

THE 2009-10 NAMTA MONTESSORI SCHOOL SALARY AND TUITION SURVEY

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In September, 2009, NAMTA invited all North American schools in its database (4,297) to participate in an online salary survey. We also provided a link on our website, open to any visitor. Following is an analysis of the findings.

SCHOOL SAMPLE

Four hundred twenty-one schools started the survey; 263 schools completed it. To establish a consistent basis for comparison, only the schools that completed the survey are included in this analysis.

Size

The range of sizes of schools that completed the survey is shown in Figure 1.¹

Some larger schools said they could not fully participate because they found the task of reporting every salary for every teacher or administrator prohibitively time-consuming (see Teacher Compensation, below). Therefore, because the survey self-selected for smaller schools, approximately two thirds of the sample schools have under 100 students; about one third have 100 or more. Generally speaking, then, the results of this survey are probably more reliable for the smaller schools and get less reliable as the reporting schools get larger, due to smaller and smaller sample sizes.

Enrollment Shortfall

In connection with school size, we wanted to find out if enrollments have been shrinking, so we asked for the percentage by which the school's current enrollment falls short of expectations (respondents were instructed to enter "0" if enrollment was at or above expectations). All 263 schools responded to this question.

¹Throughout this report, results are rounded to the nearest whole number. Due to rounding, percentages may not always add up to exactly 100.

2009-10 Range of School Sizes	
School Size	Percentage of Schools
<50 students	32%
50-99 students	32%
100-199 students	25%
200-299 students	6%
300+ students	4%
Number of Responses	263

Figure 1. Range of school sizes.

2009-10 Enrollment Shortfall	
Percent Enrollment Falls Short of Expectations	Percentage of Schools Reporting
0%*	37%
1-5%	12%
6-10%	13%
11-15%	8%
16-20%	7%
21-25%	5%
26-30%	6%
31-35%	2%
36-40%	2%
41-45%	-
46-50%	2%
>50%	2%
Number of Responses	263
*0% = Enrollment is at or above expectation.	

Figure 2. Percentage of enrollment shortfall.

2009-10 School Profit Status	
School Status	Percentage of Schools
Non- or Not-for-profit	52%
For-profit	42%
Public Charter	2%
Public District	2%
Number of Responses	263

Figure 3. School profit status.

More than one third of respondents (37%) met or exceeded their enrollment projections for this year. One hundred sixty-four schools (62%) reported a shortfall. The median percentage shortfall (of those greater than zero) was 14%. Figure 2 shows the range of responses to the enrollment shortfall question.

Anecdotally, however, a few larger, well established Montessori schools have seen increases in enrollment due to the market shift from very expensive independent schools to Montessori schools, which typically charge about 60% of prep school tuitions.

Profit Status

Figure 3 shows the percentages of schools (out of the 263 that completed the survey) identifying themselves as nonprofit, for-profit, public charter schools, or public district schools.

Of the U.S. schools that identified themselves as nonprofit or not-for-profit, 95% reported being incorporated as 501(c)(3) tax-exempt charitable organizations.

Endowment

Twenty-five (10%) of the schools completing the survey have an endowment. Twenty-two answered the question, "By what percentage has your endowment shrunk over the past two years?" In spite of the alarming response from the one school whose endowment disappeared entirely in two years' time, the situation is not as bad as one might expect: Nearly half the schools with an endowment have not seen it shrink at all.

TEACHER COMPENSATION

Ranges of Salaries

The survey asked for the school year 2009-10 base salary of every teacher or administrator employed at the school, as well as each professional's level of education, age level taught, number of years of experience, length of scheduled work day, number of work days per week, and length of contracted work year. Respondents were instructed not to include assistants/aides, clerical support staff, secretaries, etc.

2009-10 Reduction in Value of Endowments over the Past Two Years	
Percent Endowment Has Shrunk	Percentage of Schools Reporting
0%	45%
Up to 10%	9%
11-20%	14%
21-30%	9%
31-40%	14%
41-50%	5%
100%	5%
Number of responses	22

Figure 4. Reduction in value of endowments over the past two years.

