



MICHIGAN SCHOOL BUSINESS OFFICIALS

Labor Market Update Fall 2026

School Finance Up North Workshop

Crystal Mountain

Thursday, October 1, 2026 – 2 PM

Hudson Bay Room A

Presented By:

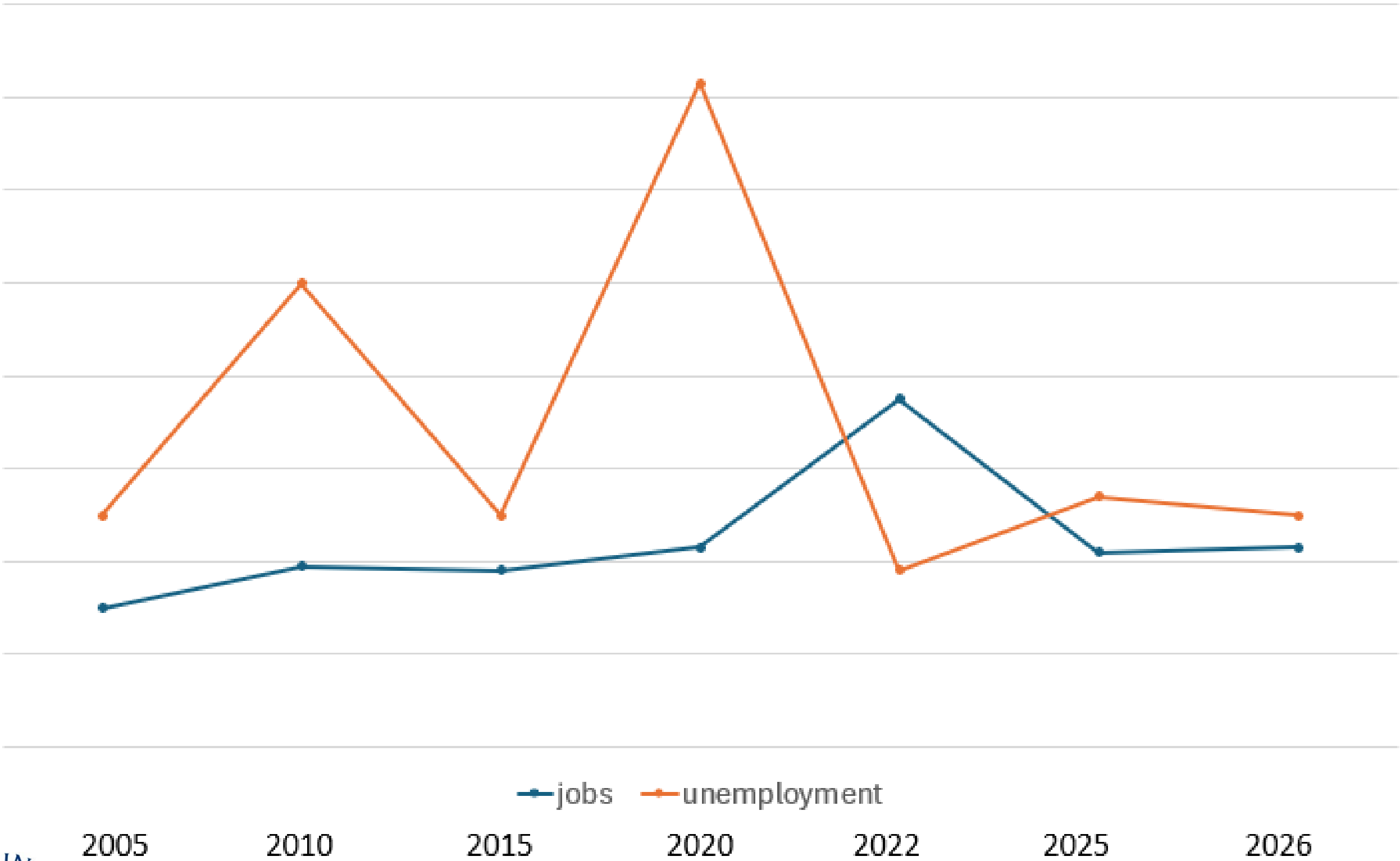
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Current Environment

