



2020-2021 Tuition & Salary Survey **Member Report**

Hosted and Reported by Magneti
on behalf of ACSI

August 2021

Introduction

At the close of the 2020/2021 school year, ACSI conducted a Tuition and Salary study among members, with 692 member schools responding (24% response rate). All data was collected between March 15, 2021 and July 1, 2021. All data in this report reflects responses from this sample rather than any data ACSI has otherwise stored regarding its members.

In a continuation of the scope undertaken in the 2018/2019 survey, this study incorporates context and insight beyond direct tuition and salary figures, including expenditures on categories including staff development, admissions and retention benchmarks, individualized education information, and more.

The breakdown in salary numbers is now and henceforward to be represented using medians (point where 50% of responses above and 50% of responses below) and quartiles, to increase reliability of the numbers being utilized across a wide membership and to avoid any potentially misleading salary sets at risk of being skewed by even a single extraordinary economic or geographic outlier. The reader should note that values at the 50th Percentile for any question may not sum to 100%, due to the fact that quartiles are calculated independently for each item represented in any chart.

We report the size of the respondent set (N=) throughout the report, which is intended to increase confidence among users relying on this data to make important budgetary decisions.

NOTE: For several questions in this report, results are reported according to quartiles. In these cases, each row should be read individually. The results within each quartile on a question

For questions regarding this report, please contact research@acsi.org.

About Magneti

Magneti partnered with ACSI on this Tuition and Salary study as part of ACSI's commitment to providing 3rd party confidentiality when sharing this type of sensitive data. In addition to research services, Magneti provides a range of agency services, including strategy, marketing, advertising, web and application development, and more. In addition to this report, Magneti is utilizing the Tuition and Salary information from this study to create an online, customizable tool for gauging benchmark Tuition and Salaries for ACSI members.

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Section I: School Information

A. Geography

Figure 1.1 (N = 691)

| State | Percent |
|----------------------|---------|
| Alabama | 1% |
| Alaska | 0.3% |
| Arizona | 2% |
| Arkansas | 1% |
| California | 13% |
| Colorado | 2% |
| Connecticut | 0.1% |
| Delaware | 1% |
| District of Columbia | 0.1% |
| Florida | 9% |
| Georgia | 4% |
| Hawaii | 2% |
| Idaho | 1% |
| Illinois | 3% |
| Indiana | 2% |
| Iowa | 1% |
| Kansas | 1% |
| Kentucky | 1% |
| Louisiana | 0.4% |
| Maine | -- |
| Maryland | 2% |
| Massachusetts | 1% |
| Michigan | 2% |
| Minnesota | 2% |
| Mississippi | 1% |

| State | Percent |
|----------------|---------|
| Missouri | 1% |
| Montana | 1% |
| Nebraska | 0.1% |
| Nevada | 1% |
| New Hampshire | 1% |
| New Jersey | 1% |
| New Mexico | 1% |
| New York | 2% |
| North Carolina | 6% |
| North Dakota | -- |
| Ohio | 5% |
| Oklahoma | 2% |
| Oregon | 2% |
| Pennsylvania | 6% |
| Rhode Island | 0.1% |
| South Carolina | 1% |
| South Dakota | 0.3% |
| Tennessee | 3% |
| Texas | 6% |
| Utah | 0.1% |
| Vermont | 0.3% |
| Virginia | 5% |
| Washington | 3% |
| West Virginia | 1% |
| Wisconsin | 1% |
| Wyoming | 0.1% |

B. Education Levels Offered

Figure 1.2 (N = 691)

| | US |
|----------------------------|-----|
| Standalone Early Education | 9% |
| Early Education | 74% |
| Elementary School | 88% |
| Middle School/ Junior High | 82% |
| High School | 62% |

C. Years in Operation

Figure 1.3 (N = 295)

| | US |
|--------------------|-----|
| 1 - 5 years | 4% |
| 6 - 10 years | 3% |
| 11 - 20 years | 11% |
| 21 - 30 years | 24% |
| 31 - 40 years | 18% |
| 41 - 50 years | 26% |
| 51 - 75 years | 11% |
| More than 75 years | 3% |

D. Grade Levels Offered

Figure 1.4 (N = 689)

| Grade Level | Percent of Schools Offering |
|---------------------------------|-----------------------------|
| Infants | 10% |
| 1-year-olds | 13% |
| Pre-K 2 | 25% |
| Pre-K 3 | 58% |
| Pre-K 4 | 71% |
| Pre-K 5 | 52% |
| Half-Day Kindergarten | 20% |
| Full-Day Kindergarten | 85% |
| 1st Grade | 87% |
| 2nd Grade | 87% |
| 3rd Grade | 87% |
| 4th Grade | 86% |
| 5th Grade | 86% |
| 6th Grade | 85% |
| 7th Grade | 82% |
| 8th Grade | 81% |
| 9th Grade | 63% |
| 10th Grade | 61% |
| 11th Grade | 60% |
| 12th Grade | 59% |
| Residential Boarding / Homestay | 4% |

E. Grade Level Enrollment

Figure 1.5 (N = 286)

| Grade Level | Median Enrollment |
|---------------------------------|-------------------|
| Infants | 6 |
| 1-year-olds | 10 |
| Pre-K 2 | 14 |
| Pre-K 3 | 15 |
| Pre-K 4 | 18 |
| Pre-K 5 | 13 |
| Half-Day Kindergarten | 6 |
| Full-Day Kindergarten | 20 |
| 1st Grade | 21 |
| 2nd Grade | 19 |
| 3rd Grade | 19 |
| 4th Grade | 18 |
| 5th Grade | 18 |
| 6th Grade | 18 |
| 7th Grade | 18 |
| 8th Grade | 18 |
| 9th Grade | 20 |
| 10th Grade | 20 |
| 11th Grade | 22 |
| 12th Grade | 20 |
| Residential Boarding / Homestay | 10 |

