	\$53,988	21 Winton Woods	\$65,426	21 Milford Exempted	\$81,769
22 Norwood	\$43,077	22 North College Hill	\$53,837	22 Three Rivers	\$64,701	22 New Richmond	\$81,764
23 Milford Exempted	\$43,012	23 Lebanon City	\$53,670	23 North College Hill	\$64,502	23 Three Rivers	\$81,661
24 Finneytown	\$42,894	24 Three Rivers	\$53,394	24 Ross Local	\$63,299	24 North College Hill	\$80,434
25 New Richmond	\$42,883	25 Northwest	\$53,371	25 Lebanon City	\$62,874	25 Northwest	\$77,747
26 Winton Woods	\$42,489	26 Ross Local	\$52,772	26 Northwest	\$62,778	26 Fairfield	\$77,101
27 Fairfield	\$42,247	27 Winton Woods	\$52,702	27 Hamilton City	\$61,154	27 Hamilton City	\$76,296
28 Ross Local	\$42,246	28 Hamilton City	\$51,355	28 Fairfield	\$59,850	28 Mt. Healthy	\$76,175
29 Three Rivers	\$42,087	29 Fairfield	\$51,049	29 Lakota Local	\$59,513	29 Ross Local	\$75,930
30 Lockland	\$40,272	30 Lockland	\$49,349	30 Lockland	\$58,425	30 Lockland	\$72,949
Salary Average	\$45,544	Salary Average	\$56,175	Salary Average	\$67,341	Salary Average	\$84,449
Salary for Madeira	\$47,790	Salary for Madeira	\$59,032	Salary for Madeira	\$71,263	Salary for Madeira	\$87,834
Madeira vs Average	\$2,246	Madeira vs Average	\$2,857	Madeira vs Average	\$3,922	Madeira vs Average	\$3,385

SALARY COMPARISONS - MAX
2015-2016 School Year

Rank	District	Max \$\$\$\$		Peak Earning Year
1	Indian Hill	\$100,785	Doctorate	24
2	Wyoming	\$99,114	Masters+36	25
3	Mason City	\$93,239	Masters+30	27
4	Sycamore	\$91,857	Masters+45	25
5	Madeira	\$90,877	Masters+45	27
6	Princeton	\$90,326	Doctorate	17
7	Oak Hills	\$89,142	Masters+30	25
8	Loveland	\$88,916	Masters+30	20
9	Lakota Local	\$87,880	Masters+30	30
10	Forest Hills	\$87,792	Doctorate	27
11	Kings Local	\$86,983	Masters+20	29
12	Mariemont	\$86,493	Masters+30	27
13	Southwest	\$85,938	Masters+30	26
14	Reading	\$85,435	Masters+45	27
15	Milford Exempted	\$85,421	Masters+50	25
16	Finneytown	\$85,398	Masters+30	27
17	Winton Woods	\$83,734	Doctorate	25
18	Lebanon City	\$83,122	Masters+20	27
19	Deer Park	\$82,979	Masters+45	27
20	St. Bernard - Elmwood	\$82,881	Masters+30	25
21	Norwood	\$82,535	Masters+30	22
22	New Richmond	\$81,764	Masters+30	22
23	Three Rivers	\$81,661	Masters+30	25
24	North College Hill	\$80,434	Masters+20	23
25	Northwest	\$79,738	Masters+45	27
26	Fairfield	\$77,101	Master +30	24
27	Hamilton City	\$76,296	Masters+30	27
28	Mt. Healthy	\$76,175	Masters+30	16
29	Ross Local	\$75,930	Masters+30	18
30	Lockland	\$72,949	Masters+30	26

