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STATE OF WISCONSIN

BEFORE THE WISCONSIN EMPLOYMENT RELATIONS COMMISSION
WISCONSIN EMPLOYMENT RELATIONS COMMISSION

 *
 In the Matter of the Petition of *
 *
 WHEATLAND CENTER EDUCATION ASSOCIATION *
 *
 To Initiate Mediation/Arbitration *
 Between Said Petitioner and *
 *
 JOINT SCHOOL DISTRICT NO. 1, TOWN *
 OF WHEATLAND, et al *
 *

WERC Case II, No. 24470
 MED/ARB - 365
 Decision No. 17226-A
 ARBITRATION AWARD
 Arbitrator: James L. Stern

INTRODUCTION & BACKGROUND

On April 30, 1979, the Wheatland Center Education Association, hereinafter called the Association, filed a petition for mediation-arbitration pursuant to Section 111.70(4)(cm)6 in order to resolve its dispute with the Joint School District No. 1, Town of Wheatland et al, hereinafter called the Board. The Association had served notice to open negotiations on February 6, 1979 and had exchanged proposals with the Board on February 13, 1979. Subsequently, the parties met on five occasions prior to the filing of the petition. On June 26, 1979, James D. Lynch, a Commission staff member conducted an investigation and found that the parties were at impasse. Final offers of the parties were exchanged through said investigator who on July 30, 1979 notified the parties that the investigation was closed and advised the Commission that the parties were still at impasse.

The WERC, finding that an impasse existed, issued an order-for mediation-arbitration on August 22, 1979 and furnished the parties with a panel of names from which to select a mediator-arbitrator. The parties selected the undersigned as their mediator-arbitrator and the WERC so appointed him in an order dated September 18, 1979. No petition for a public hearing was filed with the WERC by September 28, 1979 and the parties agreed to meet with the mediator-arbitrator in an attempt to mediate the dispute on October 23, 1979. Mediation failed and the parties agreed to hold the arbitration hearing on December 7, 1979.

The Board was represented in mediation and arbitration by Ken Cole, Employment Relations Director, Wisconsin Association of School Boards along with Homer Morgan, Board President, Delores Wilfert, Board Vice-President, Earl Floeter, Administrator and Harold Justman, Principal. The Association was represented in mediation and arbitration by James T. Guckenberger, UniServ Director along with Esther Thronson, UniServ Director, Scott McBurney Chief Association Negotiator, and Association members Fred Hewitt, Alice Joyce and Barbara Leck.

At the arbitration hearing the Association presented 126 pages of exhibits and a supporting 41 page brief. The Board presented 33 exhibits. The parties explained and discussed their exhibits. Subsequent to the hearing, the Board filed its written post-hearing brief, dated January 11, 1980 and the Association filed its written reply brief dated February 25, 1980. Also, by Board letter of February 28, 1980 and Association letter of March 4, 1980, it was agreed that the Raymond School Joint District No. 14 Consent Award would not be considered in resolving this dispute. The tentative agreements reached by the Board and the Association are attached as Appendix A. The final offer of the Association and its salary schedule are Appendix B and C. The final offer of the Board is the 1978-1979 Agreement as amended by the stipulations in Appendix A of this award and its proposed 1979-1980 salary schedule, attached as Appendix D.

DISCUSSION

Although inspection of the final offers shows that there are several matters in dispute, neither the Association nor the Board made more than passing reference to any issue other than that of the appropriate salary schedule. Therefore, the arbitrator will not discuss these other issues but will select the offer of one of the parties based on the relative merits of each party's proposed salary schedule.

The dispute about salary is essentially about the distribution of the salary increase rather than the size of the increase, although the final offer of the Association costs slightly more than that of the Board in 1979. The extensive evidence presented by the Association and the Board goes to the question of how much more should an experienced and more educated teacher be paid than a beginning teacher.

In so far as experience is concerned, the Association proposes a three year contract with a transition to a 1981 schedule containing four percent compounded incremental steps. The Board proposes a one year contract with flat dollar incremental increases for experience ranging from \$360 to \$380 per step. The 1978 increments were \$360. Also, the Board proposes to increase the number of steps in 1979 from ten to eleven while the Association proposes that there should be twelve steps in the new schedule.