Figures 5a/b through 10a/b show the distribution of ranges of full-time salaries reported by age level taught and years of experience. The main purpose of producing this survey was to gauge the impact of the recession on schools and teachers, so these tables are presented side by side with the comparable tables from our last survey, conducted in 2005 for the school year 2004-05. The following parameters apply to both the 2009-10 and the 2004-05 tables:

- The salary ranges for each age level are shown in rows of \$3,000 increments, with each column representing a different experience level (entry level, 1-5 years of experience, 6-10 years of experience, and more than 10 years of experience).
- All school calendars were included (9, 10, 11, and 12 months) with no adjustment made for shorter or longer calendars (i.e., all calendars were considered to represent a year's worth of work).
- All employees working more than 20 hours per week were included.²

²When originally published, the 2004-05 survey's results included all reported employees. Since there was no indication of the proportion of part- to full-time employees at any given age level, a decision was made to eliminate part-time employees

- “Competitive ranges” are designated where feasible, usually around the top 25% of salaries in any given age range, depending on how the salaries tend to cluster. “Competitive ranges” are the salaries deemed necessary to attract the most qualified staff.³
- Reported age levels taught were categorized into the standard Montessori three-year age spans (0-3, 3-6, 6-9, 9-12, 12-15, and 15-18) in order to facilitate comparison.
- Not all schools reported salaries at all age and experience levels.
- Total number of responses for each category is indicated.
- Salaries are in U.S. dollar equivalents, with Canadian funds converted by a rate of .968.

Salary Ranges for Infant-Toddler (0-3) Level

Figure 5a/b presents the ranges of salaries reported for full-time teachers at the infant-toddler (0-3) age level, sorted by level of experience. Full-time was defined as a work week of more than 20 hours. “Competitive ranges” are indicated as described above.

Salaries vary widely, as they did in 2004-05, indicating the variety of compensation from smaller to larger schools. The small sample size further contributes to the impression of widely scattered results. Still, the range of starting (“entry level”) salaries has narrowed (except for the one highly paid individual in the 2009-10 table), perhaps indicating a move toward consensus among schools as to what a new teacher at this age level should be paid.

in the reporting for 2009-10, offering a fairer picture of what people actually make. For an apples-to-apples comparison, we also went back to the 2004-05 results and took out part-time employees for the present report; therefore, the 2004-05 tables as shown here are slightly different from the ones we published in 2005.

³“Competitive ranges” in the 2004-05 tables are slightly different than the ones originally published in 2005 due to the recalculating of the charts to exclude part-timers.

2009-10 Salary Ranges for Infant-Toddler Level (0-3)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
<\$9,000				
\$9,000-\$11,999		4%		
\$12,000-\$14,999		1%	6%	
\$15,000-\$17,999	10%	4%	2%	2%
\$18,000-\$20,999	19%	7%		2%
\$21,000-\$23,999	10%	16%	6%	11%
\$24,000-\$26,999	19%	16%	17%	11%
\$27,000-\$29,999	10%	20%	25%	9%
\$30,000-\$32,999	14%	14%	25%	11%
\$33,000-\$35,999	10%	9%	6%	18%
\$36,000-\$38,999	5%	4%	8%	5%
\$39,000-\$41,999		4%	6%	15%
\$42,000-\$44,999		1%		5%
\$45,000-\$47,999				4%
\$48,000-\$50,999				2%
\$51,000-\$53,999				2%
\$54,000-\$56,999				2%
\$57,000-\$59,999				
\$60,000-\$62,999	5%			
\$63,000-\$65,999				
\$66,000-\$68,999				2%
\$69,000-\$71,999				
Total Responses	24	56	36	55
Competitive Range	\$30,000-\$38,999	\$33,000-\$44,999	\$33,000-\$41,999	\$39,000-\$56,999

Figure 5a. 2009-10 Salary ranges for infant-toddler (0-3) teaching level.