Salary Average	\$85,096
Salary for Madeira	\$90,877
Madeira vs Average	\$5,781

MADEIRA SALARY RANKING

BACHELORS	Rank	Start	Rank	5 Years	Rank	10 Years	Rank	Max	# of Districts
2015 - 2016	5	\$40,661	16	\$47,414	19	\$55,758	30	\$57,249	30 Districts
2014 - 2015	5	\$39,864	16	\$46,485	20	\$54,665	30	\$56,127	30 Districts
2013 - 2014	4	\$39,275	16	\$45,798	18	\$53,857	30	\$55,298	30 Districts
2012 - 2013	5	\$38,886	17	\$45,345	18	\$53,324	30	\$54,750	31 Districts
2011 - 2012	5	\$38,886	16	\$45,345	19	\$53,324	31	\$54,750	31 Districts
2010 - 2011	4	\$38,886	16	\$45,345	19	\$53,324	31	\$54,750	30 Districts
2009 - 2010	4	\$38,311	17	\$44,674	20	\$52,536	30	\$53,941	30 Districts
2008 - 2009	3	\$37,560	20	\$43,798	20	\$51,506	30	\$52,884	30 Districts
2007 - 2008	4	\$36,466	18	\$42,523	20	\$50,006	30	\$51,344	30 Districts
2006 - 2007	4	\$35,646	18	\$41,567	21	\$48,881	30	\$50,189	30 Districts
2005 - 2006	5	\$34,441	19	\$40,161	23	\$47,228	29	\$48,492	30 Districts
2004 - 2005	5	\$33,519	21	\$39,086	22	\$45,964	30	\$47,194	30 Districts
2003 - 2004	6	\$32,307	22	\$37,673	24	\$44,303	30	\$45,488	30 Districts
2002 - 2003	5	\$31,139	22	\$36,311	25	\$42,702	30	\$43,844	30 Districts
2001 - 2002	3	\$30,232	21	\$35,253	25	\$41,458	30	\$42,567	30 Districts
2000 - 2001	3	\$29,351	19	\$34,226	22	\$40,250	30	\$41,327	30 Districts

MASTERS	Rank	Start	Rank	5 Years	Rank	10 Years	Rank	Max	# of Districts
2015 - 2016	4	\$44,784	7	\$55,217	6	\$66,966	9	\$81,976	30 Districts
2014 - 2015	6	\$43,906	10	\$54,135	8	\$65,653	9	\$80,369	30 Districts
2014 - 2015	6	\$43,906	10	\$54,135	8	\$65,653	9	\$80,369	30 Districts
2013 - 2014	5	\$43,257	9	\$53,335	9	\$64,683	9	\$79,182	30 Districts
2012 - 2013	4	\$42,829	10	\$52,807	12	\$64,043	10	\$78,398	30 Districts
2011 - 2012	5	\$42,829	9	\$52,807	12	\$64,043	10	\$78,398	31 Districts
2010 - 2011	3	\$42,829	8	\$52,807	10	\$64,043	11	\$78,398	31 Districts
2009 - 2010	3	\$42,196	8	\$52,026	8	\$63,096	8	\$77,238	30 Districts
2008 - 2009	6	\$41,369	7	\$51,006	6	\$61,859	14	\$75,724	30 Districts
2007 - 2008	8	\$40,164	9	\$49,521	8	\$60,057	13	\$73,519	30 Districts
2006 - 2007	7	\$39,261	9	\$48,407	9	\$58,706	13	\$71,866	30 Districts
2005 - 2006	10	\$37,933	12	\$46,770	11	\$56,721	16	\$69,436	30 Districts
2004 - 2005	8	\$36,918	9	\$45,518	7	\$55,203	14	\$67,578	30 Districts
2003 - 2004	8	\$35,584	9	\$43,873	9	\$53,208	14	\$65,135	30 Districts
2002 - 2003	9	\$34,298	10	\$42,287	8	\$51,285	14	\$62,781	30 Districts
2001 - 2002	6	\$33,218	7	\$40,956	7	\$49,671	14	\$60,805	30 Districts
2000 - 2001	6	\$32,250	6	\$39,763	6	\$48,224	14	\$58,192	30 Districts