In addition to the crucial difference about the value of additional experience, the parties disagreed about the value of further education beyond the BA degree. The Board proposed to increase the 1978 seven lane schedule to eight lanes and to increase the lane differential from \$210 per lane to a varying schedule with a maximum of \$240. The Association proposed that there be twelve lanes, each two percent greater than the previous one. At the BA level, the Association proposal contains a BA+30 lane while the Board proposal stops at the BA+24 lane. At the MA level, the Association proposes lanes at MA+18, 24, and 30 while the Board proposal stops at the MA+12 lane.

Both the Association and the Board relied primarily on the statutory criterion of comparability in support of their respective salary schedule proposals. Before turning to an examination of the schedules to determine which is more comparable with schedules of other school districts, the arbitrator wishes to note that under the statutory criterion 111.70(4)(cm) "such other factors, . . . which are normally or traditionally taken into consideration" the parties were at liberty to introduce other evidence about the appropriate amount by which the salary of an experienced teacher should exceed that of the beginning teacher.

For example, what do the National Education Association, the National Association of School Boards, and various departments of educational administration at eminent universities recommend in the way of experience increments? Do they favor constant dollar amounts, or a percent of the base, or a compound percent increase? And, regardless of which formula is favored, by what amount do the various authorities believe that the salary of an experienced teacher should exceed the salary of a beginning teacher? Is there substantial agreement on the percent by which the salary of an experienced teacher should exceed that of a beginning teacher? And, if so, what is that percent----25%, 50%, 75% 100% or some other figure?

Absent any argument based on theoretical grounds or eminent authority, the arbitrator is forced in this instance to rely on an analysis of the Association's and the Board's arguments based on the criterion of comparability.

The Board selected fourteen districts which it considered comparable on the basis of size, administrative structure and proximity to the Wheatland Center District. **Comparable size meant** schools with between 15 and 50 full time equivalent staff members and enrollments of 200 to 900 students. Comparable administrative

structure meant K-8 schools only, and same geographic area meant elementary school athletic conference. All of these fourteen districts which the Board deemed comparable were in CESA 18. It should be noted that Wheatland Center is on the western edge of Kenosha County and that the Board comparables included districts in Walworth County as well as in Kenosha County.

The Association listed 44 comparable districts and stated that it relied primarily on geographic proximity and size of the high schools subject to refinements based on additional demographic characteristics utilized by the Department of Public Instruction, and by such criteria as organization for governmental programs, average income per tax payer, number of tax payers, impact of urban centers and school district organization. The Association stated that

Based on the foregoing, the Association identifies all districts in CESA #18 and districts having high schools in the Southern Lakes Athletic Conference as its basic list of comparable districts. (Association Exhibit 2, p.5)

The Association claims further that

while all districts on the Association's basic list are appropriate comparables, available demographics show significantly greater degree of comparability exists between Kenosha County Districts. (Association Exhibit 2, p. 13)

The arbitrator determined that before deciding which set of comparables was more appropriate for his use under the criteria in the statute, or constructing some amalgum of the comparables cited by both parties---a system which is frequently adopted by mediator arbitrators---he would ascertain the average amount and percent by which the salary of an experienced teacher exceeded that of a beginning teacher in the districts deemed comparable by the Association and in the districts deemed comparable by the Board.

It should be noted that, since the analysis presented below generates similar results regardless of which set of comparables is selected, the arbitrator did not have to determine which party's comparables should be given greater weight than the other party's comparables. The arbitrator affirms, therefore, that in this instance he makes no judgment about which list of comparables, or combination of lists of comparables, is better than any other.

Before turning to the crucial question of the value to be given to experience it is necessary to explain the basis for the analysis. At the outset, the arbitrator had to determine how many years of experience would be used as a base point for his measurements. The arbitrator chose to compare teachers at the start of the BA lane with teachers in the tenth step of the BA lane, that is, new teachers and teachers with ten year's experience. The arbitrator could have used a greater or lesser number of years of experience than ten but chose ten for several reasons.