F. Class Size by Grade Level

Figure 1.6 (N = 240)

| Grade Level | Median Class Size |
|-----------------------|-------------------|
| Infants | 6 |
| 1-year-olds | 8 |
| Pre-K 2 | 12 |
| Pre-K 3 | 12 |
| Pre-K 4 | 13 |
| Pre-K 5 | 12 |
| Half-Day Kindergarten | 10 |
| Full-Day Kindergarten | 16 |
| 1st Grade | 16 |
| 2nd Grade | 16 |
| 3rd Grade | 16 |
| 4th Grade | 17 |
| 5th Grade | 17 |
| 6th Grade | 16 |
| 7th Grade | 17 |
| 8th Grade | 16 |
| 9th Grade | 16 |
| 10th Grade | 16 |
| 11th Grade | 16 |
| 12th Grade | 16 |

G. Student/Teacher Ratios

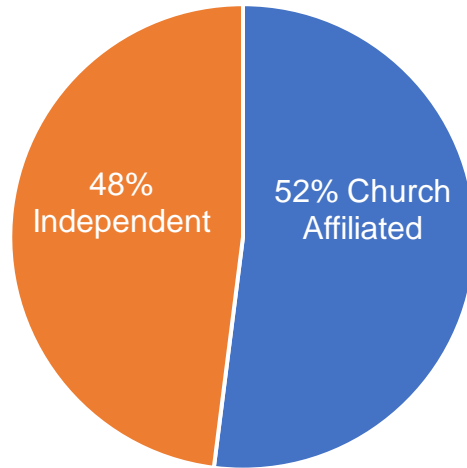
Figure 1.7

| | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Schools Overall (<i>N</i> = 278) | 12.3 | 10.0 | 7.9 |
| Infants (<i>N</i> = 22) | 10.9 | 8.5 | 5.5 |
| 1 year old (<i>N</i> = 30) | 10.9 | 8.2 | 5.7 |
| Pre-K 2 (<i>N</i> = 65) | 12.3 | 9.9 | 6.4 |
| Pre-K 3 (<i>N</i> = 152) | 12.1 | 9.8 | 7.6 |
| Pre-K 4 (<i>N</i> = 191) | 12.0 | 9.8 | 7.7 |
| Pre-K 5 (<i>N</i> = 143) | 12.0 | 9.9 | 7.7 |
| Half-Day Kindergarten (<i>N</i> = 58) | 11.8 | 10.3 | 8.5 |
| Full-Day Kindergarten (<i>N</i> = 245) | 12.2 | 10.2 | 8.1 |
| 1st grade (<i>N</i> = 249) | 12.3 | 10.1 | 8.1 |
| 2nd grade (<i>N</i> = 252) | 12.3 | 10.1 | 8.1 |
| 3rd grade (<i>N</i> = 252) | 12.3 | 10.1 | 8.1 |
| 4th grade (<i>N</i> = 249) | 12.3 | 10.2 | 8.2 |
| 5th grade (<i>N</i> = 250) | 12.3 | 10.2 | 8.2 |
| 6th grade (<i>N</i> = 246) | 12.3 | 10.2 | 8.2 |
| 7th grade (<i>N</i> = 241) | 12.3 | 10.1 | 8.0 |
| 8th grade (<i>N</i> = 240) | 12.3 | 10.1 | 8.0 |
| 9th grade (<i>N</i> = 182) | 12.1 | 10.0 | 8.2 |
| 10th grade (<i>N</i> = 176) | 12.1 | 10.2 | 8.3 |
| 11th grade (<i>N</i> = 173) | 12.0 | 10.2 | 8.2 |
| 12th grade (<i>N</i> = 170) | 12.1 | 10.2 | 8.3 |

H. Church Affiliation

Figure 1.8 (N = 293)

Church Affiliation



I. Accreditation

Figure 1.9 (N = 311)

| | US |
|---------------------|-----|
| Accreditation (any) | 70% |

Figure 1.10 (N = 215)

| | US |
|--|-----|
| Association of Christian Schools International (ACSI) | 79% |
| AdvancED | 46% |
| State | 20% |
| Western Association of Schools and Colleges (WASC) | 12% |
| Southern Association of Colleges and Schools (SACS) | 6% |
| Middle States Association of Colleges and Schools (MSA) | 5% |
| Association of Christian Teachers and Schools (ACTS) | 1% |
| Christian Schools International (CSI) | 1% |
| National Council for Private School Accreditation (NCPA) | 1% |
| Council on Educational Standards and Accountability (CESA) | 1% |
| International Christian Accrediting Association (ICAA) | 1% |
| Association of Classical Christian Schools (ACCS) | 1% |
| National Association of Independent Schools (NAIS) | 1% |
| Accrediting Council for Independent Colleges and Schools (ACICS) | 1% |
| New England Association of Schools and Colleges (NEASC) | 1% |
| National Lutheran School Accreditation (NLSA) | 1% |
| Other Accreditations | 8% |
| National Association for the Education of Young Children (NAEYC), National Christian School Association (NCSA), International Baccalaureate (IB) | 0% |

J. Programs Offered

Figure 1.11 (N = 488)

| Programs | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|---|--------------------|------------------|------------------|------------------|---------------|
| Extended Day Care (Before / After School) | 47% | 80% | 81% | 89% | 86% |
| Summer Programs | 31% | 49% | 47% | 66% | 89% |
| Activities for Home School Students | 28% | 27% | 33% | 47% | 32% |
| Part-Time Student Options | 39% | 38% | 39% | 49% | 46% |
| Other Program(s) | 14% | 12% | 5% | 9% | 18% |
| None of these | 17% | 1% | 5% | 0% | 0% |
| | N = 64 | N = 73 | N = 79 | N = 47 | N = 28 |

K. Online Course Offerings

Figure 1.12 (N = 293)

| | US schools |
|---|------------|
| No online courses available | 64% |
| 1% - 25% of course offerings available online | 32% |
| 26% - 50% of course offerings available online | 1% |
| 51% - 75% of course offerings available online | 1% |
| 76% - 100% of course offerings available online | 2% |