MASTERS +30	Rank	Start	Rank	5 Years	Rank	10 Years	Rank	M+30 Max	Rank	Overall Max	
2015 - 2016	8	\$47,790	4	\$59,320	9	\$70,931	9	\$87,793	5	\$90,877	30 Districts
2014 - 2015	8	\$46,854	7	\$58,157	8	\$69,540	7	\$86,072	5	\$89,095	30 Districts
2013 - 2014	7	\$46,161	7	\$57,298	8	\$68,513	7	\$84,801	5	\$87,779	30 Districts
2012 - 2013	8	\$45,704	5	\$56,730	9	\$67,834	7	\$83,961	5	\$86,909	30 Districts
2011 - 2012	8	\$45,704	6	\$56,730	9	\$67,834	8	\$83,961	5	\$86,909	31 Districts
2010 - 2011	8	\$45,704	7	\$56,730	8	\$67,834	9	\$83,961	5	\$86,909	31 Districts
2009 - 2010	8	\$45,028	5	\$55,891	7	\$66,831	8	\$82,719	4	\$85,624	30 Districts
2008 - 2009	7	\$44,146	7	\$54,796	8	\$65,521	8	\$81,098	5	\$83,946	30 Districts
2007 - 2008	8	\$42,860	7	\$53,200	7	\$63,613	8	\$78,736	6	\$81,501	30 Districts
2006 - 2007	8	\$41,897	7	\$52,004	8	\$62,183	8	\$76,966	6	\$79,669	30 Districts
2005 - 2006	8	\$40,480	10	\$50,245	11	\$60,080	5	\$76,975	6	\$76,975	30 Districts
2004 - 2005	9	\$39,397	9	\$48,900	7	\$58,472	5	\$72,373	5	\$74,915	30 Districts
2003 - 2004	11	\$37,973	9	\$47,133	9	\$56,359	6	\$69,757	5	\$72,207	30 Districts
2002 - 2003	14	\$35,783	15	\$44,612	14	\$53,505	8	\$67,236	6	\$69,597	30 Districts
2001 - 2002	14	\$34,573	16	\$43,103	14	\$51,696	9	\$64,962	6	\$66,950	30 Districts
2000 - 2001	13	\$33,178	12	\$41,653	13	\$49,996	6	\$63,070	4	\$65,000	30 Districts

BUDGET IMPACT 2015-2016 School Year

NO POSITION CHANGES

Salary		Starting	AVG
% Increases			
FY03	3.00%	30,232	
FY04	3.00%	31,139	
FY05	3.75%	32,307	
FY06	3.75%	33,519	58,196
FY07	3.50%	34,441	60,816
FY08	2.30%	35,646	62,630
FY09	3.00%	36,466	64,110
FY10	2.00%	38,311	66,031
FY11	1.50%	38,886	68,358
FY12	0.00%	38,886	67,637
FY13	0.00%	38,886	68,575
FY14	1.00%	39,275	69,594
FY15	1.50%	39,864	73,124
FY16	2.00%	40,661	72,262
5 YR Avg.	0.90%		

Experience			Level	%FTE	%Amt.
YRS	%FTE	% Amt.			
0-5	9.06%	5.99%	BA All	14.12%	10.64%
6-10	24.43%	21.25%	MA	33.59%	32.59%
11-15	20.99%	20.94%	MA+15	18.13%	18.66%
16-20	19.75%	21.75%	MA+30	21.85%	24.21%
21-25	12.60%	14.77%	MA+45	12.31%	13.90%
26+	13.17%	15.30%			
	100.00%	100.00%		100.00%	100.00%
6+ YRS	90.94%	94.01%	MA %	85.88%	89.36%

2016-2017 CERTIFIED BUDGET IMPACT - CHANGES IN SALARY		
2015-2016 Certified Salary - current year	\$7,681,416	
2016-2017-Step only increase, no change in base	\$156,377	2.04%
2016-2017-1% base increase + step	\$234,756	3.06%
2016-2017-2% base increase + step	\$313,134	4.08%