First of all, the 1978 District schedule had ten steps. Also, 13 of the 14 districts (all but Sharon) listed on the Boards comparables had at least ten steps, as did most of the districts on the Association's two lists of comparables. This meant that the arbitrator could compare how well teachers were paid for an equal amount of experience in the other districts considered comparable by the parties. If the comparison were made at the maximum step, the comparisons would reflect both the value of the increments and the number of increments. And, the number of increments and consequent maximum salary is a different although related question on which the parties differ. At this point, the arbitrator is concerned only with what he views as the basic issue in this dispute---by how much should the salary of an experienced teacher exceed that of a beginning teacher.

Additional reasons for choosing ten year's experience as a measurement point are that the data showing salaries in the BA lane at the tenth step were submitted

by both parties and, also, the Board claimed that the existing ten step schedule reflected a previous Association request to amend the 1974-1975 schedule which contained more than ten steps in some lanes.

The 1978 salary schedule of the District showed that a teacher at the tenth step of the BA lane would earn \$13,850, which is 35.1% or \$3600 more than the \$10,250 teacher salary at the zero step of the BA lane. Under the Board proposal for 1979, the teacher at the tenth step of the BA lane would earn \$14,500, which is 34.2% or \$3700 more than the \$10,800 salary of the teacher at the zero step of the BA lane. Under the Association proposal for 1979, the teacher at the tenth step of the BA lane on the transition schedule would earn \$14,863, which is 37.6% or \$4064 more than the \$10,799 salary of the teacher at the zero step of the BA lane.

In order to ascertain whether the Board proposal under which a teacher at the tenth step in the BA lane earning 34.2% more than the teacher at the start of the lane is more comparable to other districts than the 37.6% difference under the Association proposal, the arbitrator calculated the average differences in 1978 and 1979 for the Board list of comparables and for the Association lists of comparables and most appropriate comparables.

One last comment is in order before discussing the analysis of the value of experience. It should be noted that the starting BA salary for 1979 under the Association's transition schedule is \$10,799 and that the starting salary under the Board proposal is \$10,800. Therefore, since the starting salaries are almost identical, the greater percent differences for ten year's experience must reflect higher actual salaries rather than lower starting salaries under one proposal and similar ten year salaries under both proposals.

TABLE 1 - COMPARISON OF BEGINNING AND EXPERIENCED TEACHER SALARIES

	BA Lane Zero Step	BA Lane Tenth Step	Dollar Increase	Percent Increase
- - - - - 1978-1979 Schedules - - - - -				
Wheatland Center District ¹	\$10,250	\$13,850	\$3,600	35.1%
Average of Board Comparables	9,957	13,677	3,720	37.4%
Average of Association Comparables ²	9,935	13,430	3,495	35.2%
Average of Assoc. Most Comparable ³	10,047	13,856	3,809.	37.9%
- - - - - 1979 - 1980 Schedules - - - - -				
Board Proposal	10,800	14,500	3,700	34.3%
Assoc. Transition Schedule Proposal	10,799	14,863	4,064	37.6%
Average of Board Comparables ⁴	10,627	14,482	3,855	36.3%
Average of Association Comparables ⁵	10,514	14,526	4,012	38.2%
Average of Assoc. Most Comparable ⁶	10,463	14,735	4,270	40.8%
- - - - - 1981-1982 Schedule - - - - -				
Association Proposal	11,000	16,283	5,283	48.0%

¹ Based on 13 of the 14 districts listed on Board Exhibit 9. Sharon was excluded because its schedule had only 5 steps at the BA lane. Salaries of the 13 districts were taken from Board Exhibits 9 and 15 through 21.

² Based on 39 districts listed on pages 23-25 of Appendix A of Assoc. Exhibit I.

³ Based on 12 Districts listed on page 81 of Appendix A of Association Exhibit I.

⁴ Based on the 10 of 13 districts specified in footnote 1 above which had settled their 1979-1980 schedules at the time of the arbitration hearing.

⁵ Based on the 27 of the 39 districts specified in footnote 2 above which had settled their 1979-1980 schedules at the time of the arbitration hearing.

⁶ Based on the 10 of 12 districts specified in footnote 3 above which had settled their 1979-1980 schedules at the time of the arbitration hearing.

Note: The 1978-1979 Wheatland Center salary schedule was taken from the Agreement. The 1979-1980 proposals of the Board and the Association were taken from the schedules submitted as part of the final offers. The Association proposal for 1981-1982 was also taken from the schedule set forth in the Association final offer.