Section II: US Tuition Information

A. Tuition Change from Previous Year

Figure 2.1 (N = 353)

| EARLY EDUCATION Tuition Change | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|--------------------------------|--------------------|------------------|------------------|------------------|---------------|
| Increased 10% or more | 8% | 10% | 0% | 0% | 0% |
| Increased 7% - 9% | 6% | 9% | 2% | 8% | 0% |
| Increased 4% - 6% | 6% | 21% | 20% | 22% | 41% |
| Increased 1% - 3% | 19% | 31% | 56% | 58% | 46% |
| SAME tuition as last year | 61% | 29% | 22% | 11% | 9% |
| Decreased 1% - 3% | 0% | 0% | 0% | 0% | 5% |
| Decreased 4% - 6% | 0% | 0% | 0% | 0% | 0% |
| Decreased 7% - 9% | 0% | 0% | 0% | 0% | 0% |
| Decreased 10% or more | 0% | 0% | 0% | 0% | 0% |

Figure 2.2 (N = 424)

| ELEMENTARY Tuition Change | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|---------------------------|--------------------|------------------|------------------|------------------|---------------|
| Increased 10% or more | 8% | 5% | 1% | 0% | 0% |
| Increased 7% - 9% | 6% | 12% | 0% | 2% | 0% |
| Increased 4% - 6% | 6% | 22% | 13% | 36% | 58% |
| Increased 1% - 3% | 23% | 31% | 63% | 49% | 35% |
| SAME tuition as last year | 56% | 29% | 22% | 13% | 8% |
| Decreased 1% - 3% | 0% | 2% | 0% | 0% | 0% |
| Decreased 4% - 6% | 0% | 0% | 0% | 0% | 0% |
| Decreased 7% - 9% | 0% | 0% | 0% | 0% | 0% |
| Decreased 10% or more | 2% | 0% | 0% | 0% | 0% |

Figure 2.3 (N = 397)

| MIDDLE SCHOOL / JUNIOR HIGH Tuition Change | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|--|--------------------|------------------|------------------|------------------|---------------|
| Increased 10% or more | 7% | 9% | 1% | 0% | 0% |
| Increased 7% - 9% | 9% | 9% | 0% | 2% | 0% |
| Increased 4% - 6% | 7% | 19% | 16% | 31% | 54% |
| Increased 1% - 3% | 24% | 32% | 61% | 53% | 32% |
| SAME tuition as last year | 51% | 31% | 22% | 13% | 7% |
| Decreased 1% - 3% | 0% | 2% | 0% | 0% | 4% |
| Decreased 4% - 6% | 0% | 0% | 0% | 0% | 4% |
| Decreased 7% - 9% | 0% | 0% | 0% | 0% | 0% |
| Decreased 10% or more | 2% | 0% | 0% | 0% | 0% |

Figure 2.4 (N = 294)

| HIGH SCHOOL Tuition Change | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|----------------------------|--------------------|------------------|------------------|------------------|---------------|
| Increased 10% or more | 4% | 9% | 2% | 0% | 0% |
| Increased 7% - 9% | 7% | 6% | 0% | 2% | 4% |
| Increased 4% - 6% | 4% | 18% | 18% | 32% | 54% |
| Increased 1% - 3% | 19% | 27% | 53% | 52% | 29% |
| SAME tuition as last year | 63% | 39% | 27% | 14% | 7% |
| Decreased 1% - 3% | 0% | 0% | 0% | 0% | 4% |
| Decreased 4% - 6% | 0% | 0% | 0% | 0% | 4% |
| Decreased 7% - 9% | 4% | 0% | 0% | 0% | 0% |
| Decreased 10% or more | 0% | 0% | 0% | 0% | 0% |

B. Tuition Rates

Figure 2.5

| Grade Level | 25 th Percentile | 50 th Percentile | 75 th Percentile | N= |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|-----|
| Infants | \$7,258 | \$10,325 | \$12,727 | 48 |
| 1 year old | \$6,695 | \$9,138 | \$11,477 | 66 |
| Pre-K 2 | \$3,355 | \$7,702 | \$10,391 | 128 |
| Pre-K 3 | \$3,210 | \$5,718 | \$8,101 | 302 |
| Pre-K 4 | \$3,480 | \$5,675 | \$7,508 | 374 |
| Pre-K 5 | \$3,707 | \$6,141 | \$8,161 | 244 |
| Half-Day Kindergarten | \$3,550 | \$4,720 | \$5,574 | 99 |
| Full-Day Kindergarten | \$5,000 | \$6,386 | \$8,000 | 473 |
| 1st grade | \$5,100 | \$6,600 | \$8,302 | 480 |
| 2nd grade | \$5,050 | \$6,600 | \$8,302 | 481 |
| 3rd grade | \$5,050 | \$6,600 | \$8,340 | 481 |
| 4th grade | \$5,150 | \$6,620 | \$8,400 | 475 |
| 5th grade | \$5,165 | \$6,698 | \$8,500 | 477 |
| 6th grade | \$5,400 | \$6,850 | \$9,030 | 469 |
| 7th grade | \$5,510 | \$7,000 | \$9,193 | 452 |
| 8th grade | \$5,519 | \$7,010 | \$9,220 | 449 |
| 9th grade | \$5,930 | \$7,590 | \$9,975 | 341 |
| 10th grade | \$5,925 | \$7,605 | \$9,983 | 332 |
| 11th grade | \$5,943 | \$7,665 | \$9,998 | 328 |
| 12th grade | \$5,996 | \$7,775 | \$10,000 | 324 |
| Residential Boarding / Homestay | \$7,150 | \$15,250 | \$21,075 | 22 |

