

DOCUMENT RESUME

ED 250 810

EA 017 318

**TITLE** North Carolina Career Development Plan for Administrators, Supervisors and Other Certified Personnel.

**INSTITUTION** North Carolina State Dept. of Public Instruction, Raleigh. Personnel Services Area.

**PUB DATE** 4 Oct 84

**NOTE** 16p.

**PUB TYPE** Guides - Non-Classroom Use (055)

**EDRS PRICE** MF01/PC01 Plus Postage.

**DESCRIPTORS** \*Administrators; \*Career Development; Career Ladders; Certification; Classification; Elementary Secondary Education; Faculty Promotion; Occupational Information; Personnel Evaluation; \*Principals; \*Salaries; School Districts; \*Superintendents; \*Supervisors

**IDENTIFIERS** \*North Carolina

**ABSTRACT**

Administrator compensation in North Carolina schools has traditionally been based on experience and preparation, independent of the level of performance. The development plan adopted addresses this issue by recommending five levels of differentiation for each administrator job classification. A person may stay in one classification for an entire career and move through the levels of differentiation as approved. A graduate certificate and appropriate certification are required in order for a person to be eligible for consideration for these positions. Upon appointment to any of these positions, the person will receive an initial, nonrenewable certificate, good for 2 years. Results of a review panel will be used to make recommendations for provisional status and for a continuing, renewable certificate. Each of the subsequent three career levels requires a minimum of 2 years' service before advancement. Qualifications at each level, the percentage of salary increments, and the composition and function of the review panel are outlined. Compensation details are also illustrated in tables for the positions of assistant principal, supervisor/director, principal, assistant superintendent, associate superintendent, and superintendent.

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NORTH CAROLINA CAREER DEVELOPMENT PLAN

FOR

ADMINISTRATORS, SUPERVISORS AND OTHER CERTIFIED PERSONNEL

Adopted  
October 4, 1984

N. C. Department of Public Instruction  
Personnel Services Area  
Raleigh, North Carolina

EA 017 318

## ADMINISTRATORS, SUPERVISORS AND OTHER

### CERTIFIED PERSONNEL

#### Introduction

An important aspect of the continued search for excellence in our schools is the emphasis upon recognition and compensation of educators. Compensation has traditionally been based on experience and preparation, irrespective of the level of performance. The following plan represents an effort to address this issue and to respond to the mandates of the legislature.

The plan recommends five levels of differentiation for each job classification. A person may stay in one classification for an entire career and move through the levels of differentiation as approved.

#### Initial Status

Persons who desire a career in administration, supervision or in a related support area shall first undertake a program of studies leading to a graduate certificate and appropriate certification to be eligible for consideration for these positions. Upon appointment to any of these positions, the person shall receive an initial, non-renewable certificate, good for two years and will commence a series of experiences in that classification during the two-year period. The initial experience in these positions is similar to the initial teaching experience for the beginning teacher, and is part of the quality assurance component. During this period each candidate, regardless of position in administration or supervision, will successfully complete a series of comprehensive activities in appropriate phases of the local school's educational program, so that each will develop appropriate skills and have a thorough understanding of the area.

Entry into the initial position shall be a local decision, based on the availability of a position and results of local screening procedures. Successful completion of a state-instituted assessment center or other program may be a part of the local screening process.

During this period, the person's performance will be periodically reviewed by a panel consisting of the superintendent or designee, central office administrator or supervisor, and a peer, with input from other persons being supervised.

Guidelines will be provided by the State Department of Public Instruction to local education agencies regarding the scope and sequence of developmental experiences for participants during the initial period.

At the end of the two-year initial period, the person will be examined and interviewed by the review panel and the appropriate recommendation made. As part of the examination process the review panel will consider results of annual evaluations, evidences of continued professional growth and a portfolio specifying the unique ways the person has performed as a professional while in initial status. Results of this review shall be used to make recommendations for provisional status and for a continuing, renewable certificate.