Analysis of the data presented in Table 1 shows that, in 1978-1979, the District's starting salary was about \$200 to \$300 above the starting salary of districts that the Association and the Board considered comparable. At the tenth step of the BA lane in '78-'79, the District paid about the same salary as the districts the Association considered most comparable and was about \$200 to \$400 ahead of the other Association list of comparables and the Board list of comparables. The important column in the analysis is the last one showing the percent by which the salary of the teacher with ten year's experience exceeded that of the starting teacher. The District's 35.1% figure for '78-'79 is less than that of its comparables and the Association's list of most comparable districts but is about the same as the Association's larger list of comparables.

At the risk of oversimplification, it seems to the arbitrator that the District had a salary structure in 1978 under which it paid more than the going rate for new teachers but that the initial advantage of these teachers declined slightly because the District rewarded service to a lesser degree than comparable districts. This situation may explain in part the Association effort to increase the pay for service.

Under its 1979 transition schedule proposal, the Association proposes that the teacher with ten year's experience get 37.6% more than the starting teacher while the Board proposes that the 10 year teacher get only 34.3% more than the starting teacher. The 1979 average for Board comparables and Association comparables and most comparable list show the teacher with ten year's experience getting 36.3%, 38.2% and 40.8% more respectively than the beginning teacher. In so far as this aspect of the analysis is concerned, the arbitrator believes that the Association proposal is more comparable to the practice of the other districts than is the Board proposal.

Furthermore, the Board proposal for 1979 makes its schedule even less comparable than it was in 1978 despite the claim of the Board to the contrary. For example, on page 7 of the Board brief, there is a listing of four districts showing the difference between the BA zero step and maximum step. That listing shows that, although the District's maximum was low compared to other districts in 1978, the relative position is improved in 1979 under the Board proposal. Although this is true at the maximum step, it occurs because of the addition of an eleventh step under the Board proposal, not because of any substantial increase in the increments. If one takes the difference between the District's salary in 1978 at the ten year point with the Board proposal for 1979 at the ten year point, it shows that in each instance the District would be slipping relative to the four districts with which the Board compared itself on page 7 of the brief---although it was and still would be **ahead** of three of the other four districts in salary paid at the tenth step.

Therefore, if the arbitrator had been faced with the choice between the 1979 Board proposal and the Association 1979 transition schedule proposal, he would have chosen the Association proposal. The arbitrator believes that a district which pays high at the start of the schedule should not do so at the expense of experienced teachers. The Board proposes to pay a teacher with ten year's experience only 34.3% more than that of the starting teacher while the Association proposes that the teacher be paid 37.6% more. Whether one uses the Board comparables indicating that the teacher with ten year's experience is paid 36.3% more than the starting teacher, or the two lists of Association comparables showing that a teacher with ten year's experience is paid 38.2% and 40.8% respectively more than the starting teacher doesn't matter. Compared to one or all of the comparables, the Association proposal for 1979 seems preferable.

There is a fatal deficiency in the Association proposal, however, which will lead the arbitrator to select the final offer of the Board, even though the arbitrator finds the Association transition schedule for 1979 preferable to the Board schedule. The deficiency is that, in 1981-1982, under the Association proposal, the teacher at the tenth step will be paid 48.0% more than the starting teacher. So far as the arbitrator can determine, there is insufficient evidence to show that this will be comparable to what other districts will be doing in 1981-1982.

Only three of the ten Board comparables which have settled for 1979-1980 have settled for 1981-1982 on a schedule the same as the one proposed by the Association. The other seven districts have not agreed to increase the percent by which experience at the tenth step is rewarded from the 36.3% 1979-1980 level

in the ten districts. Whether they will increase this percent by about one-third to the 48% figure advocated by the Association is unknown at this point. The Association was unable to show that this is likely---although it is quite possible that it will happen sometime in the future if a majority of the comparables adopt the long run schedule of the Association.

When one turns to the Association comparables for support of the proposition that a teacher in the BA lane with ten year's experience should be paid 48% more than a starting teacher, one finds very little. Pages 121-122 of Association Exhibit I show an increase in the number of districts having indexed schedules. In '78-'79, 11 of the 39 districts had indexed schedules and in '79-'80 this had increased to sixteen of the twenty-seven districts that had settled. Those pages do not show, however, that any or all of these districts had adopted schedules providing for four percent compounded increases resulting in a system under which a teacher in the BA lane with ten year's experience would be paid 48% more than a starting teacher. Nor does this evidence show how many of these districts had negotiated three year contracts extending through 1981-1982.

