

2024 MSBO / Hiring Solutions LLC Salary Survey

Thursday, April 25th, 2024
Amway Grand Plaza
Room H09

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Study Overview

Review of Methodology

- Intake overview – We use standardized forms describing the major responsibilities and key factors of each position to make sure the data is comparable.
- We include 10 key administrative positions in the survey each year.
- What salary information was collected? We collect the midpoint of the current salary range for each position. If salary ranges are not available we collect average salaries.
- Due to feedback by participants, we have separated the data for K12 and ISDs to make the information more valuable.
- Validity – In general, it's important to have multiple data points (typically 6) for each position. This is why some categories do not have information.

Study Overview

Participants – 237 Total

- By Region:
 - 1- Upper Peninsula (21)
 - 2- Northern Lower MI (20)
 - 3- Central West MI (26)
 - 4- Central East MI (24)
 - 5- Thumb Area (26)
 - 6- Southwest MI (31)
 - 7- Central Lower MI (40)
 - 8- Southeast MI / Metro Detroit (49)



Results from the Survey (2024)

Executive Summary

- The number of organizations participating in the survey increased from 214 in 2023 to 237 in 2024. There was solid representation in each of the 8 MSBO regions.
- The effects of increased demand for talent combined with a lower number of applicants has resulted in higher wage inflation. *WorldatWork* reports salary budgets for Michigan educational institutions is 5.2%.
- The continued high demand for Business Office positions is reflected in significant increases in salary ranges for the Director, Manager, and Accountant positions.

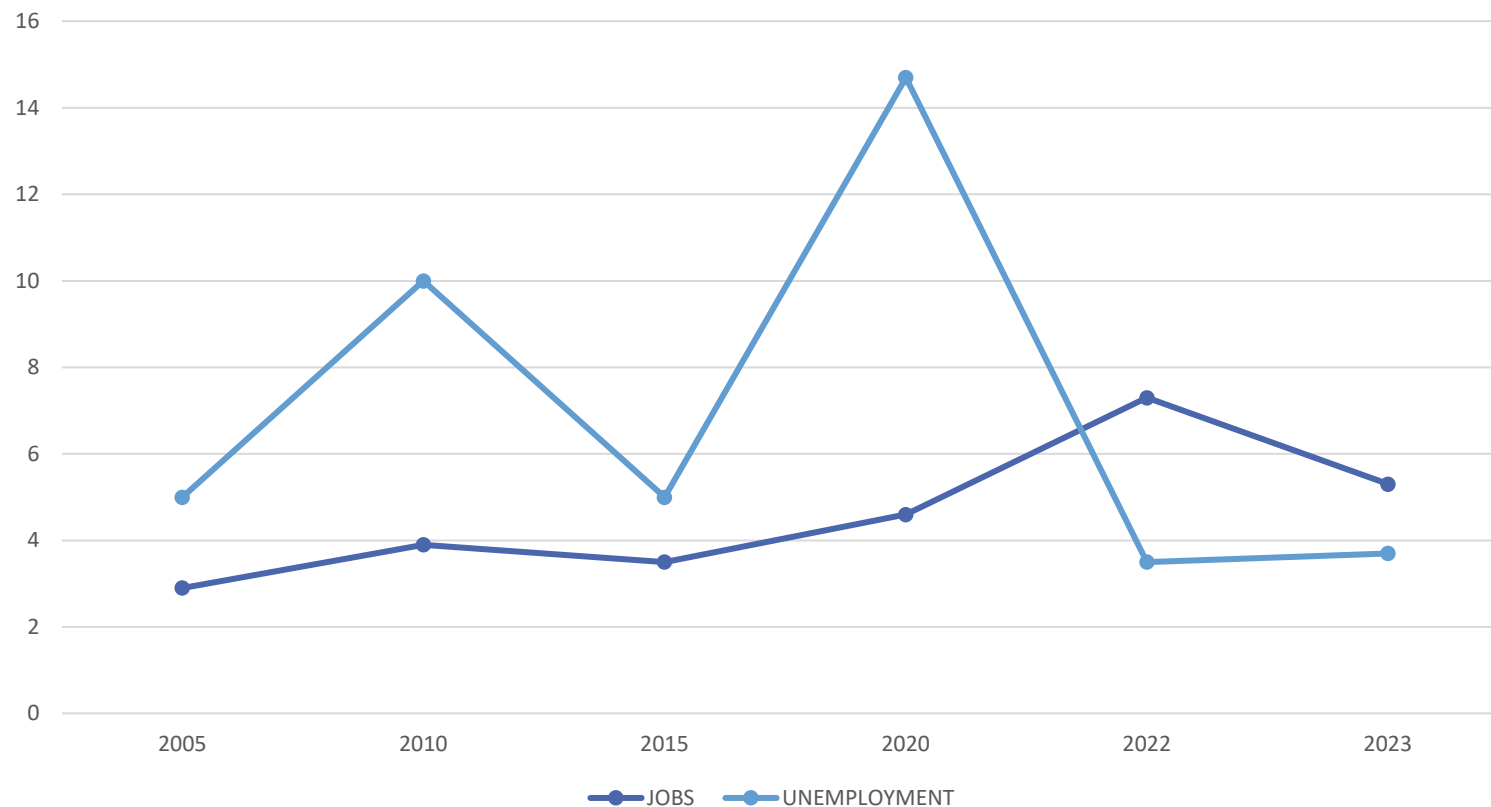
Results from the Survey (2024) Continued

Executive Summary

- The K12 Business, Technology, and Facilities positions all saw a significant increase in salary ranges.
- The ISD Business, HR, Technology, and Facilities positions all saw a significant increase in ranges.
- Overall, the results indicate educational organizations in Michigan are responding to the high demand/low supply balance in the market for staff members and more are evaluating their compensation practices to stay competitive.
- Offering competitive compensation is important but shifts due to other factors have placed a greater emphasis on work/life balance policies such as remote or hybrid work arrangements.