C. Tuition Discounts

Figure 2.6

| Percent of Schools Offering | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|-------------------------------|-----------|--------------------|------------------|------------------|------------------|---------------|
| Need-Based Tuition Assistance | 79% | 66% | 82% | 88% | 94% | 100% |
| Multiple Child Discounts | 80% | 82% | 85% | 75% | 75% | 71% |
| Child of Pastor / Missionary | 65% | 52% | 60% | 71% | 68% | 75% |
| Child of Full-Time Faculty | 89% | 75% | 92% | 90% | 98% | 96% |
| Other Discount(s) | 33% | 32% | 34% | 35% | 47% | 50% |
| No Discounts | 1% | 0% | 1% | 0% | 0% | 0% |
| | N=555 | N = 65 | N = 73 | N = 80 | N = 47 | N = 28 |

Figure 2.7

| Median Discount Percentages | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|-------------------------------|----------------|--------------------|------------------|------------------|------------------|---------------|
| Need-Based Tuition Assistance | 30% (N=369) | 39% (N=34) | 30% (N=52) | 35% (N=63) | 30% (N=37) | 30% (N=26) |
| Multiple Child Discounts | 10% (N=407) | 10% (N=47) | 10% (N=56) | 12% (N=59) | 10% (N=33) | 10% (N=18) |
| Child of Pastor / Missionary | 44% (N=346) | 50% (N=33) | 45% (N=44) | 35% (N=55) | 40% (N=31) | 40% (N=21) |
| Child of Full-Time Faculty | 58% (N=466) | 50% (N=45) | 65% (N=65) | 60% (N=71) | 73% (N=44) | 60% (N=25) |
| Other Discount(s) | 14% (N=167) | 10% (N=19) | 12% (N=24) | 15% (N=28) | 20% (N=21) | 12% (N=14) |

NOTE: Every discount type included schools offering up to 100% average discounts.

Figure 2.8

| Students Receiving Need-Based Tuition Assistance | 25th percentile | 50th percentile | 75th percentile |
|--|-----------------|-----------------|-----------------|
| Up to 100 students (N = 39) | 15% | 21% | 40% |
| 101 to 200 students (N = 56) | 10% | 17% | 34% |
| 201 to 400 students (N = 66) | 9% | 19% | 30% |
| 401 to 700 students (N = 39) | 10% | 19% | 29% |
| 701 or more students (N = 26) | 9% | 12% | 23% |

Figure 2.9 N = 322

| | 25th percentile | 50th percentile | 75th percentile |
|---|-----------------|-----------------|-----------------|
| Amount of Need-Based Assistance Per Recipient | \$1,500 | \$2,435 | \$3,649 |

Figure 2.10

| Students Receiving Standard Tuition Assistance | 25th percentile | 50th percentile | 75th percentile |
|--|-----------------|-----------------|-----------------|
| Up to 100 students (N = 56) | 10% | 22% | 41% |
| 101 to 200 students (N = 60) | 13% | 23% | 40% |
| 201 to 400 students (N = 69) | 12% | 24% | 41% |
| 401 to 700 students (N = 41) | 8% | 23% | 37% |
| 701 or more students (N = 24) | 13% | 22% | 37% |

Figure 2.11 (N = 348)

| | 25th percentile | 50th percentile | 75th percentile |
|---|-----------------|-----------------|-----------------|
| Amount of Standard Discount Per Recipient | \$1,126 | \$2,167 | \$3,693 |

Section III: Staff Information

A. Staff Category Ratios

Figure 3.1 (N = 431)

| | 25th percentile | 50th percentile | 75th percentile |
|----------------|-----------------|-----------------|-----------------|
| Teachers | 52% | 62% | 73% |
| Administrators | 6% | 9% | 13% |
| Other Staff | 16% | 27% | 38% |

B. Employment Categories

Figure 3.2 (N = 431)

| | 25th percentile | 50th percentile | 75th percentile |
|--------------------|-----------------|-----------------|-----------------|
| Full-Time | 58% | 72% | 85% |
| Part-Time | 14% | 25% | 40% |
| Barter for Tuition | 0% | 0% | 0% |

C. Staff and Board Gender Ratios

Figure 3.3

| | 25th percentile | 50th percentile | 75th percentile |
|---------------------------------|-----------------|-----------------|-----------------|
| Male Teacher (N = 399) | 5% | 16% | 24% |
| Female Teachers (N = 399) | 76% | 84% | 95% |
| Male Administrators (N = 398) | 0% | 33% | 60% |
| Female Administrators (N = 398) | 40% | 67% | 100% |
| Male Other Staff (N = 364) | 0% | 13% | 25% |
| Female Other Staff (N = 364) | 75% | 88% | 100% |
| Male Board Members (N = 366) | 50% | 63% | 80% |
| Female Board Members (N = 366) | 20% | 38% | 50% |

Figure 3.4 (N = 313)

| | Gender of School Head |
|--------|-----------------------|
| Male | 62% |
| Female | 38% |

D. Staff Race / Ethnicity Category

Figure 3.5 (N = 212)

| | 25th percentile | 50th percentile | 75th percentile | Maximum % |
|------------------------------------|-----------------|-----------------|-----------------|-----------|
| African American / Black | 0% | 0% | 5% | 100% |
| American Indian / Alaskan Native | 0% | 0% | 0% | 29% |
| Asian | 0% | 0% | 1% | 91% |
| Caucasian / White | 63% | 86% | 95% | 100% |
| Hispanic / Latino | 0% | 2% | 6% | 88% |
| Native Hawaiian / Pacific Islander | 0% | 0% | 0% | 69% |
| Other Race / Ethnicity | 0% | 0% | 0% | 100% |