In 2004-05, 12% of our sample of infant-toddler teachers were working half-time or less; in the current survey, that figure is down

2004-05 Salary Ranges for Infant-Toddler Level (0-3)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
<\$9,000*	5%			5%
\$9,000-\$11,999	5%	4%		
\$12,000-\$14,999	3%	16%	8%	
\$15,000-\$17,999	18%	10%		
\$18,000-\$20,999	9%	10%	8%	9%
\$21,000-\$23,999	11%	4%	8%	9%
\$24,000-\$26,999	16%	16%	32%	14%
\$27,000-\$29,999	13%	12%	16%	9%
\$30,000-\$32,999	5%	12%	8%	14%
\$33,000-\$35,999	9%	4%	8%	14%
\$36,000-\$38,999	5%	4%	8%	5%
\$39,000-\$41,999	3%	4%	4%	9%
\$42,000-\$44,999				5%
\$45,000-\$47,999		4%		5%
\$48,000-\$50,999		2%		5%
\$51,000-\$53,999				
\$54,000-\$56,999				
\$57,000-\$59,999				
\$60,000-\$62,999				
\$63,000-\$65,999				
\$66,000-\$68,999				
\$69,000-\$71,999				
Total Responses	38	51	25	22
Competitive Range	\$30,000-\$38,999	\$30,000-\$41,999	\$33,000-\$41,999	\$36,000-\$47,999
*Some salaries in this range in the 2004-05 survey results may represent erroneously reported <i>monthly</i> , rather than <i>annual</i> , salaries.				

Figure 5b. 2004-05 Salary ranges for infant-toddler (0-3) teaching level.

to 8%, a promising sign that more teachers trained at this level may be finding full-time work.

2009-10 Salary Ranges for Primary Level (3-6)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
<\$9,000*	3%			
\$9,000-\$11,999	4%	1%	1%	
\$12,000-\$14,999		2%	1%	1%
\$15,000-\$17,999	10%	3%	2%	1%
\$18,000-\$20,999	4%	3%	3%	3%
\$21,000-\$23,999	4%	8%	10%	4%
\$24,000-\$26,999	13%	15%	10%	7%
\$27,000-\$29,999	18%	17%	12%	10%
\$30,000-\$32,999	13%	12%	14%	11%
\$33,000-\$35,999	12%	16%	12%	12%
\$36,000-\$38,999	4%	11%	14%	11%
\$39,000-\$41,999	3%	4%	11%	8%
\$42,000-\$44,999	4%	4%	6%	9%
\$45,000-\$47,999	1%	1%	2%	6%
\$48,000-\$50,999		1%	3%	9%
\$51,000-\$53,999	1%	<1%		3%
\$54,000-\$56,999	3%		1%	2%
\$57,000-\$59,999				2%
\$60,000-\$62,999				1%
\$63,000-\$65,999				1%
\$66,000-\$68,999		<1%		<1%
\$69,000-\$71,999		<1%		1%
\$72,000-\$74,999				
\$75,000-\$77,999				<1%
Total Responses	68	226	168	303
Competitive Range	\$33,000-\$47,999	\$36,000-\$50,999	\$39,000-\$50,999	\$45,000-\$56,999

*Salaries in this range in the 2009-10 results were verified with the reporting schools as representing an annual salary.

Figure 6a. 2009-10 Salary ranges for primary (3-6) teaching level.

Salary Ranges for Primary (3-6) Level

Figure 6a/b presents the ranges of salaries reported for full-time teachers at the primary (3-6) age level, sorted by level of experience. Full-time was defined as a work week of more than 20 hours. “Competitive ranges” are indicated as described above.

2004-05 Salary Ranges for Primary Level (3-6)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
<\$9,000*	2%	1%	2%	2%
\$9,000-\$11,999	2%	2%		2%
\$12,000-\$14,999	6%	4%	1%	3%
\$15,000-\$17,999	5%	4%	6%	3%
\$18,000-\$20,999	8%	11%	5%	4%
\$21,000-\$23,999	9%	11%	7%	7%
\$24,000-\$26,999	18%	18%	12%	14%
\$27,000-\$29,999	15%	17%	16%	13%
\$30,000-\$32,999	12%	14%	21%	9%
\$33,000-\$35,999	9%	6%	10%	16%
\$36,000-\$38,999	8%	7%	4%	8%
\$39,000-\$41,999	4%	4%	6%	5%
\$42,000-\$44,999	3%	1%	6%	5%
\$45,000-\$47,999	1%	1%	4%	2%
\$48,000-\$50,999		1%	2%	2%
\$51,000-\$53,999				3%
\$54,000-\$56,999				1%
\$57,000-\$59,999				2%
\$60,000-\$62,999				
\$63,000-\$65,999				
\$66,000-\$68,999				1%
\$69,000-\$71,999				
\$72,000-\$74,999				
\$75,000-\$77,999				1%
Total Responses	159	248	137	204
Competitive Range	\$30,000-\$38,999	\$33,000-\$41,999	\$36,000-\$47,999	\$36,000-\$50,999
*Some salaries in this range in the 2004-05 survey results may represent erroneously reported <i>monthly</i> , rather than <i>annual</i> , salaries.				