Jobs vs Unemployment



- Some Perspective:**
Unemployment in Michigan
- **May 1933:** 24.9% (Great Depression)
 - **July 2009:** 15.9% (Great Recession)
 - **February 2020:** 3.5%
 - **April 2020:** 23.6%
 - **August 2026:** 5.0% (MI)
 - **August 2026:** 4.1% (US)

Current Trends

Shifting demographics

- Less mobility, lower turnover
- Lowest 'hire/quit' rate since April 2020
- Remote/hybrid models = more applicants

Talent shortages

- Stable unemployment means jobs can be harder to fill, especially ones that's require specialized skills, education, or training
 - 4-5% unemployment = 'full' employment
- Competition with other organizations
- Difficulty recruiting highly skilled professionals

Risk aversion

- Changing jobs in this environment deemed 'too risky'



Current Trends

Artificial Intelligence (AI) Impact

- Emergence of new specialties
- Upskilling and reskilling workforce

Talent shortage mitigation

- Fit job to candidates not candidates to job
- Hire for attitude, train for skills
- Follow up with professional development or on the job training

Wage inflation – World@Work data

- Average salary increases for educational institutions in Michigan – 3.0% (2026 actual), 3.3% (2027 projected).
- Salary range adjustments 0.6% (2026 actual), 2.0 (2027 projected).



Why Conduct a Labor Market Study?

- 1. Internal Equity** - Appeals mechanism for employees.
 - 2. External Equity** - Attract, retain, and motivate the best.
- What about position descriptions?
 - How frequently should one review their compensation structure?
 - Full scale review vs. benchmarking?
 - Types of pay systems:
 - Job Evaluation and Compensable Factors
 - Multiple tracks
 - Knowledge-Based Pay



MSBO/HSLLC Salary Survey Overview

Review of Methodology

Intake Overview:

- ✓ Use standardized forms describing the major responsibilities and key factors of each position to make sure the data is comparable.
- ✓ Include 10 key administrative positions in the survey each year.

What salary information was collected?

- ✓ The midpoint of the current salary range for each position.
 - ✓ If salary ranges are not available, collect average salaries.
-
- Due to feedback by participants, the data for K12 and ISDs are separated to make the information more valuable.
 - **Validity** – 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 – 204 Total

By Region:

- 1- Upper Peninsula (19)
- 2- Northern Lower MI (21)
- 3- Central West MI (26)
- 4- Central East MI (25)
- 5- Thumb Area (19)
- 6- Southwest MI (31)
- 7- Central Lower MI (28)
- 8- Southeast MI / Metro Detroit (35)



RESULTS FROM THE SURVEY (2026)

Executive Overview:

- A. The number of organizations participating in the survey decreased slightly from 226 in 2025 to 204 in 2026. There was solid representation in each of the 8 MSBO regions.
- B. Wage inflation continues to be moderating. *World@Work* reports salary increase and range adjustments both decreasing for 2026.
- C. The continued high demand for Business Office positions due to turnover and retirement is reflected in higher average salaries for positions in this category.