Current Environment

Jobs & Unemployment





Current Environment

Some Perspective

- February 2020 – MI unemployment – 3.5%
- April 2020 – MI unemployment – 23.6% (Peak of pandemic)
- July 2009 – MI unemployment – 15.9% Great Recession
- May 1933 – MI unemployment – 24.9% Great Depression
- February – 2024 MI unemployment – 3.9% (US – 3.8% in March)

Current Trends

- Shifting demographics
 - Mobile society = higher turnover
 - Remote/hybrid models
- Talent shortages
 - Lack of qualified candidates
 - Competition with other organizations
- Reduced employee loyalty
 - “Job hopping” no longer a stigma
- Artificial Intelligence (AI) Impact



Current Trends - continued

- Talent shortage mitigation
 - Fit job to candidates not candidates to job
 - Hire for attitude, train for skills
- Wage inflation – WorlDatWork data
 - Average salary increases for educational institutions in Michigan – 5.2% (2023 actual), 5.2% (2024 projected), salary range adjustments 2.6% (2024 projected)



Trends That Will Last

TRENDS



Virtual Interviews, Recruiting, Training/Education

- Recruiting
- Virtual onboarding
- Virtual career fairs
- Virtual education sessions are replacing some in person training and conferences or are becoming hybrid events



Virtual Interviews, Recruiting, Training/Education

- Both companies and candidates have adapted
- Technology has evolved – who heard of Zoom before the Pandemic?
- The efficiency (time saved, costs reduced, accessible) is outweighing the loss of in person contact





Remote Work

- A Gartner survey indicates companies plan to permanently shift employees to remote work
- Most frequent question from candidates = competitive advantage
- More organizations are changing jobs to fit remote/hybrid work rather than making the people fit the jobs



Diversity, Equity & Inclusion (DE&I)

- A renewed focus due to numerous factors
- Organizations are committing resources and designating employees to the effort
- Broadens, expands, and includes other policy areas such as anti harassment and equal employment and affirmative action policies
- Is being used as a recruiting and retention tool

Workplace Culture

- Work environment is of increasing importance
- Includes your brand, mission, vision, as well as everything from onboarding to offboarding experiences
- Hard to develop, easy to lose, and requires care and feeding to maintain
- You might not be able to see it or define it but you'll know when you have it right



Director of Business Services

(Other titles may include: Director of Finance or Chief Financial Officer)

SUMMARY: Provides a high level of financial management and control. Directs and supervises the planning and management of the district's business and financial services. Directly supervises some or all finance/purchasing, facility maintenance, food service, transportation, and facilities planning. Provides leadership in the planning, managing and coordinating of support system to achieve the educational requirements of the district.

EDUCATION: This position requires knowledge normally acquired through a Master's Degree with concentration in business, financial management, accounting, or a related field. MSBO certification preferred.

EXPERIENCE: A minimum of seven (7) to ten (10) years of progressively more responsible or expansive experience, including three (3) to five (5) years of supervisory experience or an equivalent combination of education and experience.

Survey Results: Director of Business Services K-12

Weighted Average:
\$112,850

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	40	\$89,088	\$80,000	\$90,000	\$98,500	\$65,900	\$110,000
151 – 300	34	\$104,653	\$94,750	\$104,000	\$115,375	\$89,300	\$122,910
301 – 500	32	\$125,500	\$115,375	\$127,250	\$135,750	\$110,250	\$141,350
501-1000	18	\$134,306	\$117,375	\$136,500	\$146,250	\$108,700	\$158,300
1,001+	14	\$144,143	\$135,375	\$145,750	\$154,000	\$126,900	\$159,500
Budget							
\$1M – \$10M	12	\$80,958	\$68,750	\$80,000	\$93,000	\$60,500	\$99,600
\$10.1M – \$25M	36	\$93,472	\$83,250	\$94,750	\$101,250	\$75,000	\$112,500
\$25.1M – \$50M	45	\$114,316	\$103,000	\$117,500	\$123,500	\$92,000	\$133,800
\$50.1M – \$100M	23	\$128,500	\$113,500	\$125,000	\$137,500	\$110,400	\$149,000
\$100.1M – \$250M	20	\$141,125	\$137,625	\$144,250	\$150,500	\$115,000	\$154,650
\$250.1M+	3	\$140,667	\$130,500	\$135,000	\$148,000	\$127,800	\$155,800
Number of Students							
1 – 1000	26	\$87,192	\$77,000	\$84,250	\$97,500	\$65,000	\$109,750
1,001 – 2000	31	\$95,113	\$84,250	\$96,000	\$102,000	\$75,000	\$115,500
2,001 – 5,000	54	\$119,633	\$110,000	\$120,500	\$131,000	\$100,900	\$140,000
5,001-10,000	22	\$138,682	\$125,875	\$142,500	\$149,250	\$110,800	\$155,650
10,001+	7	\$146,643	\$132,000	\$150,000	\$157,750	\$127,800	\$165,000

Survey Results: Director of Business Services ISD

Weighted Average:
\$118,635

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	6	\$105,167	\$94,250	\$98,750	\$115,625	\$87,750	\$129,000
151 – 300	11	\$121,500	\$119,750	\$123,500	\$124,750	\$114,000	\$125,000
301 – 500	5	\$130,300	\$129,000	\$133,000	\$139,500	\$117,600	\$139,800
501 - 1,000	4	\$116,375	\$110,500	\$121,500	\$127,375	\$96,100	\$132,550
1,001+		-	-	-	-	-	-
Budget							
\$1M – \$10M	11	\$115,000	\$104,250	\$123,500	\$124,750	\$98,000	\$129,000
\$10.1M – \$25M	8	\$124,813	\$119,250	\$122,250	\$133,750	\$115,950	\$136,300
\$25.1M – \$50M	4	\$131,875	\$124,500	\$132,250	\$139,625	\$123,600	\$139,850
\$50.1M – \$100M	1	\$114,000	\$114,000	114,000	\$114,000	\$114,000	\$114,000
\$100.1M – \$250M		-	-	-	-	-	-
\$250.1M+		-	-	-	-	-	-
Number of Students							
1 – 1,000	17	\$121,471	\$119,500	\$123,500	\$129,000	\$105,800	\$136,400
1,001 – 2,000	1	\$86,500	\$86,500	\$86,500	\$86,500	\$86,500	\$86,500
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	5	\$115,000	\$109,000	\$114,000	\$125,000	\$102,400	\$127,400
10,001+	2	\$132,500	\$128,750	\$132,500	\$136,250	\$126,500	\$138,500

Business Manager

(Other titles may include: Accounting Manager or Finance Manager)

SUMMARY: Supervises an accounting staff engaged in processing district financial accounting functions including: posting to the general ledger, accounting for revenues, processing fringe benefit billings, providing for proper internal accounting, procedures and controls, and accounting for federal programs.