Figure 6b. 2004-05 Salary ranges for primary (3-6) teaching level.

As with the 0-3 level, the percentage of primary teachers working half days or less has declined from 8% in 2004-05 to 4% in the current survey.

2009-10 Salary Ranges for Lower Elementary Level (6-9)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$9,000-\$11,999				
\$12,000-\$14,999		1%	2%	
\$15,000-\$17,999		1%	2%	
\$18,000-\$20,999	6%		4%	1%
\$21,000-\$23,999		1%		1%
\$24,000-\$26,999	17%	6%	9%	3%
\$27,000-\$29,999		11%	2%	3%
\$30,000-\$32,999	22%	15%	14%	2%
\$33,000-\$35,999	28%	17%	5%	9%
\$36,000-\$38,999	11%	13%	5%	9%
\$39,000-\$41,999		18%	19%	7%
\$42,000-\$44,999		10%	14%	12%
\$45,000-\$47,999		1%	9%	7%
\$48,000-\$50,999		2%	5%	9%
\$51,000-\$53,999		1%		9%
\$54,000-\$56,999	6%	1%	2%	8%
\$57,000-\$59,999	11%		2%	3%
\$60,000-\$62,999			5%	6%
\$63,000-\$65,999				2%
\$66,000-\$68,999				3%
\$69,000-\$71,999			4%	1%
\$72,000-\$74,999				
\$75,000-\$77,999		1%		
\$78,000-\$80,999				2%
Total Responses	18	93	57	97
Competitive Range	\$36,000-\$59,999	\$39,000-\$50,999	\$45,000-\$60,999	\$51,000-\$65,999

Figure 7a. 2009-10 Salary ranges for lower elementary (6-9) teaching level.

Salary Ranges for Lower Elementary (6-9) and Upper Elementary (9-12) Levels

Figures 7a/b and 8a/b present the ranges of salaries reported for full-time teachers at the upper and lower elementary (6-9 and 9-12) age levels, sorted by level of experience. Full-time was defined as a work week of more than 20 hours. “Competitive ranges” are indicated as described above.

2004-05 Salary Ranges for Lower Elementary Level (6-9)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$9,000-\$11,999		1%		2%
\$12,000-\$14,999				
\$15,000-\$17,999			3%	2%
\$18,000-\$20,999	8%	5%	3%	
\$21,000-\$23,999	2%	1%	3%	2%
\$24,000-\$26,999	8%	15%	6%	4%
\$27,000-\$29,999	18%	18%	6%	7%
\$30,000-\$32,999	12%	25%	13%	13%
\$33,000-\$35,999	16%	11%	18%	11%
\$36,000-\$38,999	10%	7%	18%	13%
\$39,000-\$41,999	10%	14%	6%	9%
\$42,000-\$44,999	2%	3%	15%	7%
\$45,000-\$47,999	8%		6%	11%
\$48,000-\$50,999	2%			13%
\$51,000-\$53,999			3%	
\$54,000-\$56,999				
\$57,000-\$59,999				2%
\$60,000-\$62,999	4%			2%
\$63,000-\$65,999				2%
\$66,000-\$68,999				2%
\$69,000-\$71,999				
\$72,000-\$74,999				
\$75,000-\$77,999				
\$78,000-\$80,999				
Total Responses	50	73	32	55
Competitive Range	\$36,000-\$50,999	\$36,000-\$44,999	\$39,000-\$47,999	\$45,000-\$62,999

Figure 7b. 2004-05 Salary ranges for lower elementary (6-9) teaching level.

Starting (“entry level”) teacher salaries seem more scattered than they were five years ago, perhaps reflecting regional variations in demand as well as differences based on school size. There is a more even distribution at the higher experience levels, with real widening at the highest level, more than ten years of experience.