### Provisional Status

Upon recommendation by the review panel and approval by the local board of education, a continuing, renewable certificate will be issued by the N.C. Department of Public Education to those who successfully complete the two-year initial period. During the two-year provisional period, regardless of the position occupied, the person shall commence an on-going program of professional improvement, as evidenced by the accumulation of 4 CEU's in every subsequent two-year period. Such experiences shall be appropriate for the position and relate to the needs of each person as suggested by the review panel. During the two-year provisional period, the person will be examined by the review panel and an appropriate recommendation will be made. Results of annual evaluations which shall be satisfactory, evidence of continued growth experiences and ways the individual has contributed to the overall school program will be considered in this review.

### Career Status I

In Career Status I, the person shall have been in provisional status a minimum of two years, possess a continuing, renewable certificate in the area of speciality, have the appropriate graduate certificate and demonstrate satisfactory performance on all applicable PAS criteria. The person must continue to demonstrate on-going professional growth by accumulating 4 CEU's in each previous two-year period. The person will receive a 10% increase in salary with an additional 5% each two years upon proof of continued, satisfactory evaluations and professional growth. At the end of the two-year period of time in Status I, the person may apply for consideration for Career Status II. A review panel consisting of the superintendent or designee, a central office administrator or supervisor and a peer will review input from those supervised, interview, and make visits, and an appropriate recommendation will be made.

### Career Status II

A person in Career Status II shall have been in Career Status I a minimum of two years, possess a graduate certificate in the area of speciality, shall have demonstrated better than satisfactory performance on all applicable PAS criteria for the previous two-year period and have accumulated a minimum of four CEU's in each preceding two-year interval. The person shall receive a 10% increase over existing salary with additional 5% increments each two years upon proof of continued professional growth and better than satisfactory performance. At the end of the two-year period in Career Status II, the person may apply for consideration for Career Status III. A similar review panel will consider the person's qualifications and make an appropriate recommendation.

### Career Status III

A person in Career Status III shall have been in Career Status II a minimum of two years, possess an advanced certificate in the area of speciality, have demonstrated exceptional performance during the two-year period, and have accumulated a minimum of 4 CEU's in each preceding two-year period. The person will receive a 10% increase over present salary. There

will be an additional 5% increment for each succeeding two years upon proof of continued professional growth and exceptional performance.

#### Composition/Function of the Review Panel

Within each LEA, the superintendent will appoint a review panel consisting of the superintendent, central office staff, and peers to review and make recommendations for advancement of those eligible to various levels of status. The panel will consider the input from those supervised, the type and quality of professional growth experience (CEU's), the level of performance as indicated by available annual evaluation data, effectiveness with others, and various other relationships as in professional organizations and programs for continuing professional growth. In addition to this review, the panel will schedule conferences and on-site visitations to discuss and observe performance and will meet to assess candidates being considered for advancement in status. Recommendations will be made to the superintendent.

#### Compensation

In addition to the salary currently being received, an increase of 10% will be provided for each upward step from Initial through Status III. Also, an additional increment of 5% will be awarded for each two-year experience step along each level of status for as long as the person satisfies the expectations for that level. For principals, to this will be added an increment for size of school, and type of school (5% middle school, 10% secondary school). Also, each person will be eligible for consideration for a year of sabbatical leave at 70% of salary in the 12th year of service in the LEA or 100% in the 14th year.

#### Superintendent Position

It is the policy of the State of North Carolina that superintendents of local school administrative units be hired solely at the discretion of the local board, and that candidates for this position must have been, at least, a principal in a North Carolina public school or have equivalent experience as prescribed by the State Board of Education, and have other minimum credentials, education prerequisites and experience requirements as the State Board shall prescribe. These prerequisites and requirements shall be established by January 1, 1985. Evaluation and placement on career levels will be the responsibility of the local board of education with input from the people supervised by the superintendent.