EDUCATION: This position requires knowledge normally acquires through a Bachelor's in accounting or a related field. MSBO certification preferred.

EXPERIENCE: A minimum of three (3) to five (5) years of experience in a school accounting capacity with knowledge of budget production, reporting, and control or an equivalent combination of education and experience.

Survey Results: Business Manager K-12

Weighted Average:
\$82,332

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	58	\$72,586	\$64,250	\$71,250	\$82,875	\$55,000	\$89,300
151 – 300	16	\$83,875	\$70,000	\$80,000	\$92,500	\$64,250	\$107,750
301 – 500	10	\$85,450	\$68,375	\$90,000	\$95,875	\$63,600	\$101,750
501 - 1000	13	\$99,423	\$84,000	\$105,000	\$110,000	\$70,000	\$126,000
1,001+	13	\$104,423	\$92,500	\$103,500	\$119,500	\$85,500	\$120,400
Budget							
\$1M – \$10M	26	\$71,327	\$62,000	\$66,750	\$82,125	\$51,500	\$91,000
\$10.1M – \$25M	42	\$77,155	\$70,000	\$75,750	\$82,875	\$64,100	\$93,150
\$25.1M – \$50M	23	\$78,916	\$67,500	\$80,000	\$91,575	\$51,300	\$99,800
\$50.1M – \$100M	11	\$91,500	\$73,250	\$91,000	\$102,500	\$64,000	\$120,000
\$100.1M – \$250M	18	\$97,722	\$86,125	\$98,000	\$110,000	\$71,550	\$119,650
\$250.1M+	3	\$120,500	\$117,750	\$120,500	\$123,250	\$116,100	\$124,900
Number of Students							
1 – 1,000	39	\$73,731	\$63,500	\$71,500	\$85,500	\$54,000	\$92,300
1,001 – 2,000	35	\$75,586	\$68,250	\$76,000	\$82,000	\$59,400	\$90,000
2,001 – 5,000	14	\$86,321	\$68,375	\$87,000	\$97,125	\$61,200	\$112,250
5,001-10,000	18	\$99,306	\$84,625	\$101,500	\$115,250	\$71,550	\$122,250
10,001+	6	113,750	\$106,375	\$117,250	\$120,250	\$100,750	\$123,250

Survey Results: Business Manager ISD

Weighted Average:
\$83,919

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	11	\$77,864	\$66,000	\$73,000	\$88,000	\$63,000	\$90,000
151 – 300	11	\$84,500	\$73,000	\$87,000	\$90,750	\$70,000	\$95,000
301 – 500	5	\$96,000	\$88,000	\$94,500	\$102,000	\$83,800	\$109,500
501 - 1,000	4	\$83,875	\$78,750	\$83,000	\$88,125	\$76,500	\$91,950
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	15	\$79,600	\$70,000	\$76,000	\$90,000	\$64,200	\$93,500
\$10.1M – \$25M	9	\$84,556	\$80,000	\$86,000	\$87,000	\$74,000	\$92,000
\$25.1M – \$50M	4	\$100,250	\$93,625	\$98,500	\$105,125	\$91,150	\$110,750
\$50.1M – \$100M	1	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	21	\$84,071	\$75,000	\$86,000	\$90,000	\$66,000	\$94,500
1,001 – 2,000	1	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500
2,001 – 5,000	-	-	-	-	-	--	-
5,001 – 10,000	6	\$79,750	\$70,000	\$73,000	\$82,750	\$70,000	\$96,250
10,001+	2	\$98,500	\$96,750	\$98,500	\$100,250	\$95,700	\$101,300

Accountant

(Other titles may include: Staff Accountant)

SUMMARY: Assists the director of business services and/or business manager in the efficient and effective administration of district fiscal affairs. Compiles and analyzes financial information to prepare entries to accounts, such as general ledger accounts and documenting business transactions. Assists in the preparation of final grant closeouts, monthly and quarterly reports, and reimbursement requests as determined by state, federal, or other grant providers.

EDUCATION: A Bachelor's Degree in accounting, business or a related field from an accredited college or university. MSBO certification preferred.

EXPERIENCE: A minimum of three (3) years of accounting related or school finance experience or an equivalent combination of education and experience.

Survey Results: Accountant K-12

Weighted Average:
\$60,763

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	16	\$51,656	\$42,875	\$49,750	\$55,625	\$41,500	\$61,000
151 – 300	25	\$56,300	\$51,000	\$56,000	\$64,500	\$45,400	\$65,000
301 – 500	27	\$66,907	\$60,750	\$69,500	\$75,000	\$52,100	\$80,400
501 – 1,000	13	\$63,038	\$57,500	\$62,000	\$65,000	\$53,800	\$71,000
1,001+	14	\$65,179	\$57,500	\$64,000	\$65,875	\$50,900	\$80,550
Budget							
\$1M – \$10M	2	\$70,000	\$59,000	\$70,000	\$81,000	\$52,400	\$87,600
\$10.1M – \$25M	19	\$50,789	\$44,000	\$51,000	\$55,750	\$40,300	\$64,200
\$25.1M – \$50M	45	\$59,024	\$51,000	\$60,000	\$65,000	\$44,000	\$77,300
\$50.1M – \$100M	18	\$62,139	\$55,500	\$61,000	\$68,750	\$49,900	\$73,250
\$100.1M – \$250M	18	\$63,139	\$57,125	\$61,750	\$65,375	\$52,100	\$71,800
\$250.1M+	3	\$72,667	\$66,250	\$69,000	\$77,250	\$64,600	\$82,200
Number of Students							
1 – 1,000	6	\$54,083	\$45,750	\$48,750	\$54,375	\$39,500	\$74,000
1,001 – 2,000	21	\$51,786	\$43,000	\$51,000	\$58,000	\$41,500	\$65,000
2,001 – 5,000	44	\$63,318	\$55,750	\$62,750	\$70,375	\$50,300	\$77,350
5,001 - 10,000	19	\$61,921	\$57,000	\$59,000	\$65,250	\$52,400	\$72,500
10,001+	7	\$73,429	\$64,000	\$65,000	\$77,250	\$62,100	\$93,900