2009-10 Salary Ranges for Upper Elementary Level (9-12)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$12,000-\$14,999				
\$15,000-\$17,999				
\$18,000-\$20,999				2%
\$21,000-\$23,999				
\$24,000-\$26,999		5%	5%	3%
\$27,000-\$29,999	11%	5%	3%	
\$30,000-\$32,999	11%	14%	11%	3%
\$33,000-\$35,999	11%	14%	14%	7%
\$36,000-\$38,999	33%	8%	11%	5%
\$39,000-\$41,999		19%	11%	7%
\$42,000-\$44,999		11%	14%	17%
\$45,000-\$47,999		11%	5%	7%
\$48,000-\$50,999		8%	14%	12%
\$51,000-\$53,999	22%	3%	5%	7%
\$54,000-\$56,999			3%	3%
\$57,000-\$59,999				5%
\$60,000-\$62,999				7%
\$63,000-\$65,999		3%		2%
\$66,000-\$68,999				7%
\$69,000-\$71,999			5%	2%
\$72,000-\$74,999				3%
\$75,000-\$77,999				
\$78,000-\$80,999	11%			2%
Total Responses	9	37	37	59
Competitive Range	\$51,000-\$53,999	\$42,000-\$53,999	\$48,000-\$56,999	\$57,000-\$68,999

Figure 8a. 2009-10 Salary ranges for upper elementary (9-12) teaching level.

Upper elementary teachers are starting and finishing their careers at slightly higher salaries than are lower elementary teachers. More background is necessary to sustain the quality of academic

2004-05 Salary Ranges for Upper Elementary Level (9-12)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$12,000-\$14,999	3%			
\$15,000-\$17,999				
\$18,000-\$20,999		3%	3%	
\$21,000-\$23,999	6%		3%	
\$24,000-\$26,999	3%	18%	3%	
\$27,000-\$29,999	18%	16%	14%	7%
\$30,000-\$32,999	9%	18%	14%	7%
\$33,000-\$35,999	12%	21%	14%	15%
\$36,000-\$38,999	15%	5%		7%
\$39,000-\$41,999	12%	8%	14%	7%
\$42,000-\$44,999	12%	5%	21%	7%
\$45,000-\$47,999	6%	5%	3%	19%
\$48,000-\$50,999	3%		7%	15%
\$51,000-\$53,999				
\$54,000-\$56,999			3%	
\$57,000-\$59,999				4%
\$60,000-\$62,999				7%
\$63,000-\$65,999	3%			
\$66,000-\$68,999				4%
\$69,000-\$71,999				
\$72,000-\$74,999				
\$75,000-\$77,999				
\$78,000-\$80,999				
Total Responses	34	38	29	27
Competitive Range	\$39,000-\$47,999	\$36,000-\$47,999	\$39,000-\$50,999	\$45,000-\$62,999

Figure 8b. 2004-05 Salary ranges for upper elementary (9-12) teaching level.

preparation required for ages 9-12, and this generally means there are fewer upper elementary teachers in the market.

2009-10 Salary Ranges for Young Adolescent Level (12-15)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$9,000-\$11,999				
\$12,000-\$14,999				
\$15,000-\$17,999			6%	
\$18,000-\$20,999				
\$21,000-\$23,999		8%		
\$24,000-\$26,999				
\$27,000-\$29,999	20%			
\$30,000-\$32,999		33%	6%	4%
\$33,000-\$35,999	40%	17%	6%	4%
\$36,000-\$38,999		8%	12%	
\$39,000-\$41,999	20%		24%	22%
\$42,000-\$44,999				11%
\$45,000-\$47,999		25%	12%	11%
\$48,000-\$50,999		8%	18%	11%
\$51,000-\$53,999				7%
\$54,000-\$56,999				
\$57,000-\$59,999			12%	4%
\$60,000-\$62,999				4%
\$63,000-\$65,999				4%
\$66,000-\$68,999			6%	7%
\$69,000-\$71,999				4%
\$72,000-\$74,999	20%			
\$75,000-\$77,999				7%
Total Responses	5	12	17	27
Competitive Range	\$39,000-\$41,999	\$45,000-\$50,999	\$48,000-\$50,999	\$57,000-\$68,999

Figure 9a. 2009-10 Salary ranges for young adolescent (12-15) teaching level.