DIRECTOR OF BUSINESS SERVICES

(OTHER TITLES MAY INCLUDE: DIRECTOR OF FINANCE, CHIEF FINANCIAL OFFICER, ASSOCIATE SUPERINTENDENT OF FINANCE AND OPERATIONS, ASSISTANT SUPERINTENDENT)

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 acquires 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 ISD

Weighted Average:
\$133,685
\$124,303 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	5	\$112,800	\$109,000	\$113,500	\$119,000	\$101,200	\$123,500
151 – 300	12	\$133,458	\$126,125	\$134,000	\$142,625	\$120,350	\$144,800
301 – 500	5	\$146,800	\$144,500	\$146,500	\$150,000	\$138,200	\$155,400
501 - 1,000	5	\$142,000	\$135,000	\$139,000	\$151,000	\$129,900	\$155,500
1,001+		-	-	-	-	-	-
Budget							
\$1M – \$10M	8	\$126,250	\$112,375	\$123,250	\$146,250	\$105,100	\$150,000
\$10.1M – \$25M	11	\$133,500	\$126,750	\$134,000	\$140,250	\$123,500	\$143,000
\$25.1M – \$50M	4	\$146,000	\$141,875	\$145,500	\$149,625	\$137,150	\$155,250
\$50.1M – \$100M	3	\$136,000	\$124,750	134,000	\$146,250	\$119,200	\$153,600
\$100.1M – \$250M		-	-	-	-	-	-
\$250.1M+		-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	2	\$129,250	\$121,375	\$129,250	\$137,125	\$116,650	\$141,850
5,001 – 10,000	12	\$126,583	\$118,125	\$126,750	\$136,250	\$109,650	\$149,300
10,001+	13	\$140,923	\$134,000	\$139,000	\$146,500	\$128,000	\$157,000

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 ISD

Weighted Average:
\$93,860
\$86,957 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	6	\$84,083	\$73,875	\$80,750	\$87,250	\$69,500	\$102,000
151 – 300	10	\$92,500	\$81,375	\$95,000	\$100,375	\$79,900	\$103,100
301 – 500	4	\$100,625	\$93,875	\$99,750	\$106,500	\$90,950	\$111,000
501 - 1,000	5	\$102,900	\$82,500	\$95,000	\$124,500	\$81,000	\$129,300
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	9	\$89,556	\$75,000	\$87,500	\$102,500	\$71,900	\$110,100
\$10.1M – \$25M	9	\$92,444	\$80,500	\$84,000	\$93,000	\$79,800	\$117,700
\$25.1M – \$50M	4	\$97,125	\$93,875	\$97,750	\$101,000	\$90,950	\$102,800
\$50.1M – \$100M	2	\$112,500	\$106,500	\$112,500	\$118,500	\$102,900	\$122,100
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	4	\$96,500	\$84,000	\$98,000	\$110,500	\$77,700	\$114,100
5,001 – 10,000	8	\$86,375	\$78,750	\$85,250	\$97,875	\$72,150	\$101,100
10,001+	13	\$97,654	\$82,500	\$95,000	\$104,000	\$80,100	\$122,400

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 ISD

Weighted Average:
\$64,000
\$59,370 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	5	\$61,500	\$55,500	\$58,000	\$65,000	\$52,200	\$73,400
151 – 300	11	\$65,818	\$59,500	\$70,500	\$72,000	\$56,000	\$74,500
301 – 500	4	\$62,875	\$56,375	\$61,000	\$67,500	\$55,250	\$72,000
501 - 1,000	5	\$63,400	\$60,000	\$66,500	\$69,000	\$54,000	\$70,500
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	8	\$63,438	\$55,875	\$63,750	\$67,375	\$53,850	\$75,850
\$10.1M – \$25M	10	\$63,800	\$56,875	\$63,250	\$70,875	\$54,050	\$72,700
\$25.1M – \$50M	3	\$68,000	\$64,500	\$72,000	\$73,500	\$60,000	\$74,400
\$50.1M – \$100M	3	\$59,667	\$55,000	\$69,000	\$69,000	\$46,600	\$69,000
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	3	\$69,667	\$65,000	\$74,500	\$76,750	\$59,300	\$78,100
5,001 – 10,000	11	\$61,136	\$56,250	\$62,500	\$67,000	\$50,000	\$70,500
10,001+	11	\$65,318	\$58,500	\$69,000	\$71,750	\$54,500	\$72,000