Survey Results: Accountant ISD

Weighted Average:
\$58,940

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	5	\$55,300	\$52,000	\$52,000	\$60,500	\$50,800	\$61,400
151 – 300	12	\$58,000	\$52,875	\$58,750	\$61,750	\$48,000	\$66,850
301 – 500	4	\$64,000	\$60,750	\$66,750	\$70,000	\$55,800	\$70,000
501 - 1,000	4	\$61,250	\$54,750	\$58,000	\$64,500	\$54,300	\$70,800
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	12	\$55,708	\$52,000	\$55,000	\$60,500	\$50,200	\$61,850
\$10.1M – \$25M	7	\$65,000	\$57,500	\$67,000	\$72,000	\$54,600	\$74,400
\$25.1M – \$50M	4	\$58,500	\$51,625	\$58,250	\$65,125	\$49,150	\$68,050
\$50.1M – \$100M	1	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	16	\$60,469	\$52,500	\$60,250	\$67,750	\$51,000	\$72,000
1,001 – 2,000	1	\$61,000	\$61,000	\$61,000	\$61,000	\$61,000	\$61,000
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	6	\$54,750	\$52,750	\$56,250	\$59,750	\$47,500	\$60,500
10,001+	2	\$58,250	\$55,625	\$58,250	\$60,875	\$54,050	\$62,450

Director of Human Resources

SUMMARY Provides leadership to the district regarding human resources services. Responsible for the negotiations and administration of the school district's labor and employment contracts, staffing, correspondence and communications, certification and tenure, employment, benefits, records management, applications management, legal issues, and governmental reporting in accordance with established policies, guidelines, and procedures. The incumbent is responsible for supervising staff within the department.

EDUCATION: A Bachelor's Degree in human resources, business, psychology or a related area. A master's degree is preferred. MSBO certification preferred.

EXPERIENCE: This position requires a minimum of seven (7) years to ten (10) years of progressively more responsible and supervisory experience or expansive relevant experience or an equivalent combination of education and experience.

Survey Results: Director of Human Resources K-12

Weighted Average:
\$114,949

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	12	\$71,850	\$58,375	\$68,500	\$80,000	\$44,380	\$107,300
151 – 300	17	\$95,235	\$74,500	\$100,000	\$118,000	\$60,600	\$128,000
301 – 500	23	\$123,391	\$115,750	\$121,000	\$134,000	\$100,400	\$145,700
501 - 1000	18	\$133,444	\$121,875	\$126,500	\$149,250	\$113,250	\$156,800
1,001+	14	\$138,179	\$129,375	\$139,000	\$146,000	\$125,300	\$153,000
Budget							
\$1M – \$10M	3	\$76,167	\$56,750	\$72,500	\$93,750	\$47,300	\$106,500
\$10.1M – \$25M	12	\$83,433	\$61,375	\$74,000	\$111,000	\$55,450	\$117,450
\$25.1M – \$50M	33	\$101,219	\$75,000	\$102,000	\$129,500	\$62,100	\$141,800
\$50.1M – \$100M	20	\$128,850	\$120,000	\$123,500	\$133,750	\$112,500	\$151,800
\$100.1M – \$250M	20	\$135,375	\$126,000	\$137,500	\$147,625	\$117,300	\$152,250
\$250.1M+	3	\$129,667	\$125,500	\$126,000	\$132,000	\$125,200	\$135,600
Number of Students							
1 – 1,000	9	\$71,467	\$55,000	\$62,000	\$72,500	\$42,760	\$118,000
1,001 – 2,000	12	\$88,042	\$71,500	\$84,000	\$111,000	\$55,600	\$117,450
2,001 – 5,000	36	\$116,458	\$101,500	\$120,750	\$131,875	\$81,000	\$140,750
5,001 – 10,000	22	\$136,841	\$121,875	\$134,250	\$149,250	\$117,600	\$155,600
10,001+	7	\$137,429	\$127,500	\$138,000	\$144,750	\$125,600	\$151,500

Survey Results: Director of Human Resources ISD

Weighted Average:
\$105,853

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	4	\$85,250	\$80,125	\$93,500	\$98,625	\$63,250	\$100,650
151 – 300	6	\$95,250	\$88,375	\$95,500	\$106,000	\$73,250	\$117,000
301 – 500	3	\$129,833	\$124,750	\$139,500	\$139,750	\$115,900	\$139,900
501-1,000	4	\$124,375	\$115,750	\$130,250	\$138,875	\$100,000	\$144,050
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	7	\$90,000	\$74,750	\$97,000	\$103,250	\$56,800	\$115,400
\$10.1M – \$25M	5	\$112,400	\$102,000	\$110,000	\$124,500	\$94,500	\$131,400
\$25.1M – \$50M	3	\$124,500	\$116,750	\$139,500	\$139,750	\$103,100	\$139,900
\$50.1M – \$100M	1	\$86,500	\$86,500	\$86,500	\$86,500	\$86,500	\$86,500
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	10	\$111,050	\$97,125	\$106,000	\$124,875	\$89,500	\$136,350
1,001 – 2,000	1	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	4	\$76,875	\$58,000	\$73,250	\$92,125	\$54,400	\$102,250
10,001+	2	\$117,000	\$105,500	\$117,000	\$128,500	\$98,600	\$135,400

Human Resources Manager

(Other titles may include: Human Resources Supervisor)

SUMMARY: Assists with a variety of human resource assignments including employment, benefit administration, employee relations, performance monitoring, labor relations, and the development / analysis of human resource policies and procedures. Maintains several human resource databases and programs to ensure human resource information systems are current. The incumbent is responsible for supervising staff within the department.