The arbitrator assumes that some of the districts listed by the Association have schedules similar if not identical to the one proposed by the Association in this dispute. But the arbitrator does not know how many of the schedules listed on pages 121-122 contain indexes of 3% or 3.4% or some other figure, rather than the 4% index proposed by the Association. Also, the arbitrator notes that Fontana and Reek which, according to Association Exhibits III A1 and III B2 have increments of 4.3% of the base rather than compounded indexes, are included in the Association's list of districts with indexed salary schedules. Also, the arbitrator does not find the Association argument on page 28 of Association Exhibit II (its brief) persuasive for the same reason---that is, the Association does not show how many of the 39 districts listed on pages 121-122 had settled on four percent compounded indexes. At most, the arbitrator calculates that there may be fourteen districts, if all districts for which the arbitrator does not have information do indeed have four percent compounded index schedules.

The arbitrator does not believe, therefore, that the Association has made a persuasive case to support the adoption of a schedule which would provide for 48% more pay at the tenth step of the BA lane than at the zero step. Practically all of the Association's exhibits go to an exhaustive analysis of the situation in 1979-1980. And, as the arbitrator has already stated, he is persuaded that the Association transition schedule for 1979 is superior to the Board proposed schedule for 1979. But, the arbitrator reiterates, there is insufficient support shown to justify the selection of the Association's 1981-1982 schedule.

In view of the finding expressed above about the value of experience, the arbitrator sees no need to explore thoroughly the difference between the parties in so far as the value of additional education is concerned. It appears, moreover, that the argument is much the same as the argument about the value of experience. Under the 1981-1982 Association schedule the value of added education would be expanded substantially beyond the value of added education in the 1978-1979 schedule and in the Association and Board proposals for 1979-1980.

For example, under the 1978 contract, the salary of a new teacher with an MA+12 credits (who would have been in the zero step in the MA+9 lane on the 1978 schedule) was \$1050 or 10.2% higher than the salary at the start of the BA lane. Under the Board proposal for 1979, the salary at the start of the MA+12 lane would be \$1470 or 13.6% higher than the salary at the start of the BA lane. Under the Association proposal, the 1979 salary at the start of the MA+12 lane would be \$1379 or 12.8% higher than the salary at the start of the BA lane. By 1981, under the Association proposal, however, the salary at the start of the MA+12 lane would be \$1884 or 17.1% higher than the salary at the start of the BA lane.

The arbitrator recognizes that, in selecting the Board proposal, he is, in effect, plunging the parties right back into negotiations for a contract for the coming year. Although this may prove to be an undesirable burden, it does provide the Board with an opportunity---possibly a last opportunity---to devise a salary proposal that meets its desires of carrying out its own philosophy of education without being locked into some area wide pattern with which it disagrees. The Board should realize, however, that under the criteria in 111.70,

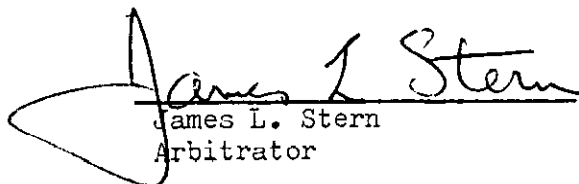
if it wishes to go its own way, it may not only have to provide higher salaries than its neighbors at the beginning of the salary schedule, as it did in 1978-1979, but also throughout its schedule so that the superiority of the schedule is just as clear in the subsequent steps and lanes of the schedule as it is at the start of the BA lane.

AWARD

After careful consideration of the evidence and arguments of the Association and the Board, and with full consideration of the statutory criteria, the arbitrator selects the final offer of the Board and orders that the 1978-1979 Agreement be amended by inclusion in it of the matters stipulated to by the parties and by the final offer of the Board.