E. Teaching Staff Credentials

Figure 3.6

| Percentage of Teachers with Certifications | ACSI Certification | State License / Certification |
|--|--------------------|-------------------------------|
| 0% teachers | 26% schools | 5% schools |
| 1% - 10% teachers | 14% schools | 16% schools |
| 11% - 20% teachers | 3% schools | 8% schools |
| 21% - 30% teachers | 4% schools | 5% schools |
| 31% - 40% teachers | 3% schools | 7% schools |
| 41% - 50% teachers | 3% schools | 11% schools |
| 51% - 60% teachers | 2% schools | 9% schools |
| 61% - 70% teachers | 2% schools | 5% schools |
| 71% - 80% teachers | 6% schools | 8% schools |
| 81% - 90% teachers | 16% schools | 8% schools |
| 91-99% teachers | 17% schools | 10% schools |
| 100% teachers | 6% schools | 8% schools |
| | <i>N = 402</i> | <i>N = 412</i> |

F. Teaching Staff Education

Figure 3.7 (N = 403)

| | 25th percentile | 50th percentile | 75th percentile |
|---------------------|-----------------|-----------------|-----------------|
| High School Diploma | 0% | 3% | 43% |
| Trade School | 0% | 0% | 0% |
| Associate's Degree | 0% | 0% | 8% |
| Bachelor's Degree | 36% | 50% | 70% |
| Master's Degree | 7% | 15% | 29% |
| Doctoral Degree | 0% | 0% | 2% |

G. Teaching Staff Experience

Figure 3.8 (N = 384)

| | 25th percentile | 50th percentile | 75th percentile |
|--------------------|-----------------|-----------------|-----------------|
| Less than 1 year | 0% | 0% | 8% |
| 1 to 5 years | 13% | 22% | 33% |
| 6 to 10 years | 13% | 21% | 30% |
| 11 to 15 years | 8% | 17% | 25% |
| 16 to 20 years | 0% | 11% | 18% |
| 21 to 30 years | 0% | 10% | 17% |
| 31 to 40 years | 0% | 0% | 7% |
| More than 40 years | 0% | 0% | 0% |

Section IV: US Salary and Benefits Information

A. Setting Salaries

Figure 4.1

| | All Schools | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|------------------------------------|-------------|--------------------|------------------|------------------|------------------|---------------|
| School Has Teacher Salary Schedule | 67% | 42% | 68% | 70% | 89% | 89% |
| | N=398 | N = 27 | N = 48 | N = 53 | N = 40 | N = 24 |

Figure 4.2: Schools with Salary Schedules

| Factors Included in Salary Schedules | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|--------------------------------------|-----------|--------------------|------------------|------------------|------------------|---------------|
| Teaching Certification | 52% | 67% | 60% | 47% | 58% | 42% |
| Tenure at School | 41% | 30% | 56% | 36% | 38% | 38% |
| Total Years Experience | 91% | 89% | 85% | 94% | 90% | 92% |
| Degree Level | 87% | 74% | 81% | 94% | 98% | 88% |
| Teaching Load | 35% | 22% | 27% | 43% | 50% | 38% |
| Performance Reviews | 22% | 41% | 35% | 15% | 10% | 21% |
| Subject Taught | 13% | 19% | 10% | 8% | 15% | 29% |
| Grade Level | 11% | 15% | 13% | 11% | 8% | 13% |
| Other Factors | 4% | 7% | 6% | 2% | 5% | 4% |
| | N = 266 | N = 27 | N = 48 | N = 53 | N = 40 | N = 24 |

Figure 4.3: Schools with NO Salary Schedule

| Factors Included in Setting Salaries (no schedule) | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|--|-----------|--------------------|------------------|------------------|---------------------|---------------------|
| Teaching Certification | 48% | 46% | 39% | 44% | Insufficient sample | Insufficient sample |
| Tenure at School | 49% | 38% | 57% | 65% | Insufficient sample | Insufficient sample |
| Total Years Experience | 72% | 60% | 74% | 74% | Insufficient sample | Insufficient sample |
| Degree Level | 64% | 49% | 65% | 78% | Insufficient sample | Insufficient sample |
| Teaching Load | 50% | 49% | 57% | 52% | Insufficient sample | Insufficient sample |
| Performance Reviews | 39% | 38% | 26% | 48% | Insufficient sample | Insufficient sample |
| Subject Taught | 19% | 8% | 13% | 30% | Insufficient sample | Insufficient sample |
| Grade Level | 21% | 11% | 22% | 22% | Insufficient sample | Insufficient sample |
| Other Factors | 8% | 14% | 4% | 0% | Insufficient sample | Insufficient sample |
| | N = 130 | N = 37 | N = 23 | N = 23 | N = 5 | N = 3 |

Note: To prevent decisions being made on matters with too few inputs, segments of under 20 are not reported here.

Figure 4.4: Salary-Setting Priorities for All Schools

| Salary-Setting Priorities (with or without schedule) | Rank |
|--|------|
| Total Years Experience (N = 90) | 1 |
| Degree Level (N = 77) | 2 |
| Teaching Load (N = 62) | 3 |
| Teaching Certification (N = 61) | 4 |
| Tenure at School (N = 57) | 5 |
| Performance Reviews (N = 47) | 6 |
| Grade Level (N = 25) | 7 |
| Subject Taught (N = 22) | 8 |

B. Teaching Staff Salaries

Figure 4.5

| | 25th percentile | 50th percentile | 75th percentile |
|---|-----------------|-----------------|-----------------|
| Lowest / entry level teacher salary (N = 377) | \$22,790 | \$28,500 | \$33,586 |
| Average teacher salary (N = 367) | \$27,000 | \$33,803 | \$39,992 |
| Highest teacher salary (N = 372) | \$33,794 | \$41,345 | \$51,691 |