EDUCATION: A Bachelor's Degree in human resources, business, psychology or a related area. MSBO certification and PHR/SPHR certification preferred.

EXPERIENCE: This position requires a minimum of five (5) years to seven (7) years of progressively more responsible and supervisory experience or expansive relevant experience or an equivalent combination of education and experience.

Survey Results: Human Resources Manager K-12

Weighted Average:
\$68,769

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	17	\$52,853	\$44,500	\$50,000	\$60,500	\$41,500	\$69,200
151 – 300	11	\$56,455	\$54,000	\$56,000	\$59,500	\$50,500	\$60,000
301 – 500	14	\$62,929	\$58,250	\$64,000	\$68,000	\$51,800	\$70,350
501 – 1,000	10	\$81,800	\$62,000	\$65,000	\$90,250	\$60,000	\$122,600
1,001+	13	\$96,269	\$75,000	\$101,500	\$117,000	\$67,600	\$123,900
Budget							
\$1M – \$10M	3	\$43,833	\$40,750	\$41,500	\$45,750	\$40,300	\$48,300
\$10.1M – \$25M	20	\$55,850	\$49,750	\$55,000	\$60,625	\$47,200	\$68,300
\$25.1M – \$50M	20	\$57,187	\$55,638	\$59,500	\$65,375	\$46,630	\$68,470
\$50.1M – \$100M	11	\$75,000	\$57,250	\$63,000	\$77,750	\$50,000	\$120,000
\$100.1M – \$250M	17	\$87,000	\$63,500	\$84,500	\$110,500	\$60,900	\$121,700
\$250.1M+	3	\$79,500	\$68,500	\$70,000	\$85,750	\$67,600	\$95,200
Number of Students							
1 – 1,000	7	\$50,000	\$44,500	\$48,000	\$52,500	\$40,900	\$60,200
1,001 – 2,000	18	\$59,167	\$50,125	\$55,500	\$60,875	\$43,600	\$71,300
2,001 – 5,000	19	\$62,368	\$57,000	\$60,000	\$65,750	\$54,800	\$71,800
5,001 – 10,000	16	\$88,031	\$64,625	\$79,750	\$112,125	\$62,000	\$123,000
10,001+	6	\$97,750	\$77,875	\$102,500	\$115,500	\$68,500	\$122,250

Survey Results: Human Resources Manager ISD

Weighted Average:
\$69,125

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	4	\$58,000	\$52,500	\$55,000	\$60,500	\$48,000	\$70,400
151 – 300	8	\$67,875	\$59,750	\$69,500	\$74,625	\$54,800	\$80,400
301 – 500	5	\$75,200	\$69,000	\$70,000	\$83,000	\$58,800	\$94,400
501 - 1,000	3	\$77,167	\$71,750	\$75,500	\$81,750	\$69,500	\$85,500
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	7	\$61,214	\$55,000	\$59,000	\$69,000	\$51,000	\$72,000
\$10.1M – \$25M	7	\$65,357	\$56,000	\$68,000	\$74,750	\$49,200	\$78,500
\$25.1M – \$50M	4	\$82,875	\$70,000	\$79,750	\$92,625	\$70,000	\$98,250
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	15	\$65,767	\$55,000	\$69,000	\$74,750	\$47,800	\$80,400
1,001 – 2,000	1	\$88,000	\$88,000	\$88,000	\$88,000	\$88,000	\$88,000
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	1	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000	\$59,000
10,001+	2	\$86,000	\$78,000	\$86,000	\$94,000	\$73,200	\$98,800

Director of Technology

SUMMARY: Provides technology leadership and oversight for all district area initiatives through leadership, technical assistance, and collaboration. Coordinates technology grant writing and planning and implementation efforts. Develops and maintains regional, state, and national partnerships to support the integration of technology into operations, teaching, and learning. The incumbent is responsible for supervising staff within the department.

EDUCATION: A Bachelor's Degree in a related field required, a master's degree in a related field is preferred. MSBO certification preferred.

EXPERIENCE: A minimum of seven (7) to ten (10) years of progressively more responsible or expansive experience, including one (1) to two (2) years of supervisory responsibility is required. Understanding of the role of technology in teaching and learning is essential. K12 technology leadership experience and experience with managing educational networks and data systems preferred or an equivalent combination of education and experience.