Benefit Summary Comparison Chart

	Medical Plans				Dental Plan		Vision Plan		Opt Out of Benefits	Open Enrollment	Non-resident staff children	Tuition Reimbursement	
	Plan 1-Full Time		Plan 2-Full Time		Plan 1-Full Time		Plan 1-Full time						
District	Board %	Employee%	Board %	Employee %	Board %	Employee %	Board %	Employee %	Yes/No	Yes/No	Yes/No	Yes/No	How much per employee per year
Deer Park	90%	10%			85%	15%	0%	100%	No	No	Yes	Yes	lesser of cost or \$100
Fairfield	80%	20%			90%	10%			Yes-\$500 per yr	Yes	Yes via OE	Yes	6 hrs @ \$275/hr or cost; prorated
1-Finneytown	85%	15%			85%	15%	0%	100%	No	No	Yes	Yes	\$200/semester hr, \$120/qtr hr. up to 9 sem hrs or 15 qtr hrs. Repayment schedule if teacher leaves.
2-Forest Hills	75%	25%	83.8%/16.2%-HDHP/H.S.A. contr \$400/\$800		100%	0%	0%	100%	No	No	No	Yes	6 hrs @ \$250/hr
Indian Hill	85%	15%	85%/15% HDHP/H.S.A \$400/\$800		85%	15%	0%	100%	No	No	No	Yes	4 hrs; lesser of Actual cost vs Xavier
Kings Local	85%	15%	Plan 1-HDHP with HAS. Bd will fund 50% deductible for FY16 and FY17		100%	0%	\$180	balance	No	Yes	only non-resident staff allowed	Yes	6 hrs @ Actual or prorated
Lakota Local	85%	15%	85%/15% HDHP		85%	15%	n/a	n/a	No	No	Yes	No	TESOL or Reading Endorsements reimbursed. Otherwise program suspended for 2014-2015 for evaluation
Loveland	85%	15%			100%	0%			Yes-\$1000 per yr	No	Yes, staff employed prior to 7/1/2004	Yes	3 hrs @ actual cost; proration
Madeira	85%	15%			100%	0%	0%	100%	No	No	Yes, staff employed prior to 2/1/2000	Yes	6 hrs; Avg cost; UC,X,Mi; Budget cap \$25,000; proration to stay within budget
Marionmont	85%	15%			85%	15%			No	No	Yes	Yes	8 hrs; \$200/hr
Mason City	100% HDHP/H.S.A. \$1000/\$2000	5.13%/7.16% fixed amt \$88/\$50, plus \$1000 into H.S.A.			100%	0%	100%	0%	No, see HDHP	Yes	Yes-some tuition after 2 years	Yes	9 hrs, Budget cap at \$75,000; proration if necessary to stay within budget
Milford Exempted	80%	20%	HDHP-HealthSavings		90%	10%	0%	100%	No	Yes	Yes, prior to FY07	Yes	6hrs @ actual; prorated
Mt. Healthy	90%	10%			100%	0%	0%	100%	No	No		No	
Northwest	HDHP/HSA 85%	15%			100%	0%		100%	No	No	Yes, must pay excess costs if any	Yes	6 hrs @ \$135; prorated
Oak Hills	85%	15%	HDHP-HealthSavings		90%	10%			No	No	No	No-tuition loans only	
Princeton	85%	15%	HDHP-HealthSavings		85%	15%			Yes-\$1200 per yr	No		Yes	6 hrs @ 50% of cost
Reading	85%	15%			100%	0%			No	Yes	Yes via OE	Yes	max \$1,500/lch;\$18,000 tuition budget; prorated
Sycamore	85% - 3 plans, PPO, EPO, Minimum Value	15%	85%-HDHP-H.S.A. contribution \$1000/Single Cert, \$2000 Fam Cert.	15%	90%	10%			Yes-\$1000 per yr FT;prorated for PT	No	No	Yes	6 hrs @ \$175;
Three Rivers	88%	13%			90%	10%			No	Yes	Yes	No	
Wyoming	85%	15%			85%	15%			No	No	50% tuition waiver	Yes	Up to MA+12: 6 hrs per school year, 12 hrs per calendar year @ 50%. Summer courses @ 75% or \$400 max