Salary Ranges for Young Adolescent (12-15) Level

Figure 9a/b presents the ranges of salaries reported for full-time teachers at the young adolescent or middle school age level (12-15), sorted by level of experience. Full-time was defined as a work week of more than 20 hours. “Competitive ranges” are indicated as described above.

2004-05 Salary Ranges for Young Adolescent Level (12-15)				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$9,000-\$11,999	5%	4%		
\$12,000-\$14,999				
\$15,000-\$17,999	5%	12%		
\$18,000-\$20,999		4%		
\$21,000-\$23,999				7%
\$24,000-\$26,999	14%	4%		
\$27,000-\$29,999	5%	12%		
\$30,000-\$32,999	18%	19%	50%	21%
\$33,000-\$35,999	5%	4%	50%	7%
\$36,000-\$38,999	5%	8%		7%
\$39,000-\$41,999	9%	27%		7%
\$42,000-\$44,999	14%			
\$45,000-\$47,999	14%			14%
\$48,000-\$50,999	5%			21%
\$51,000-\$53,999				7%
\$54,000-\$56,999		4%		
\$57,000-\$59,999	5%			
\$60,000-\$62,999		4%		
\$63,000-\$65,999				
\$66,000-\$68,999				7%
\$69,000-\$71,999				
\$72,000-\$74,999				
\$75,000-\$77,999				
Total Responses	22	26	4	14
Competitive Range	\$42,000-\$50,999	\$39,000-\$62,999	\$42,000-\$44,999	\$48,000-\$53,999

Figure 9b. 2004-05 Salary ranges for young adolescent (12-15) teaching level.

The sample size for this age level is small and reflects a wide range of salaries. Entry level for young adolescent teachers is especially skewed by the small sample (only 5 responses). There were no salaries reported for the older adolescent or high school level (15-18), either in the current survey or in 2004-05.

2009-10 Salary Ranges for Administrators				
Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
\$9,000-\$11,999				<1%
\$12,000-\$14,999	8%	2%	3%	1%
\$15,000-\$17,999	8%	2%	1%	
\$18,000-\$20,999		2%	1%	2%
\$21,000-\$23,999		3%	3%	1%
\$24,000-\$26,999	17%	7%	5%	3%
\$27,000-\$29,999	4%	3%	4%	2%
\$30,000-\$32,999	8%	11%	3%	5%
\$33,000-\$35,999	4%	13%	7%	3%
\$36,000-\$38,999	4%	5%	11%	6%
\$39,000-\$41,999	4%	8%	5%	8%
\$42,000-\$44,999	8%	7%	11%	7%
\$45,000-\$47,999	4%	7%	7%	7%
\$48,000-\$50,999	8%	10%	7%	5%
\$51,000-\$53,999	4%	2%	4%	5%
\$54,000-\$56,999		3%	1%	6%
\$57,000-\$59,999	4%	2%	3%	3%
\$60,000-\$62,999	4%		3%	7%
\$63,000-\$65,999		2%	7%	4%
\$66,000-\$68,999		5%	3%	1%
\$69,000-\$71,999			3%	2%
\$72,000-\$74,999			4%	3%
\$75,000-\$77,999			1%	5%
\$78,000-\$80,999		3%	1%	1%
\$81,000-\$83,999			3%	2%
\$84,000-\$86,999		2%		2%
\$87,000-\$89,999				1%
\$90,000-\$92,999		2%		1%
\$93,000-\$95,999				
\$96,000-\$98,999				
\$99,000-\$101,999				
\$102,000-\$104,999	4%			<1%
\$105,000-\$107,999				2%
\$108,000-\$110,999				2%
\$111,000-\$113,999				<1%
\$114,000-\$116,999				

2009-10 Salary Ranges for Administrators, continued				
\$117,000-\$119,999		2%		
\$120,000-\$122,999				<1%
\$123,000-\$125,999				
\$126,000-\$128,999				
\$129,000-\$131,999			1%	
\$132,000-\$134,999				
\$135,000-\$137,999	4%			<1%
\$138,000-\$140,999				
\$141,000-\$143,999				<1%
\$144,000-\$146,999				1%
\$147,000-\$149,999				
\$150,000-\$152,999				1%
\$153,000-\$155,999				
\$156,000-\$158,999				<1%
\$159,000-\$161,999				5%
>\$162,000				<1%
Total Responses	24	61	75	243

Figure 10a. 2009-10 Salary ranges for administrators.