Survey Results: Director of Technology K-12

Weighted Average:
\$93,896

K-12	<i>n</i>	<i>Average</i>	Interquartile Ranges			Extremes	
			<i>25th</i>	<i>Median</i>	<i>75th</i>	<i>10th</i>	<i>90th</i>
<i>Number of Employees</i>							
<i>1 – 150</i>	34	\$78,368	\$69,125	\$78,250	\$85,000	\$59,050	\$101,250
<i>151 – 300</i>	30	\$83,567	\$73,375	\$80,500	\$90,875	\$65,900	\$98,650
<i>301 – 500</i>	22	\$101,114	\$93,625	\$99,250	\$111,875	\$85,000	\$117,950
<i>501 – 1,000</i>	16	\$112,813	\$102,625	\$113,500	\$120,000	\$95,500	\$129,500
<i>1,001+</i>	13	\$122,846	\$119,500	\$126,000	\$131,500	\$104,900	\$132,800
<i>Budget</i>							
<i>\$1M – \$10M</i>	10	\$83,050	\$65,500	\$81,500	\$101,875	\$60,250	\$108,750
<i>\$10.1M – \$25M</i>	38	\$77,776	\$69,625	\$77,000	\$86,125	\$57,400	\$91,300
<i>\$25.1M – \$50M</i>	36	\$86,535	\$76,875	\$88,750	\$97,000	\$70,313	\$108,750
<i>\$50.1M – \$100M</i>	19	\$108,789	\$95,750	\$112,000	\$119,000	\$88,200	\$129,200
<i>\$100.1M – \$250M</i>	19	\$117,132	\$106,750	\$119,500	\$129,750	\$99,500	\$132,200
<i>\$250M+</i>	2	\$113,750	\$107,625	\$113,750	\$119,875	\$103,950	\$123,550
<i>Number of Students</i>							
<i>1 – 1,000</i>	24	\$78,354	\$66,500	\$75,750	\$85,750	\$54,950	\$106,750
<i>1,001 – 2,000</i>	30	\$80,833	\$71,000	\$80,000	\$89,500	\$64,800	\$95,350
<i>2,001 – 5,000</i>	37	\$96,932	\$85,000	\$96,500	\$107,500	\$75,600	\$117,900
<i>5,001 – 10,000</i>	20	\$115,125	\$102,750	\$116,750	\$129,250	\$95,450	\$131,550
<i>10,001+</i>	6	\$121,583	\$119,750	\$123,250	\$128,250	\$110,500	\$131,000

Survey Results: Director of Technology ISD

Weighted Average:
\$110,795

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	4	\$83,500	\$76,875	\$79,750	\$86,375	\$75,750	\$94,250
151 – 300	10	\$114,600	\$103,125	\$112,250	\$122,875	\$95,850	\$131,100
301 – 500	4	\$118,375	\$113,375	\$115,250	\$120,250	\$111,350	\$127,900
501 - 1,000	4	\$121,000	\$115,125	\$121,500	\$127,375	\$109,050	\$132,550
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	8	\$107,125	\$98,625	\$104,500	\$119,875	\$91,800	\$124,450
\$10.1M – \$25M	8	\$118,750	\$108,250	\$121,500	\$133,750	\$94,600	\$140,200
\$25.1M – \$50M	3	\$117,833	\$115,250	\$116,000	\$119,500	\$114,800	\$121,600
\$50.1M – \$100M	1	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	16	\$113,719	\$103,375	\$116,500	\$123,375	\$90,750	\$134,500
1,001 – 2,000	1	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	3	\$106,500	\$95,250	\$96,000	\$112,500	\$94,800	\$122,400
10,001+	1	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000

Technology Manager

(Other titles may include: Technology Supervisor)

SUMMARY: Responsible for planning, directing and managing the day-to-day operations of all technology functions for both the business and instructional staff. This includes the purchasing, installation, and repair of hardware and software, televisions and DVDs/VCRs, and the district's telephone and fiber optic network. Works collaboratively with other district staff and third party support companies.

EDUCATION: A Bachelor's Degree in computer science or a related field. MSBO certification preferred.

EXPERIENCE: This position requires a minimum of five (5) to seven (7) years of progressively more responsible or expansive experience, including three to five years of supervisory responsibility. Familiarity with instructional systems and use of technology in the classroom is required. Experience with LAN, WAN, and network design is required or an equivalent combination of education and experience.

Survey Results: Technology Manager K-12

Weighted Average:
\$69,493

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	19	\$62,237	\$53,500	\$60,000	\$71,000	\$41,900	\$82,000
151 – 300	16	\$58,938	\$49,000	\$55,500	\$63,000	\$43,500	\$74,750
301 – 500	14	\$68,358	\$60,750	\$72,000	\$75,128	\$52,000	\$83,500
501 – 1,000	5	\$88,100	\$83,500	\$85,000	\$90,000	\$81,400	\$97,200
1,001+	13	\$87,154	\$75,000	\$90,500	\$99,000	\$74,200	\$105,200
Budget							
\$1M – \$10M	6	\$64,750	\$54,500	\$66,000	\$71,500	\$46,750	\$81,500
\$10.1M – \$25M	18	\$57,306	\$50,000	\$56,500	\$62,250	\$41,700	\$70,900
\$25.1M – \$50M	27	\$62,266	\$51,250	\$62,250	\$73,505	\$44,280	\$83,500
\$50.1M – \$100M	8	\$71,625	\$55,375	\$71,500	\$86,250	\$49,750	\$93,600
\$100.1M – \$250M	13	\$85,269	\$75,000	\$83,500	\$97,500	\$72,800	\$105,000
\$250.1M+	3	\$88,500	\$82,750	\$90,500	\$95,250	\$78,100	\$98,100
Number of Students							
1 – 1,000	11	\$65,909	\$55,000	\$62,000	\$76,000	\$52,000	\$88,000
1,001 – 2,000	19	\$59,184	\$47,000	\$60,000	\$65,750	\$41,400	\$81,400
2,001 – 5,000	21	\$65,262	\$52,000	\$63,000	\$74,010	\$49,000	\$80,000
5,001 – 10,000	12	\$82,500	\$74,750	\$81,000	\$91,875	\$64,100	\$101,550
10,001+	6	\$94,417	\$91,750	\$97,250	\$99,750	\$82,750	\$103,250

Survey Results: Technology Manager ISD

Weighted Average:
\$82,458

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	1	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
151 – 300	3	\$77,500	\$66,750	\$68,000	\$83,500	\$66,000	\$92,800
301 – 500	4	\$95,250	\$84,375	\$93,250	\$104,125	\$84,150	\$107,950
501 - 1,000	4	\$80,000	\$71,375	\$78,750	\$87,375	\$69,350	\$91,650
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	5	\$79,800	\$65,500	\$68,000	\$99,000	\$59,800	\$105,900
\$10.1M – \$25M	4	\$77,375	\$71,375	\$78,250	\$84,250	\$69,350	\$84,700
\$25.1M – \$50M	2	\$93,250	\$88,875	\$93,250	\$97,625	\$86,250	\$100,250
\$50.1M – \$100M	1	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	8	\$78,250	\$67,375	\$78,250	\$84,625	\$62,650	\$92,650
1,001 – 2,000	1	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500	\$94,500
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	2	\$83,500	\$75,750	\$83,500	\$91,250	\$71,100	\$95,900
10,001+	1	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000

Transportation Manager

(Other titles may include: Transportation Director)

SUMMARY: Responsible for providing students and passengers with efficient and safe transportation while ensuring county, state, and federal regulations and licenses are met. Oversees the organization, administration, and supervision of the school district transportation system and staff in accordance school district policies.