#### Impact Statement

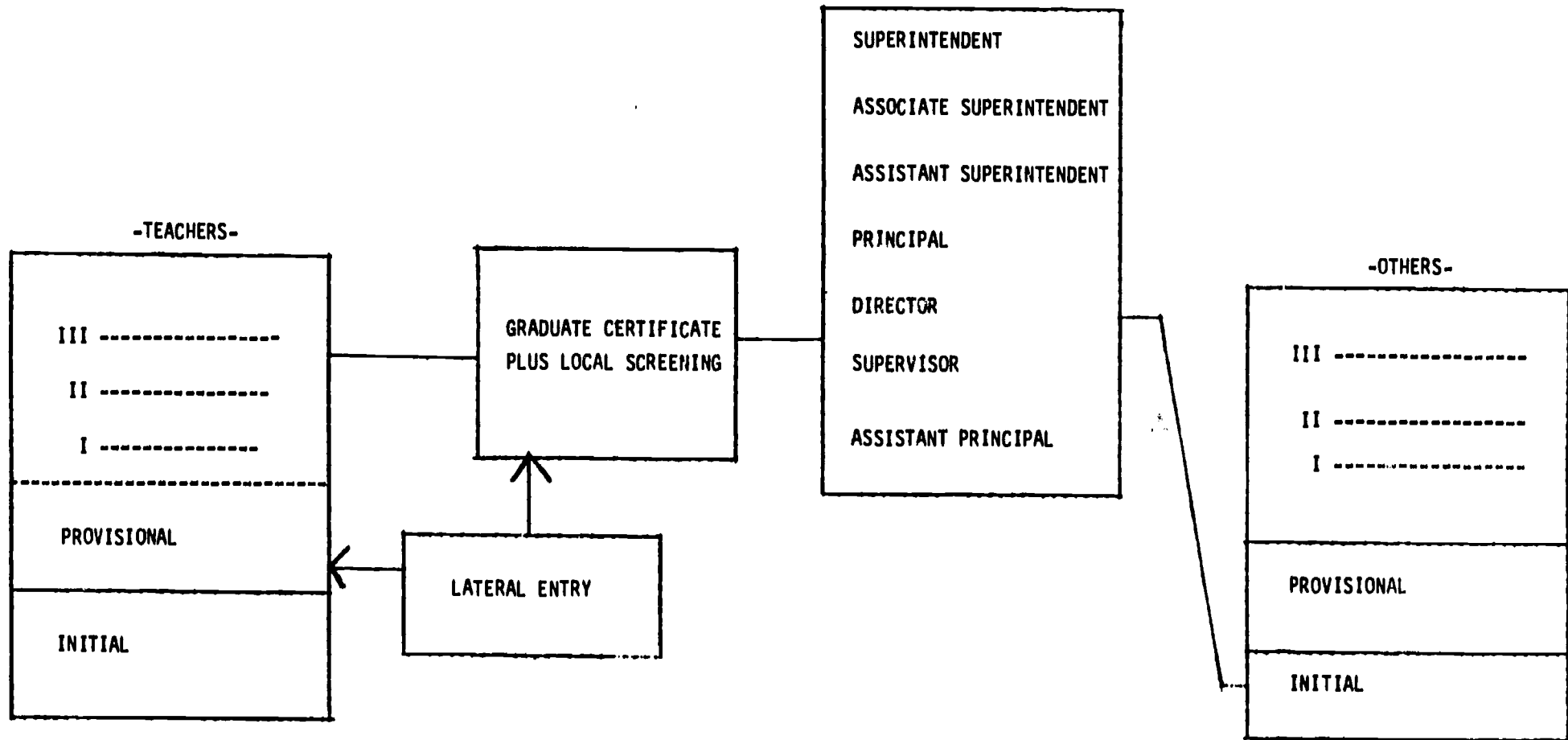
The immediate effect of this action will be to enable the Agency to report to the Education Policy Council in November and to commence preliminary activities in preparation for field test activities in selected school units in 1985-86. Long range impact will be to cause refinement of the plan and to implement in 1986-87 a new career ladder and pay system increasing local decision-making opportunities.