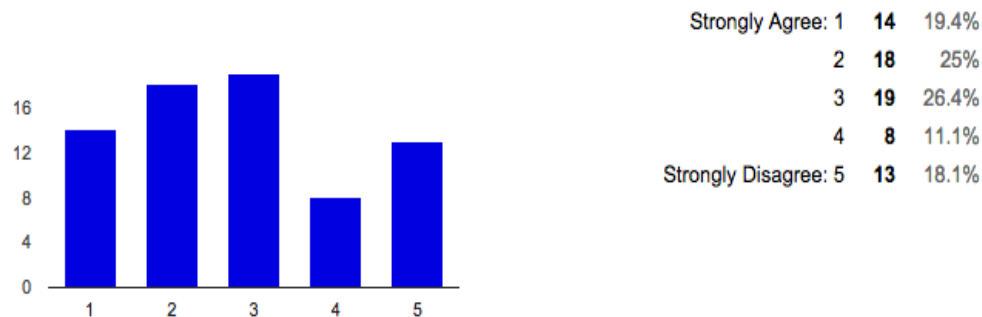
MADEIRA BENEFIT SURVEY

72 responses

[View all responses](#)

Summary

BACKGROUND INFORMATION: Each full-time employee in Madeira who participates in health benefits pays 15% of premium cost. If we were to agree to raise that percentage, the district may have more money to distribute across the salary schedule. The long term impact would be a higher average salary. STRS retirement benefits are based on final average salaries. A 5% increase (\$62.48 per month) in premium cost to employees equates to a 1% base certified salary cost. **QUESTION 1:** Are you willing to pay an increased 5% (\$62.48 per month) of the premium to allow more funding available for salary consideration?

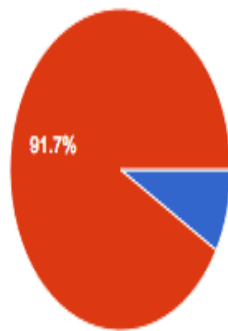


Comments:

1. Benefits are one of the few categories that the teaching profession is still a leader in. Salary is typically not. I may not live long enough to collect my STRS retirement, and I'd rather have better healthcare benefits.
2. Our health care costs have already increased significantly over the past few years as our individual deductible has skyrocketed as well as the copayment for specialists. I would rather have the opportunity to save/invest this money myself.

MADEIRA BENEFIT SURVEY

3. The annual cost of 5% increase is about \$750. That cost will occur every successive year and be increased as the premiums increase. What guarantees would we have that the 1% salary increase will continue every successive year? And would that 1% increase just be absorbed into the increases we usually get? Which aren't guaranteed now, and I don't see that happening. I'm not sure the cost-benefit is worth it.
4. I prefer to have my Health Care costs paid by the district and would like to keep my portion at a minimum, even if that means the pay schedule is not as high.
5. While a 1% increase is attractive in the long term, until my student loans are paid off, I'm more concerned about my monthly expenses. It's also difficult to answer this question without also knowing how our benefits might change in 1-2 years. For example, will we experience an increase in overall premiums? What about co-pay amounts or prescription coverage?
6. I don't use our district's insurance, so this question isn't completely fair.
7. I have worked a long time in the system so it wouldn't help my salary. Co-pays have already risen significantly. I really rely on good medical coverage.
8. Since I am not paid from the teacher pay scale, this would increase my insurance quite a bit per month, without affecting my salary. My salary comes from the preschool salary schedule which is quite different from the teacher pay scale. I would consider the change if I knew the preschool salary schedule would be affected.
9. As someone closer to retirement, this would be great, but understand how the younger employees might not like paying the additional each year.