EDUCATION: High school diploma or GED. MSBO certification (transportation supervisor) or ability to obtain. Associate's degree preferred.

EXPERIENCE: This position requires a minimum of three (3) to five (5) years of progressively more responsible and supervisory experience or expansive experience preferably in the field of transportation or an equivalent combination of education and experience.

Survey Results: Transportation Manager K-12

Weighted Average:
\$65,781

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	42	\$54,100	\$43,500	\$55,000	\$60,000	\$39,100	\$70,000
151 – 300	29	\$62,414	\$57,000	\$62,000	\$66,000	\$47,800	\$75,600
301 – 500	21	\$77,500	\$62,000	\$74,000	\$90,000	\$57,500	\$99,000
500 – 1,000	10	\$81,750	\$66,000	\$84,750	\$88,750	\$60,400	\$96,600
1,001+	9	\$86,056	\$80,000	\$85,500	\$86,500	\$75,800	\$103,300
Budget							
\$1M – \$10M	8	\$49,375	\$39,750	\$43,500	\$58,750	\$33,000	\$73,000
\$10.1M – \$25M	48	\$56,994	\$48,000	\$57,500	\$62,250	\$41,400	\$72,400
\$25.1M – \$50M	43	\$64,109	\$54,800	\$62,000	\$68,000	\$49,200	\$83,400
\$50.1M – \$100M	13	\$80,154	\$62,500	\$82,000	\$90,000	\$59,100	\$98,800
\$100.1M – \$250M	13	\$85,231	\$80,000	\$85,000	\$86,500	\$76,800	\$100,800
\$250.1M+	1	\$67,000	\$67,000	\$67,000	\$67,000	\$67,000	\$67,000
Number of Students							
1 – 1,000	24	\$52,633	\$42,000	\$54,800	\$61,500	\$37,200	\$70,000
1,001 – 2,000	37	\$58,649	\$52,000	\$58,000	\$63,000	\$45,000	\$76,200
2,001 – 5,000	34	\$71,721	\$60,500	\$66,000	\$80,000	\$51,150	\$98,100
5,001 – 10,000	15	\$85,367	\$80,000	\$85,500	\$90,000	\$66,900	\$99,100
10,001+	4	\$84,000	\$76,750	\$81,250	\$88,500	\$70,900	\$99,300

Survey Results: Transportation Manager ISD

Weighted Average:
\$75,292

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	1	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
151 – 300	6	\$73,500	\$67,250	\$72,750	\$86,125	\$58,500	\$89,250
301 – 500	1	\$68,500	\$68,500	\$68,500	\$68,500	\$68,500	\$68,500
501-1,000	4	\$84,750	\$75,500	\$82,000	\$91,250	\$71,000	\$100,700
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	4	\$67,875	\$53,750	\$66,250	\$80,375	\$51,500	\$85,550
\$10.1M – \$25M	5	\$73,500	\$68,000	\$68,500	\$78,000	\$67,400	\$82,800
\$25.1M – \$50M	2	\$78,750	\$73,375	\$78,750	\$84,125	\$70,150	\$87,350
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	9	\$72,333	\$67,000	\$68,500	\$86,000	\$54,000	\$89,100
1,001 – 2,000	1	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	1	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500
10,001+	1	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000

Facilities Manager

(Other titles may include: Facilities Director)

SUMMARY: Responsible for review of the design, installation, modification and maintenance of electrical, roofing, refrigeration, plumbing, HVAC, paving, and other plant mechanical equipment systems for the district. Oversees compliance contracts, design drawings, and bid specifications. The incumbent is responsible for supervising staff within the department.

EDUCATION: This position requires knowledge equivalent to that which normally would be acquired through an associate's degree preferably in the area of engineering. A bachelor's degree is preferred. MSBO certification preferred.

EXPERIENCE: This position requires a minimum of five (5) to seven (7) years of supervisory experience working with construction contractors. Technical experience in safety, general building maintenance, or other related technical areas is required or an equivalent combination of education and experience.

Survey Results: Facilities Manager K-12

Weighted Average:
\$79,835

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	63	\$62,873	\$55,000	\$63,500	\$69,750	\$50,000	\$76,200
151 – 300	40	\$71,975	\$62,000	\$70,000	\$78,500	\$55,000	\$89,500
301 – 500	29	\$93,552	\$82,000	\$96,000	\$101,000	\$74,000	\$111,000
501 – 1,000	18	\$109,000	\$96,125	\$104,000	\$121,125	\$87,000	\$130,700
1,001+	14	\$112,714	\$99,125	\$112,250	\$130,125	\$95,550	\$131,350
Budget							
\$1M – \$10M	20	\$59,750	\$49,375	\$57,000	\$65,000	\$45,900	\$80,000
\$10.1M – \$25M	56	\$65,152	\$58,875	\$64,000	\$70,000	\$55,000	\$75,000
\$25.1M – \$50M	56	\$76,189	\$63,625	\$75,000	\$85,000	\$54,500	\$102,250
\$50.1M – \$100M	22	\$100,386	\$92,375	\$98,250	\$107,750	\$89,100	\$120,000
\$100.1M – \$250M	19	\$111,342	\$96,250	\$101,000	\$130,750	\$79,300	\$143,200
\$250.1M+	3	\$113,667	\$112,250	\$115,000	\$115,750	\$110,600	\$116,200
Number of Students							
1 – 1,000	37	\$63,689	\$55,000	\$64,000	\$70,000	\$47,300	\$77,000
1,001 – 2,000	50	\$64,750	\$57,375	\$63,500	\$69,875	\$54,900	\$77,100
2,001 – 5,000	50	\$88,210	\$75,375	\$87,000	\$100,000	\$65,650	\$108,150
5,001 – 10,000	22	\$109,773	\$94,750	\$103,750	\$124,125	\$81,150	\$141,850
10,001+	7	\$115,500	\$108,000	\$115,000	\$122,750	\$104,300	\$129,800