Salary Ranges for Administrators

Figure 10a/b presents the ranges of salaries reported for full-time Montessori school administrators, sorted by level of experience. Full-time was defined as a work week of more than 20 hours.

Administrators include such positions as head of school, director of admissions, director of development, level coordinators, business manager, etc. Respondents were instructed not to include clerical support staff, secretaries, etc.

As already indicated, the survey seemed to self-select for more small schools, so the low frequency of high-end administrator salaries (over \$80,000) may be due in part to the low number of large schools responding to the survey. The administrator tables were not interpreted for “competitive ranges” because salary levels for administrators are often determined by the person’s role as both academic leader and operations manager. If the administrator delegates academics or operations management to other personnel, he or she is often paid less.

2004-05 Salary Ranges for Administrators

Range	Entry Level	1-5 Yrs. Exper.	6-10 Yrs. Exper.	>10 Yrs. Exper.
<\$9,000*	1%	3%		
\$9,000-\$11,999			2%	
\$12,000-\$14,999				1%
\$15,000-\$17,999	2%	12%	7%	2%
\$18,000-\$20,999	1%	18%	10%	3%
\$21,000-\$23,999	6%	9%	2%	2%
\$24,000-\$26,999	6%	6%	5%	3%
\$27,000-\$29,999	5%		10%	7%
\$30,000-\$32,999	11%	3%	5%	5%
\$33,000-\$35,999	6%	6%	10%	10%
\$36,000-\$38,999	10%	9%	5%	7%
\$39,000-\$41,999	4%	3%	10%	9%
\$42,000-\$44,999	6%	3%		4%
\$45,000-\$47,999	2%	9%	10%	9%
\$48,000-\$50,999	6%		5%	10%
\$51,000-\$53,999	2%	3%	2%	4%
\$54,000-\$56,999	4%	6%	5%	4%
\$57,000-\$59,999	4%			3%
\$60,000-\$62,999	6%	6%		4%
\$63,000-\$65,999	5%	3%		2%
\$66,000-\$68,999	2%		5%	2%
\$69,000-\$71,999				3%
\$72,000-\$74,999	2%			2%
\$75,000-\$77,999	2%			1%
\$78,000-\$80,999				
\$81,000-\$83,999	2%			1%
\$84,000-\$86,999			2%	2%
\$87,000-\$89,999	1%			
\$90,000-\$92,999				
\$93,000-\$95,999				
\$96,000-\$98,999				
\$99,000-\$101,999				1%
\$102,000-\$104,999				
\$105,000-\$107,999				
\$108,000-\$110,999	1%			1%
\$111,000-\$113,999				
\$114,000-\$116,999				

2004-05 Salary Ranges for Administrators, continued				
\$117,000-\$119,999				
\$120,000-\$122,999				1%
>\$123,000				1%
Total Responses	97	33	39	104
*Some salaries in this range in the 2004-05 survey results may represent erroneously reported <i>monthly</i> , rather than <i>annual</i> , salaries.				

Figure 10b. 2004-05 Salary ranges for administrators.

School Size and Median Administrator Salary

Figure 11 shows median administrator salaries in relation to school size. All experience levels are included, but only full-time employees (working more than 20 hours per week) are included. Clearly, the larger the school, the higher the administrator salary, with schools of 200+ enrollment paying about one third more than schools with enrollments under 100, a phenomenon unchanged since our last survey, in 2004-05.