## CONCERNS

Comments and suggestions gained from reaction sessions and professional associations about various concerns include:

- . Individual salary schedules should be established for coordinators, supervisors and directors to differentiate between those positions.
- . The salary for principals should be adjusted according to size of total staff instead of state allotted positions.
- . Additional increments should be provided to associate superintendents as is now done for superintendents by size of school unit.
- . Advanced degrees should continue to be rewarded at the time they are received as is currently done.
- . The logistics of the review process might prove to be complex and cumbersome especially as it involves the convening of review panels.
- . There is need to continue to review the plan and modify it prior to field test implementation. There is concern about including the superintendent's position in the plan.

NORTH CAROLINA CAREER DEVELOPMENT PLAN



		<u>ASSISTANT PRINCIPAL</u>											
		III	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308
		II	31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328
		I	28,392	29,806	31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696
PROVISIONAL	25,836												
INITIAL	23,556												

		<u>SUPERVISOR/DIRECTOR</u>											
		III	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068
		II	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752
		I	29,806	31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928
PROVISIONAL	27,108												
INITIAL	24,648												



PRINCIPAL

								(BASE)						
		III	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	
	II	31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	
I		28,392	29,806	31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	
PROVISIONAL	25,836													
INITIAL	23,556													

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								(BASE PLUS 15%)						
		III	39,162	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	
	II	36,024	37,716	39,162	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	
I		32,784	34,356	36,024	37,716	39,162	41,544	43,584	45,696	47,928	50,328	52,752	55,308	
PROVISIONAL	29,808													
INITIAL														

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								(BASE PLUS 30%)						
		III	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648	70,529	74,041	
	II	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648	70,529	
I		37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	
PROVISIONAL	34,356													
INITIAL	31,248													

**NOTE:**

ADDITIONAL SALARY WILL BE ADDED FOR SIZE AND TYPE OF SCHOOL AS FOLLOWS:

**SIZE:**

UP TO 10 STAFF	-	BASE ONLY
11 - 21	"	- BASE PLUS 5%
22 - 32	"	- " " 10%
33 - 43	"	- " " 15%
44 - 54	"	- " " 20%
55 - 65	"	- " " 25%
66 AND ABOVE	-	" " 30%

**TYPE:**

ELEMENTARY	-	BASE ONLY
MIDDLE	-	BASE PLUS 5%
SECONDARY	-	BASE PLUS 10%

ASSISTANT SUPERINTENDENT

		III	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	
	II		34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068
I		31,248	32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308
PROVISIONAL	28,392													
INITIAL	25,836													

ASSOCIATE SUPERINTENDENT

		III	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	
	II		36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960
I		32,784	34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068
PROVISIONAL	29,806													
INITIAL	27,108													

SUPERINTENDENT

(BASE)

		III	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648
	II		37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960
	I		34,356	36,024	37,716	39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308
PROVISIONAL	31,248												
INITIAL	28,392												

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(BASE PLUS 15%)

		III	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648	69,687	72,864	75,997
	II		43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648	69,687
	I		39,612	41,544	43,584	45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741
PROVISIONAL	36,024												
INITIAL	32,784												

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(BASE PLUS 30%)

		III	55,308	58,068	60,960	63,741	66,648	69,687	72,864	75,997	79,265	82,681	86,242
	II		50,238	52,752	55,308	58,068	60,960	63,741	66,648	69,687	72,864	75,997	79,265
	I		45,696	47,928	50,328	52,752	55,308	58,068	60,960	63,741	66,648	69,687	72,864
PROVISIONAL	41,544												
INITIAL	37,716												

NOTE:

ADDITIONAL SALARY WILL BE ADDED FOR SIZE OF SCHOOL UNIT AS FOLLOWS:

UP TO 5,000	-	BASE ONLY
5,001 - 10,000	-	BASE PLUS 5%
10,001 - 15,000	-	" " 10%
15,001 - 20,000	-	" " 15%
20,001 - 25,000	-	" " 20%
25,001 - 30,000	-	" " 25%
ABOVE - 30,000	-	" " 30%