DIRECTOR OF HUMAN RESOURCES

(OTHER TITLES MAY INCLUDE: DIRECTOR OF ADMINISTRATIVE SERVICES, DIRECTOR OF EMPLOYEE SERVICES, ASSISTANT SUPERINTENDENT OF HR)

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 ISD

Weighted Average:

\$112,881

\$118,353 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	4	\$76,750	\$64,875	\$76,250	\$88,125	\$64,650	\$89,250
151 – 300	8	\$102,375	\$81,125	\$111,750	\$120,500	\$60,350	\$130,400
301 – 500	4	\$141,125	\$132,250	\$139,250	\$148,125	\$129,100	\$154,650
501-1,000	5	\$136,000	\$130,000	\$132,500	\$153,000	\$115,300	\$156,600
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	5	\$102,500	\$87,500	\$90,000	\$120,000	\$74,000	\$138,000
\$10.1M – \$25M	8	\$99,063	\$64,250	\$107,500	\$130,625	\$60,350	\$132,950
\$25.1M – \$50M	4	\$136,125	\$123,750	\$135,750	\$148,125	\$117,900	\$154,650
\$50.1M – \$100M	3	\$122,667	\$104,500	\$122,000	\$140,500	\$94,000	\$151,600
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	1	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
5,001 – 10,000	7	\$99,786	\$76,000	\$90,000	\$121,000	\$64,800	\$133,200
10,001+	13	\$121,885	\$109,500	\$130,000	\$144,500	\$71,900	\$157,800

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 ISD

Weighted Average:

\$82,471

\$74,375 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	1	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000
151 – 300	9	\$77,167	\$68,000	\$73,500	\$91,000	\$61,800	\$95,200
301 – 500	3	\$89,333	\$77,000	\$89,000	\$101,500	\$69,800	\$109,000
501 - 1,000	4	\$92,875	\$80,375	\$90,000	\$102,500	\$72,050	\$116,000
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	5	\$74,800	\$68,000	\$68,000	\$69,000	\$66,200	\$90,000
\$10.1M – \$25M	8	\$80,688	\$65,875	\$82,000	\$91,500	\$60,700	\$99,300
\$25.1M – \$50M	2	\$81,250	\$77,375	\$81,250	\$85,125	\$75,050	\$87,450
\$50.1M – \$100M	1	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	1	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000
5,001 – 10,000	7	\$72,000	\$66,500	\$68,000	\$74,000	\$64,600	\$83,800
10,001+	9	\$88,222	\$73,500	\$89,000	\$95,000	\$63,800	\$116,200

DIRECTOR OF TECHNOLOGY

(OTHER TITLES MAY INCLUDE: DIRECTOR OF INFORMATION 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 ISD

Weighted Average:
\$127,705
\$118,070 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	3	\$109,600	\$104,650	\$113,000	\$116,250	\$99,640	\$118,200
151 – 300	9	\$121,333	\$110,000	\$125,500	\$130,000	\$106,800	\$134,800
301 – 500	4	\$141,125	\$132,250	\$139,250	\$148,125	\$129,100	\$154,650
501 - 1,000	5	\$139,300	\$132,500	\$140,000	\$144,500	\$128,900	\$149,600
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	5	\$109,460	\$107,000	\$110,000	\$114,500	\$100,580	\$117,500
\$10.1M – \$25M	9	\$129,611	\$126,500	\$130,000	\$134,000	\$123,000	\$138,400
\$25.1M – \$50M	3	\$143,500	\$135,750	\$144,500	\$151,750	\$130,500	\$156,100
\$50.1M – \$100M	3	\$128,167	\$120,000	\$134,250	\$139,250	\$111,600	\$142,400
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	2	\$114,750	\$112,375	\$114,750	\$117,125	\$110,950	\$118,550
5,001 – 10,000	9	\$117,033	\$107,000	\$114,500	\$127,000	\$104,060	\$130,800
10,001+	10	\$139,900	\$132,875	\$139,000	\$144,500	\$126,950	\$153,600