4/17/80

April 17, 1980


James L. Stern
Arbitrator

APPENDIX A

TENTATIVE AGREEMENTS

WHEATLAND CENTER EDUCATION ASSOCIATION
and
JT. SCHOOL DISTRICT NO. 1

June 6, 1979

1. Calendar - attached as Appendix A.
2. Amend Article X, Section G., p. 22 "where a teacher is requested by the Board or the Administration to take credits, such teacher shall be paid the full tuition for credits taken."
3. Amend Article VII, Section A by substituting the following:
"Each teacher shall be allowed ten days paid personal leave per year accumulated to 70 days for personal illness including pregnancy. At the discretion of the administrator, verification by the teacher's doctor of the duration of the absence may be requested. Unused sick leave in excess of 70 days shall accumulate in the employees reserve sick leave account and be granted by the Board for extended illness."

October 23, 1979

4. Amend Article V, Section B by substituting the following:

The calendar as negotiated between the Board and the Association is set forth in Appendix C. Teachers will not be expected to report to school on days school is closed due to inclement weather and other emergencies. The Board may reschedule the first three days at the end of the negotiated calendar. No other days shall be made up except as required for receipt of state aids. Such required days shall...
5. Extra curricular Day - The 1979-80 schedule shall be increased by \$500.00 with actual distribution to be determined by the Sports Supervisor.
6. Lay off:
 - A. Change title of Article VIII to "Teacher Evaluation and Security."
 - B. Add a new Section to Article VIII - Lay off Procedure.

C. Lay Off Procedure:

1. Teachers shall be laid off in the inverse order of their initial employment, except that...teachers can be laid off out of the order of seniority based on certification and qualifications.
2. The Board will supply a seniority list to the Association which will include the years of seniority, current teaching assignment, and certified teaching area.
3. Teachers to be laid off for the ensuing school year shall be notified in writing of such lay off no later than March 15 of the current school year.

C. Add a new Section to Article VIII - Recall Procedure

D. Recall Procedure:

1. Teachers who are laid off shall be offered recall in the inverse order of lay off except that...teachers can be reinstated out of the order of seniority.
2. The recall period may be anytime up to the start of the third year when a teaching position is available.
3. The District shall give written notice to laid off teachers by sending a registered letter to their last known address, providing a written affirmative reply is received by the District Administrator within fifteen (15) days of issuing such notice.
4. If teachers reject a fulltime position for which they are certified to teach, such teachers shall be considered to have resigned from the employ of the District and all their benefits shall cease.
5. All benefits to which teachers are entitled at the time of their layoffs, including unused accumulated sick leave, will be restored to teachers upon their return to active employment and such teachers will be placed on the proper step of the salary schedule for the teachers' current position according to the teachers' experience and education.

7. Amend Article X, Section B by substituting the following:

B. Health and Accident Insurance

The School District shall continue to provide on a fully paid basis, a single plan of hospital and surgical insurance to all personnel subject to this agreement on a non-duplicating basis. The teacher who has legal dependents may elect to carry a family policy of which \$75.00 per month shall be paid by the Board. The teacher will sign an Affidavit stating that no other health insurance is carried by the family. Those teachers desiring to first enter or re-enter the insurance program shall be allowed to do so provided that their coverage has been involuntarily terminated.

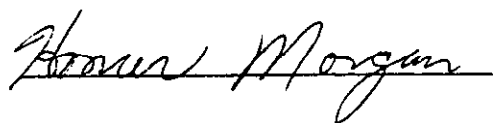

If accumulated sick leave has been exhausted and the teacher has been granted a leave of absence for extended illness or injury, the School District shall continue to pay health and hospitalization insurance for the duration of the annual contract.

Additional Tentative Agreements:

8. All language and benefits in the 1978-79 agreement except as modified by tentative agreements herein and the final offer of the parties.
9. All salary and fringe benefits shall be retroactive.

For the Association

For the Board



JTG:cas
11/7/79

APPENDIX B

FINAL OFFER

WHEATLAND CENTER EDUCATION ASSOCIATION

June 26, 1979

As Amended October 23, 1979

1. Duration July 1, 1979 - June 30, 1982.
2. Salary Schedule (attached as Appendix A)
3. Lay Off:
Amend Article VIII, Section B by inserting: "laid off or recalled out of seniority order" between non-renewal and or deprived.