C. Other Staff Position Salaries

Figure 4.6

| Staff Positions | Schools with this Position | Median salary | Number reporting |
|---|----------------------------|----------------------------|------------------|
| Head of School | 80% | \$70,000.00 | N = 270 |
| Principal of Early Education | 23% | \$42,000.00 | N = 77 |
| Principal of Elementary School | 44% | \$60,250.00 | N = 142 |
| Principal of High School | 29% | \$64,415.00 | N = 94 |
| Principal of Middle School / Jr High School | 22% | \$65,000.00 | N = 68 |
| Associate Principal of Early Education | 5% | <i>Insufficient sample</i> | N = 16 |
| Associate Principal of Elementary School | 12% | \$51,358.00 | N = 38 |
| Associate Principal of High School | 9% | \$56,160.00 | N = 29 |
| Associate Principal of Middle School / Jr High School | 7% | \$59,037.50 | N = 22 |
| Administrative Assistant | 71% | \$30,000.00 | N = 236 |
| Admissions Director | 41% | \$40,000.00 | N = 132 |
| Advancement / Development Director | 25% | \$50,000.00 | N = 80 |
| Alumni Affairs Director | 3% | <i>Insufficient sample</i> | N = 9 |
| Athletic Director | 59% | \$37,352.00 | N = 197 |
| Chief Business Manager | 40% | \$47,216.00 | N = 134 |
| Coach | 43% | \$2,400.00 | N = 131 |

| Staff Positions (continued) | Schools with this Position | Median salary | Number reporting |
|---|----------------------------|----------------------------|------------------|
| Counselor / Psychologist | 22% | \$40,000.00 | N = 68 |
| Dean of Students | 17% | \$50,000.00 | N = 53 |
| Diversity Director | 1% | <i>Insufficient sample</i> | N = 4 |
| Dorm Parent / Homestay Parent | 3% | <i>Insufficient sample</i> | N = 7 |
| ESL / ELL Instructor | 3% | <i>Insufficient sample</i> | N = 8 |
| Extended Day Staff | 48% | \$10,000.00 | N = 151 |
| Financial Aid Director | 8% | \$35,672.00 | N = 25 |
| Health Staff | 22% | \$32,000.00 | N = 75 |
| Human Resources Director | 18% | \$50,000.00 | N = 55 |
| International Studies Director | 6% | <i>Insufficient sample</i> | N = 18 |
| Kitchen Staff | 35% | \$15,000.00 | N = 113 |
| Learning Specialist | 30% | \$35,000.00 | N = 100 |
| Library / Media Staff | 43% | \$23,350.00 | N = 134 |
| Maintenance Staff | 55% | \$31,000.00 | N = 167 |
| Public Relations / Communication Director | 18% | \$36,000.00 | N = 57 |
| Secretarial / Clerical Staff | 55% | \$25,000.00 | N = 214 |
| Security Staff | 14% | \$34,000.00 | N = 42 |
| State School Choice Program Director | 1% | <i>Insufficient sample</i> | N = 3 |
| Teacher Assistants / Aides | 69% | \$16,000.00 | N = 229 |
| Technology / Curriculum Director | 25% | \$49,000.00 | N = 83 |
| Technology / IT Staff | 39% | \$40,000.00 | N = 117 |
| Other position(s) | 11% | \$38,000.00 | N = 45 |
| | N = 358 | | |

Figure 4.7

| Head of School Salary by School Size | Median Head of School Salary |
|--------------------------------------|------------------------------|
| All Schools (N = 270) | \$70,000 |
| Up to 100 students (N = 35) | \$40,000 |
| 101-200 students (N = 50) | \$55,905 |
| 201-400 students (N = 68) | \$79,000 |
| 401-700 students (N = 41) | \$101,970 |
| 701 or more students (N = 24) | \$148,790 |

D. Benefits

Figure 4.8

| Percent of Schools Offering Each Benefit | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|--|-----------|--------------------|------------------|------------------|------------------|---------------|
| Cash Bonus | 36% | 40% | 34% | 38% | 31% | 35% |
| Retirement Plan Contribution | 42% | 13% | 31% | 54% | 69% | 85% |
| Disability Insurance | 37% | 10% | 24% | 46% | 67% | 81% |
| Life Insurance | 47% | 14% | 29% | 66% | 78% | 100% |
| Medical Insurance | 65% | 29% | 59% | 78% | 87% | 100% |
| Dental Insurance | 46% | 22% | 39% | 46% | 71% | 92% |
| Liability Insurance | 13% | 6% | 16% | 13% | 18% | 19% |
| School Loan Payment | 1% | 0% | 1% | 3% | 0% | 0% |
| College Education Assistance Plan | 23% | 11% | 31% | 16% | 40% | 46% |
| Discounted School Tuition for Children | 79% | 60% | 79% | 80% | 93% | 100% |
| Housing | 4% | 3% | 1% | 1% | 9% | 19% |
| Auto Allowance | 1% | 0% | 0% | 1% | 2% | 4% |
| Parking or Transit Passes | 1% | 2% | 1% | 0% | 2% | 0% |
| Club Membership or Dues | 5% | 2% | 6% | 4% | 11% | 12% |
| Other Benefits | 15% | 22% | 13% | 15% | 11% | 19% |
| No additional benefits | 8% | 19% | 7% | 4% | 0% | 0% |
| | N = 372 | N = 63 | N = 70 | N = 76 | N = 45 | N = 26 |

Figure 4.9

| Individual Benefit Investment as a Percentage of Salary | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Cash Bonus (N = 123) | 0.7% | 1% | 2% |
| Retirement Plan (N = 130) | 3% | 3% | 4% |
| Disability Insurance (N = 54) | 0.3% | 0.5% | 1% |
| Medical Insurance (N = 170) | 11% | 16% | 20% |

Figure 4.10 (N = 317)

| | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Per Employee Total Cash Value of Benefits | \$3,854 | \$8,000 | \$13,484 |

Section V: US School Budget Information

A. Operating Budgets

Figure 5.1

| Operating Budget by School Size | 25th Percentile | 50th Percentile | 75th Percentile |
|---------------------------------|-----------------|-----------------|-----------------|
| All Schools (N = 301) | \$650,000 | \$1,667,000 | \$3,715,716 |
| Up to 100 students (N = 57) | \$216,475 | \$350,000 | \$449,720 |
| 101-200 students (N = 62) | \$599,575 | \$875,000 | \$1,376,564 |
| 201-400 students (N = 75) | \$1,300,000 | \$2,104,991 | \$2,954,000 |
| 401-700 students (N = 43) | \$3,977,024 | \$5,135,837 | \$6,511,769 |
| 701 or more students (N = 27) | \$8,387,583 | \$11,538,220 | \$15,000,000 |