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 ISD

Weighted Average:
\$95,406
\$83,412 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	1	\$51,500	\$51,500	\$51,500	\$51,500	\$51,500	\$51,500
151 – 300	5	\$88,700	\$75,000	\$82,500	\$100,000	\$68,400	\$113,200
301 – 500	5	\$103,700	\$88,500	\$114,000	\$115,000	\$84,000	\$118,000
501 - 1,000	5	\$102,600	\$80,000	\$110,000	\$125,000	\$74,900	\$125,900
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	5	\$82,100	\$64,000	\$75,000	\$100,000	\$56,500	\$112,000
\$10.1M – \$25M	5	\$91,600	\$80,000	\$82,500	\$110,000	\$74,900	\$112,400
\$25.1M – \$50M	3	\$94,833	\$84,750	\$88,500	\$101,750	\$82,500	\$109,700
\$50.1M – \$100M	2	\$123,500	\$122,750	\$123,500	\$124,250	\$122,300	\$124,700
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	7	\$87,857	\$69,500	\$82,500	\$110,000	\$59,000	\$120,800
10,001+	9	\$101,278	\$81,000	\$110,000	\$115,000	\$78,300	\$125,300

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 ISD

Weighted Average:

\$83,750

\$75,591 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	2	\$53,750	\$46,625	\$53,750	\$60,875	\$42,350	\$65,150
151 – 300	5	\$95,000	\$73,000	\$91,000	\$95,500	\$72,400	\$124,300
301 – 500	1	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
501-1,000	2	\$91,000	\$88,000	\$91,000	\$94,000	\$86,200	\$95,800
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	3	\$83,667	\$53,750	\$68,000	\$105,750	\$45,200	\$128,400
\$10.1M – \$25M	5	\$88,100	\$85,000	\$91,000	\$95,500	\$77,200	\$96,400
\$25.1M – \$50M	2	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	1	\$39,500	\$39,500	\$39,500	\$39,500	\$39,500	\$39,500
5,001 – 10,000	4	\$99,500	\$85,250	\$93,250	\$107,500	\$74,900	\$129,100
10,001+	5	\$80,000	\$73,000	\$73,000	\$85,000	\$72,400	\$92,200

FACILITIES MANAGER

(OTHER TITLES MAY INCLUDE: FACILITIES DIRECTOR, MAINTENANCE/OPERATIONS MANAGER)

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 ISD

Weighted Average:

\$83,455

\$80,476 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	4	\$69,875	\$61,375	\$64,750	\$73,250	\$61,150	\$82,700
151 – 300	10	\$73,100	\$65,750	\$70,500	\$81,625	\$63,050	\$91,100
301 – 500	4	\$98,000	\$89,125	\$92,250	\$101,125	\$83,950	\$116,650
501 - 1,000	4	\$108,375	\$84,875	\$105,000	\$128,500	\$84,650	\$134,800
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	7	\$66,429	\$61,250	\$64,500	\$68,000	\$56,600	\$77,600
\$10.1M – \$25M	8	\$82,500	\$80,000	\$84,750	\$89,500	\$68,150	\$91,450
\$25.1M – \$50M	4	\$93,875	\$79,375	\$86,250	\$100,725	\$77,350	\$116,500
\$50.1M – \$100M	2	\$98,250	\$84,875	\$98,250	\$111,625	\$76,850	\$119,650
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	2	\$76,750	\$69,125	\$76,750	\$84,375	\$64,550	\$88,950
5,001 – 10,000	8	\$70,375	\$63,625	\$68,000	\$75,875	\$57,700	\$89,600
10,001+	12	\$93,292	\$79,375	\$84,750	\$100,625	\$70,150	\$126,800