Amend tentative agreement sections C and D by inserting the words, "subject to section B of this Article" between that and teachers.
4. Calendar - Amend tentative agreement by adding after "such required days shall..."
"...be made up by mutual agreement of the Board and the Association. No teacher shall suffer a loss of pay or benefits as a result of days not being made up. It is expected teachers shall complete their work for the school year."
5. Insurance - Article X, Section B.
1980-82 - substitute full \$ amount for \$75.
6. Extra Curricular -
1980-81 - \$600 over previous year
1981-82.- \$700 over previous year
7. 1980-81 and 1981-82 calendars shall be negotiated and become part of the agreement.

JTG:cas
11/7/79

SALARY SCHEDULE

The following salary schedule shall be in effect on July 1, 1981.

47
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 27

	B	B+6	B+12	B+18	B+24	B+30	M	M+6	M+12	M+18	M+24	M+30
0	11,000	11,220	11,444	11,672	11,905	12,143	12,385	12,632	12,884	13,141	13,403	13,672
1	11,440	11,668	11,901	12,138	12,381	12,628	12,880	13,137	13,399	13,666	13,939	14,218
2	11,897	12,135	12,377	12,624	12,876	13,133	13,395	13,662	13,935	14,213	14,496	14,787
3	12,373	12,620	12,872	13,129	13,391	13,659	13,931	14,209	14,492	14,781	15,076	15,379
4	12,868	13,125	13,387	13,654	13,927	14,205	14,488	14,777	15,072	15,373	15,679	15,994
5	13,383	13,650	13,923	14,200	14,484	14,773	15,068	15,368	15,675	15,988	16,306	16,634
6	13,918	14,196	14,480	14,768	15,063	15,364	15,670	15,983	16,302	16,627	16,959	17,299
7	14,475	14,764	15,059	15,359	15,665	15,979	16,297	16,622	16,954	17,292	17,637	17,991
8	15,054	15,355	15,661	15,973	16,292	16,618	16,949	17,287	17,632	17,984	18,342	18,711
9	15,656	15,969	16,288	16,612	16,944	17,283	17,627	17,979	18,337	18,703	19,076	19,459
10	16,283	16,608	16,939	17,277	17,622	17,974	18,332	18,698	19,071	19,451	19,839	20,237
11	16,934	17,272	17,617	17,968	18,327	18,693	19,066	19,446	19,834	20,230	20,633	21,047
12	17,611	17,963	18,322	18,687	19,060	19,441	19,828	20,224	20,627	21,039	21,458	21,889

APPENDIX C

- A. 1978-79 Staff
 1. Identify the 1978-79 placement of the teacher.
 2. Identify the 1981-82 vertical placement of the teacher on the 1981-82 schedule. (Advance the teacher 3 verticle increments not to exceed step 12.)
 3. Annually increase the teacher's salary at the rate of 1/3 of the difference between the 1978-79 salary and the 1981-82 salary.
 4. Adjust calculations to accommodate horizontal movement.
- B. New Staff
 1. Determine the placement of the new teacher on the 1978-79 schedule had he or she been employed in 1978-79.
 2. Determine salary as in Section A. above.

Appendix A

APPENDIX D

SALARY SCHEDULE
1979 80

	BA	BA+6	BA+12	BA+18	BA+24	MA	MA+6	MA+1
0	10,800	10,980	11,170	11,370	11,580	11,800	12,030	12,270
360 1	11,160	11,340	11,530	11,730	11,940	12,160	12,390	12,630
360 2	11,520	11,700	11,890	12,090	12,300	12,520	12,750	12,990
360 3	11,880	12,060	12,250	12,450	12,660	12,880	13,110	13,350
370 4	12,250	12,430	12,620	12,820	13,030	13,250	13,480	13,720
370 5	12,620	12,800	12,990	13,190	13,400	13,620	13,850	14,090
370 6	12,990	13,170	13,360	13,560	13,770	13,990	14,220	14,460
370 7	13,360	13,540	13,730	13,930	14,140	14,370	14,600	14,840
380 8	13,740	13,920	14,110	14,310	14,520	14,740	14,970	15,210
380 9	14,120	14,300	14,490	14,690	14,900	15,120	15,350	15,590
380 10	14,500	14,680	14,870	15,070	15,280	15,500	15,730	15,970
390 11	14,880	15,060	15,250	15,450	15,660	15,880	16,110	16,350

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