B. Revenue

Figure 5.2

| Revenue from Tuition | 25th Percentile | 50th Percentile | 75th Percentile |
|---------------------------------|-----------------|-----------------|-----------------|
| Tuition: % of Revenue (N = 276) | 72% | 85% | 96% |

Figure 5.3 (N = 256)

| Revenue from Donation Sources | Schools with this Donor Source | Median Revenue per Source |
|--|--------------------------------|---------------------------|
| Fundraising Events (auctions, fairs, etc.) | 71% | \$42,897 |
| Parents / Grandparents | 62% | \$22,870 |
| Other Individuals | 56% | \$25,000 |
| Churches / Organizations | 50% | \$16,238 |
| Faculty / Staff | 42% | \$5,000 |
| Board / Trustees | 41% | \$14,610 |
| Alumni / Parents of Alumni | 34% | \$11,369 |
| Students | 16% | \$1,000 |

Figure 5.4 (N = 285)

| Total Endowment Amount | Schools with Endowment | 25th Percentile | 50th Percentile | 75th Percentile |
|------------------------|------------------------|-----------------|-----------------|-----------------|
| Endowment | 23% | \$61,850 | \$200,000 | \$605,877 |

C. Government Programs & External Scholarships

Figure 5.5 (N = 294)

| Government Programs | Schools with this Program |
|--|---------------------------|
| Title Services / Equitable Services | 46% |
| School Choice Program | 23% |
| Textbook / Equipment Programs (state or local) | 17% |
| E-Rate | 16% |
| Transportation Programs (state or local) | 13% |
| Free and Reduced School Lunch Program | 5% |

Figure 5.6

| Revenue from Programs | 25th Percentile | 50th Percentile | 75th Percentile |
|---------------------------------|-----------------|-----------------|-----------------|
| Government Programs (N = 142) | \$10,949 | \$32,900 | \$137,125 |
| School Choice Programs (N = 60) | \$82,500 | \$452,882 | \$1,066,169 |

Figure 5.7 (N = 255)

| Students Participating in Programs | Schools with Program | 25th Percentile | 50th Percentile | 75th Percentile |
|---|----------------------|-----------------|-----------------|-----------------|
| Receiving Free / Reduced Lunch | 10% | 10% of students | 20% of students | 42% of students |
| Participating in School Choice Programs | 29% | 12% of students | 32% of students | 60% of students |
| Getting External Scholarships | 40% | 3% of students | 8% of students | 19% of students |

D. Expenditures

Figure 5.8

| Expenditure Percentage of Overall Budget | 25th Percentile | 50th Percentile | 75th Percentile |
|--|-----------------|-----------------|-----------------|
| Salary & Benefits (N = 276) | 64% | 72% | 79% |
| Instructional Materials (N = 274) | 1% | 2% | 3% |
| Technology (N = 271) | 0.6% | 1% | 2% |
| Athletic Programs (N = 244) | 0.1% | 1% | 2% |
| Professional Development (N = 282) | 0.1% | 0.4% | 0.7% |
| Other Extracurriculars (N = 211) | 0.0% | 0.4% | 0.8% |
| Special Education (N = 204) | 0.0% | 0.0% | 0.4% |

Section VI: Student Admissions and Retention

A. Acceptance Rates

Figure 6.1

| Key Admissions Benchmarks | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| % of New Student Inquiries to Overall Student Population (N = 278) | 28% | 45% | 67% |
| % of Applications from Inquiries (N = 241) | 50% | 68% | 81% |
| Acceptance Rate (N = 275) | 70% | 84% | 97% |
| % of Enrollments from Accepted (N = 271) | 93% | 100% | 100% |

B. Admissions Policy

Figure 6.2 (N = 301)

What is your school's admissions policy regarding faith and morality standards for students and families?

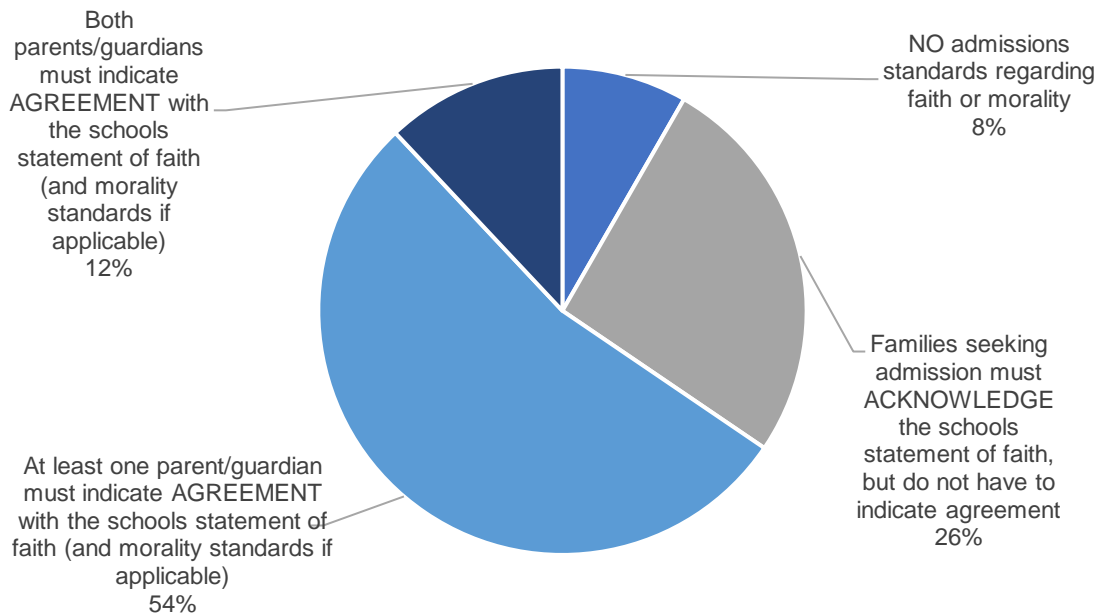


Figure 6.3 (N = 310)

| SEVP / SEVIS | Percent Approved |
|--|------------------|
| Approved to receive I-20 and / or I-17 applying students | 41% |