DIRECTOR OF FOOD AND NUTRITION SERVICES

(OTHER TITLES MAY INCLUDE: FOOD SERVICE MANAGER)

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 ISD

Weighted Average:

\$56,400

\$48,500 (2025)

ISD	n	Average	Interquartile Ranges			Extremes	
			25 th	Median	75 th	10 th	90 th
Number of Employees							
1 – 150	-	-	-	-	-	-	-
151 – 300	2	\$52,500	\$45,500	\$52,500	\$59,500	\$41,300	\$63,700
301 – 500	2	\$56,000	\$53,750	\$56,000	\$58,250	\$52,400	\$59,600
501 - 1,000	1	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
1,001+	-	-	-	-	-	-	-
Budget							
\$1M – \$10M	-	-	-	-	-	-	-
\$10.1M – \$25M	3	\$56,667	\$51,750	\$65,000	\$65,750	\$43,800	\$66,200
\$25.1M – \$50M	2	\$56,000	\$53,750	\$56,000	\$58,250	\$52,400	\$59,600
\$50.1M – \$100M	-	-	-	-	-	-	-
\$100.1M – \$250M	-	-	-	-	-	-	-
\$250.1M+	-	-	-	-	-	-	-
Number of Students							
1 – 1,000	-	-	-	-	-	-	-
1,001 – 2,000	-	-	-	-	-	-	-
2,001 – 5,000	-	-	-	-	-	-	-
5,001 – 10,000	1	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500
10,001+	4	\$60,875	\$58,200	\$62,750	\$65,375	\$54,200	\$66,050

What's Next?

Updated Job Descriptions

- Review your position descriptions to ensure they are up to date and accurate.
 - Serve as the basis for numerous HR systems.
- Legal reasons.
- Simplifies the hiring process.
- Provides guidelines for what is expected from the position.
 - Communicates major duties and responsibilities.
- Basis for performance evaluations.
- Assists in benchmarking jobs for compensation purposes.
- Improves employee onboarding and development opportunities.



What's Next?

Salary Benchmarking

- Determine a pay strategy:
 - Lead, lag, or be at the market for competitive compensation.
 - Benefits offset?
- What/how many labor sources will you use?
 - Similar organizations, other employers, published salary survey data.
- Compa-ratios and weighting to determine the competitive labor market rate.
 - Performance/merit/longevity considerations.
- Salary ranges vs. steps.
- Develop a strategy for positions in which you are paying above or below the market.
- When to recommend changes in pay.



What's Next?

Develop Salary Schedules

- Establish defined salary schedules for positions not covered by a collective bargaining agreement, including the Superintendent.
- Build schedules around positions, not individuals.
 - Salary placement should be tied to the role and responsibilities.
- Develop consistent administrative salary structures that apply across comparable job classifications.
- Include applicable compensation components, such as:
 - ✓ Longevity pay
 - ✓ Annuity contributions
 - ✓ Merit-based compensation
- Coordinate implementation with key stakeholders:
 - Work with staff responsible for developing and maintaining salary schedules
 - Partner with the Board of Education to formally adopt the updated structures



What's Next?

Develop Salary Schedules

	2022-23	2023-24	2024-25	2026-27	2027-28
Base	\$160,000	\$164,800	\$169,744	\$174,836	\$180,081
Annuity [6% of base]	\$9,600	\$9,888	\$10,185	\$10,490	\$10,805
Longevity [3% of base]	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Merit [3% of base]	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402

Source: Michigan Association of Superintendents & Administrators (MASA), Sample Salary Schedules: Considerations and Common Questions (2024).