Survey Results: Facilities Manager ISD

Weighted Average:
\$73,083

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	6	\$55,417	\$54,250	\$55,250	\$57,375	\$49,500	\$61,500
151 – 300	9	\$72,944	\$62,000	\$69,000	\$81,500	\$59,800	\$89,100
301 – 500	5	\$85,200	\$70,000	\$75,000	\$102,000	\$69,400	\$106,800
501 - 1,000	4	\$84,750	\$79,875	\$84,250	\$89,125	\$78,750	\$91,150
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	11	\$64,273	\$55,250	\$65,000	\$69,000	\$54,000	\$81,500
\$10.1M – \$25M	8	\$78,875	\$71,250	\$79,250	\$83,125	\$59,400	\$94,600
\$25.1M – \$50M	4	\$80,875	\$68,000	\$79,750	\$92,625	\$64,400	\$98,250
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	19	\$73,026	\$59,500	\$70,000	\$81,500	\$55,400	\$89,100
1,001 – 2,000	1	\$92,500	\$92,500	\$92,500	\$92,500	\$92,500	\$92,500
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	2	\$55,000	\$50,000	\$55,000	\$60,000	\$47,000	\$63,000
10,001+	2	\$82,000	\$72,000	\$82,000	\$92,000	\$66,000	\$98,000

Director of Food and Nutrition Services

SUMMARY: Responsible for district wide food operations to ensure USDA guidelines are met. Plans and implements daily menus, and purchases food, supplies, and equipment according to the Federal Nutrition Program. The incumbent is responsible for supervising staff within the department.

EDUCATION: This position requires knowledge equivalent to that which normally would be acquired through the completion of a four year-college degree program such as a bachelor's of food service management, dietetics, or equivalent. MSBO certification preferred.

EXPERIENCE: A minimum of five (5) to seven (7) years of progressively more responsible or expansive experience in food service operations, including three (3) to five (5) years of supervisory responsibility is required. Experience in institutional food preparation, kitchen management, and materials procurement is required or an equivalent combination of education and experience.

Survey Results: Director of Food and Nutrition Services K-12

Weighted Average:
\$62,822

K-12	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	44	\$49,511	\$40,000	\$46,500	\$59,500	\$35,000	\$63,850
151 – 300	27	\$61,000	\$53,000	\$60,000	\$69,750	\$46,400	\$75,400
301 – 500	13	\$71,668	\$68,000	\$72,000	\$78,000	\$57,744	\$82,500
501 – 1,000	10	\$85,100	\$78,250	\$82,000	\$92,750	\$76,600	\$96,400
1,001+	9	\$95,833	\$85,000	\$94,500	\$106,500	\$81,500	\$110,900
Budget							
\$1M – \$10M	17	\$41,588	\$38,500	\$40,000	\$42,000	\$34,500	\$49,600
\$10.1M – \$25M	39	\$55,154	\$47,500	\$53,500	\$62,000	\$42,000	\$71,400
\$25.1M – \$50M	35	\$60,222	\$54,000	\$62,000	\$70,250	\$44,400	\$76,200
\$50.1M – \$100M	12	\$80,667	\$76,750	\$79,250	\$84,125	\$73,300	\$93,500
\$100.1M – \$250M	11	\$88,500	\$81,500	\$85,000	\$95,250	\$79,500	\$103,000
\$250.1M+	2	\$113,000	\$111,250	\$113,000	\$114,750	\$110,200	\$115,800
Number of Students							
1 – 1,000	31	\$47,097	39,250	\$42,000	\$50,750	\$34,500	\$63,500
1,001 – 2,000	30	\$57,750	\$50,000	\$55,500	\$63,000	\$45,450	\$71,000
2,001 – 5,000	26	\$68,218	\$61,250	\$69,250	\$75,750	\$55,750	\$78,000
5,001 – 10,000	14	\$87,643	\$82,125	\$84,000	\$94,375	\$80,650	\$98,800
10,001+	4	\$103,000	\$99,750	\$108,000	\$111,250	\$87,600	\$114,400

Survey Results: Director of Food and Nutrition Services ISD

Weighted Average:
\$64,400

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	1	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
151 – 300	1	\$36,500	\$36,500	\$36,500	\$36,500	\$36,500	\$36,500
301 – 500	2	\$50,500	\$48,250	\$50,500	\$52,750	\$46,900	\$54,100
501 - 1,000	1	\$119,500	\$119,500	\$119,500	\$119,500	\$119,500	\$119,500
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	1	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
\$10.1M – \$25M	3	\$45,833	\$41,250	\$46,000	\$50,500	\$38,400	\$53,200
\$25.1M – \$50M	-	-	-	-	-	-	-
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	4	\$50,625	\$43,625	\$50,500	\$57,500	\$39,350	\$62,000
1,001 – 2,000	1	\$119,500	\$119,500	\$119,500	\$119,500	\$119,500	\$119,500
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	-	-	-	-	-	-	-
10,001+	-	-	-	-	-	-	-

What now?

How to use the data and apply it in your organization:

- Review your position descriptions to ensure they are up to date and accurate – they are basis of numerous HR systems.
- Develop salary ranges in your district using the best comparables – these will help you maintain a compensation system so you pay within market salaries.
- Determine a pay strategy – Do you want to lead, lag, or be at the market competitive compensation?
- Develop a strategy for positions in which you are paying above or below the market.

Thank You

We wish to express our most sincere appreciation to all the study participants as well as the staff at MSBO for their support. Should you have questions about how to use the data, input about the study, or would like to discuss compensation practices in general please contact us! THANK YOU!

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