C. Capacity and Retention

Figure 6.4

| Median Retention Rates | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|------------------------|-----------|--------------------|------------------|------------------|------------------|---------------|
| Retention Rate | 80% | 73% | 80% | 83% | 79% | 82% |
| | N = 279 | N = 62 | N = 68 | N = 78 | N = 44 | N = 27 |

Figure 6.5

| Median Capacity Utilization | All Sizes | Up to 100 students | 101-200 students | 201-400 students | 401-700 students | 701+ students |
|------------------------------|-----------|--------------------|------------------|------------------|------------------|---------------|
| Student Capacity Utilization | 78% | 65% | 73% | 80% | 81% | 89% |
| | N = 289 | N = 62 | N = 74 | N = 79 | N = 46 | N = 28 |

D. Student Population

Figure 6.6 (N = 276)

| Children of Staff / Faculty | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| % of Students who are Children of Staff / Faculty | 5% | 8% | 13% |

Figure 6.7 (N = 256)

| Student Race / Ethnicity | 25th Percentile | 50th Percentile | 75th Percentile |
|------------------------------------|-----------------|-----------------|-----------------|
| African American / Black | 2% | 4% | 11% |
| American Indian / Alaskan Native | 0% | 0% | 0% |
| Asian | 1% | 2% | 5% |
| Caucasian / White | 49% | 79% | 88% |
| Hispanic / Latino | 1% | 4% | 11% |
| Native Hawaiian / Pacific Islander | 0% | 0% | 0% |
| Other Race / Ethnicity | 0% | 0% | 6% |

Section VII: Individualized Education Information

A. Programs / Services Provided

Figure 7.1 (N = 309)

| Individualized Education Programs or Services | Schools with Program or Service | Median Percent of Student Population Participating |
|---|---------------------------------|--|
| Special Education | 37% | 7% of students |
| Gifted / Talented / Honors | 29% | 11% of students |
| Physical Disabilities | 6% | 1% of students |
| Trade / Vocational | 3% | 5% of students |

B. Special Education

Figure 7.2 (N = 295)

| Special Education Need and Additional Fees | Schools with Program or Service |
|--|---------------------------------|
| Have student(s) with known special education needs beyond what's currently covered (N = 295) | 37% |
| Charge additional fees for special education services (N = 106) | 54% |

Figure 7.3 (N = 299)

| Special Education Programs or Services | Percent of Schools Offering |
|--|-----------------------------|
| Accommodations (HOW learning) | 59% |
| Modifications (WHAT learning) | 48% |
| Inclusion Classroom(s) | 31% |
| Resource Classroom(s) | 29% |
| Paraprofessional Support | 28% |
| Assistive Technology | 18% |
| Tuition Equity | 14% |
| Alternative Diploma or Certificate of Completion | 11% |
| Self-Contained Classroom(s) | 10% |
| Other | 8% |

Section VIII: Standalone US Early Education Information

A. Operating Budget

Figure 8.1 (N = 19)

| Standalone US Early Education | 50th Percentile |
|-------------------------------|-----------------|
| Operating Budget | \$492,433 |

B. Grade Levels Offered

Figure 8.2 (N = 65)

| Grade Level | Percent of Schools Offering |
|-----------------------|-----------------------------|
| Infants | 29% |
| 1-year-olds | 39% |
| Pre-K 2 | 74% |
| Pre-K 3 | 99% |
| Pre-K 4 | 97% |
| Pre-K 5 | 65% |
| Half-Day Kindergarten | 6% |
| Full-Day Kindergarten | 19% |

C. Enrollment

Figure 8.3 (N = 18)

| | Median |
|-----------------------------|--------|
| Students Currently Enrolled | 108 |

D. Tuition Rates

Figure 8.4

| | Median |
|-----------------------|----------------------------|
| Infants (N = 15) | \$10,800.00 |
| 1 year old | <i>Insufficient sample</i> |
| Pre-K 2 (N = 38) | \$7,030.00 |
| Pre-K 3 (N = 51) | \$5,300.00 |
| Pre-K 4 (N = 50) | \$3,830.00 |
| Pre-K 5 (N = 33) | \$6,850.00 |
| Half-Day Kindergarten | <i>Insufficient sample</i> |
| Full-Day Kindergarten | <i>Insufficient sample</i> |

E. Teaching Staff

Figure 8.5 (N = 44)

| Percent with Following Degrees | Median |
|--------------------------------|--------|
| High School Diploma | 44% |
| Trade School | 0% |
| Associate's Degree | 14% |
| Bachelor's Degree | 20% |
| Master's Degree | 0% |
| Doctoral Degree | 0% |

Figure 8.6 (N = 39)

| Percent with Following Experience | Median |
|-----------------------------------|--------|
| Less than 1 year | 0% |
| 1 to 5 years | 25% |
| 6 to 10 years | 20% |
| 11 to 15 years | 12% |
| 16 to 20 years | 6% |
| More than 20 years | 0% |

F. Staff Salaries

Figure 8.7

| Teacher and Head of School Salaries | Median |
|--|----------------------------|
| Lowest / Entry Level Teacher Salary (N = 32) | \$21,320 |
| Average Teacher Salary (N = 31) | \$24,960 |
| Highest Teacher Salary (N = 32) | \$31,200 |
| Head of School Salary | <i>Insufficient sample</i> |