School District Administrator Salary Schedule

		2024-25	2025-26	2026-27	2027-28	2028-29
LEVEL 1	Base	\$160,000	\$164,800	\$169,744	\$174,836	\$180,081
	Annuity [6% of base]	\$9,600	\$9,888	\$10,185	\$10,490	\$10,805
	Longevity [3% of base]	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
	Merit [3% of base]	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
LEVEL 2	Base	\$130,000	\$133,900	\$137,917	\$142,055	\$146,316
	Longevity [3% of base]	\$3,900	\$4,017	\$4,138	\$4,262	\$4,389
LEVEL 3	Base	\$120,000	\$123,600	\$127,308	\$131,127	\$135,061
	Longevity [3% of base]	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
LEVEL 4	Base	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551
	Longevity [3% of base]	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
LEVEL 5	Base	\$85,000	\$87,550	\$90,177	\$92,882	\$95,668
	Longevity [3% of base]	\$2,550	\$2,627	\$2,705	\$2,786	\$2,870
LEVEL 6	Base	\$70,000	\$72,100	\$74,263	\$76,491	\$78,786
	Longevity [3% of base]	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364

District Roles by Level

- Level 1: Superintendent
- Level 2: Central Office Administrator
- Level 3: Building Administrator
- Level 4: Assistant Administrator
- Level 5: Director
- Level 6: Assistant Director

- The Board of Education approves all contracts/renewals. However, the Superintendent may, at their discretion, place any Administrator at a higher level on the salary schedule.
- Annual base increase is equal to the teacher step increase at 3%. Administrators are eligible for increases on a yearly basis pending their individual performance and the district financial conditions.
- Individual contracts will be negotiated with individuals coming from other bargaining units in order to allow for fair compensation.

Downloadable Template

A fillable template of this sample schedule in Excel is available for download at:

<https://bit.ly/47cbg3L>



What's Next?

Apply the Data & Keep the System Current

- Review and maintain salary structures regularly (annually) to ensure they remain aligned with current market conditions.
- Adjust salary ranges for market movement and inflation as new compensation data becomes available.
- Use annual salary increase data to inform adjustments to salary schedules and budget planning.
- Plan proactively for critical and hard-to-fill positions, including succession planning and targeted compensation strategies.
- **2027 planning benchmark:** Projected salary increase budgets are 3.5%, with an average U.S. merit increase budget of 3.2%.

Source	2027 Projection	2026 Actual
WorldatWork	3.6% average	3.6% average
Gallagher	3.3% to 3.4% average	3.7% to 3.9% average
Korn Ferry	3.3% average / 3.0% median	3.4% average / 3.3% median
Mercer/Marsh	3.5% average	3.4% average
Payscale	3.5% average	3.4% average
WTW	3.4% average	3.5% average

Source: WorldatWork, Salary Budget Survey 2025–2026.

Succession Planning

What is Succession Planning?

- Succession planning is the process of identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions that are key to the success of business operations and objectives.

Succession planning involves:

- Understanding the organization's long-term goals and objectives.
- Identifying the high-potential candidates and their respective developmental needs.
- Determining workforce trends and predictions.



Succession Planning

The Importance of a Plan

- To avoid extended and costly vacancies in key positions.
- Ensure the stability of business operations.
- To provide meaningful developmental opportunities for both the organization and its employees.
- To help develop a diverse workforce by enabling decision-makers to look at the future makeup of the entire organization.
- By 2032, at least 23% of Michigan resident will be 65+.
 - This means that planning for upcoming retirements and creating succession plans for key positions is essential.



Steps in Succession Planning

1	2	3	4	5	6	7
Identifying legal issues to consider.	Establishing present and future leadership roles and objectives.	Selecting key employees.	Evaluating the strengths, weaknesses and readiness for succession in key employees.	Planning for the individual development of and ways to retain key employees.	Identifying emergency positions without successors.	Planning for positions that cannot be filled internally.

Work Cited:

Source:

Michigan Association of Superintendents & Administrators (MASA). *Sample Salary Schedules: Considerations and Common Questions*. August 20, 2024.

WorldatWork. *Salary Budget Survey 2026–2027*. WorldatWork, 2026.



THANK YOU

FOR YOUR ATTENTION AND
PARTICIPATION



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