MADEIRA BENEFIT SURVEY**QUESTION 2: Do you have any questions or comments about current benefits?**

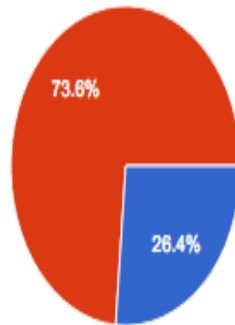
Yes	6	8.3%
No	66	91.7%

Questions/Comments:

1. It seems unfair that "just a spouse" and "a spouse and several kids" are both the same family plan price.
2. As someone who was recently married, I am unsure of coverage for families / the process of adding on kids, etc.
3. Love that we have dental! Thank you! Wish our vision insurance had more participating providers.
4. Are spouse's covered for dental insurance. Can't remember...
5. With the increase would the deductible change? The current deductible plus the premium increase would seem to place a higher burden on some. Has HSA been researched?
6. I wish we could have spouses on our benefits. It is very expensive for families to both have to do "single" under their benefits.

MADEIRA BENEFIT SURVEY

Question 3: Are there additional benefits you would like the Board of Education to consider adding?



Yes 19 26.4%

No 53 73.6%

Questions/Comments:

1. Letting out of district employees children attend school
2. More chiropractor visits and naturopath doctors.
3. I would like the board to consider allowing employees (those hired after the benefit was terminated) to bring their children to school here if the employees pay tuition.
4. Open enrollment
5. Allow teachers to enroll their kids in Madeira.
6. Spouses
7. Offering a yearly financial compensation for employees who receive their Master Teacher or National Board Certifications.
8. Additional steps above Masters 45
9. Not enough information available to answer question
10. What possible benefits would be an option for the board to consider?
11. I would love for my kids to attend Madeira City Schools, but my husband and I live outside of the district. I would be willing to take a cut in pay if the cut went towards a "tuition." Or, I would consider paying a reasonable out of pocket tuition if that option is a possibility
12. Personal leave should be three days - no restrictions.
13. Allow personal days to accumulate to the next year.
14. Possibility of creating a sick leave bank.

MADEIRA BENEFIT SURVEY

15. Pay for national board certification and renewal due to this allowing an employee to be a lead licensed educator
16. Certified staff living outside of the school district allowed to bringing their children to Madeira Schools.
17. I appreciate all the behind the scenes the planning commission does. We are so lucky to have such committed volunteers.
18. Consider expanding the salary scale (# of years) now that retirement requirements have changed
19. Is there any chance in the near future that faculty can send their kids to MCS even if we/they are out of the district?
20. Additional pay for staff that have more hours than Masters + 45. For instance, I have a Masters +100 graduate hours, but have only received pay for Masters + 30 and 45 (depending on my years of service).
21. Vision Coverage
22. I would love to see the board add a sabbatical benefit for teachers. This benefit could come at no cost to the district, yet allow teachers the benefit of a restorative "career break" for reflection, renewal, redirection of teaching goals, refreshed perspective, and potentially pursuit of personal and/or academic research. Although some research would be needed to implement the specific policy that's right for our district, sabbatical leave could be set up so that over the course of the sabbatical year, a teacher receives what remains of his/her salary AFTER benefits are paid and after the costs associated with a long term substitute (paid a first-year teacher salary) are also deducted. No sick days would be accrued over the course of the sabbatical year, and no personal leave, supplemental contract pay, etc. would be granted. In school systems with sabbatical leave policies in place, there is usually a requirement that teachers have been with a district for a minimum of 10 or 15 years before sabbatical leave can be granted, with a limit of one sabbatical over the course of a teacher's career. It could be a prerequisite that some portion of the sabbatical time be linked to the teacher's area of instruction or teaching in general. This might encourage teachers to use the time to study abroad, teach in other areas, volunteer with an organization such as Teach for America (or similar), take classes to earn another degree, complete doctoral research, etc. Other requirements could be included, such as a report to planning commission detailing the activities of the sabbatical year and/or a written reflection about how the sabbatical time had a positive impact on the teacher.