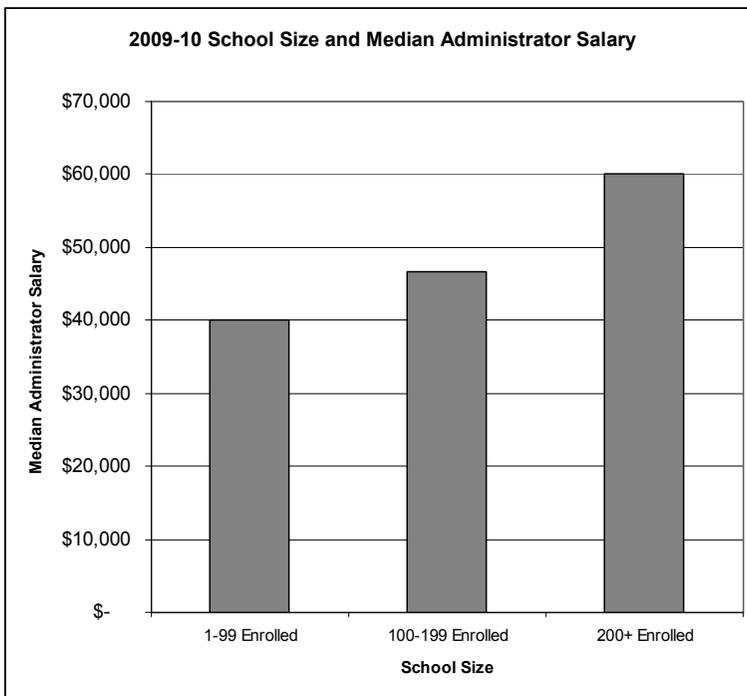


Figure 11.

2009-10 Percentile Rankings for All Age and Experience Levels				
Age and Experience Level	25th Percentile	50th Percentile (Median)	75th Percentile	Number of Responses
Entry Level				
Infant-Toddler	\$20,000	\$25,000	\$31,000	21
Primary	\$23,268	\$28,344	\$34,381	68
Lower Elementary	\$30,216	\$34,140	\$36,220	18
Upper Elementary	\$33,975	\$36,000	\$51,644	9
Adol. (12-15)	\$34,000	\$34,030	\$41,167	5
Admin.	\$26,353	\$35,882	\$48,613	24
1-5 Years Experience				
Infant-Toddler	\$21,840	\$26,783	\$30,000	56
Primary	\$25,000	\$30,000	\$35,580	226
Lower Elementary	\$30,500	\$35,000	\$40,000	93
Upper Elementary	\$33,000	\$39,281	\$43,565	37
Adol. (12-15)	\$30,917	\$35,050	\$45,208	12
Admin.	\$31,518	\$39,088	\$48,737	61
6-10 Years Experience				
Infant-Toddler	\$25,000	\$29,040	\$32,800	37
Primary	\$26,500	\$32,662	\$38,000	168
Lower Elementary	\$32,088	\$40,098	\$45,000	57
Upper Elementary	\$34,080	\$40,820	\$48,000	37
Adol. (12-15)	\$36,551	\$41,412	\$49,920	17
Admin.	\$35,630	\$44,000	\$59,040	75
>10 Years Experience				
Infant-Toddler	\$26,750	\$33,745	\$39,879	58
Primary	\$29,738	\$36,000	\$44,286	303
Lower Elementary	\$38,269	\$45,500	\$54,000	97
Upper Elementary	\$40,933	\$47,000	\$58,007	59
Adol. (12-15)	\$41,600	\$46,828	\$59,501	27
Admin.	\$40,000	\$52,000	\$69,853	243

Figure 12a. 2009-10 Percentile rankings of salaries at all age and experience levels.

2004-05 Percentile Rankings for All Age and Experience Levels				
Age and Experience Level	25th Percentile	50th Percentile (Median)	75th Percentile	Number of Responses
Entry Level				
Infant-Toddler	\$16,000	\$23,000	\$27,000	38
Primary	\$21,100	\$26,967	\$32,000	159
Lower Elementary	\$28,825	\$33,280	\$39,000	50
Upper Elementary	\$29,015	\$35,773	\$41,350	34
Adol. (12-15)	\$27,515	\$34,000	\$44,408	22
Admin.	\$31,000	\$38,916	\$56,143	97
1-5 Years Experience				
Infant-Toddler	\$17,472	\$25,000	\$30,160	51
Primary	\$22,259	\$26,500	\$31,200	248
Lower Elementary	\$27,000	\$30,000	\$35,280	73
Upper Elementary	\$27,456	\$32,000	\$35,500	38
Adol. (12-15)	\$28,112	\$32,000	\$39,046	26
Admin.	\$20,000	\$26,700	\$42,803	33
6-10 Years Experience				
Infant-Toddler	\$23,000	\$25,120	\$29,000	25
Primary	\$25,000	\$30,000	\$33,600	137
Lower Elementary	\$31,818	\$35,884	\$40,994	32
Upper Elementary	\$29,476	\$35,000	\$42,502	29
Adol. (12-15)	\$30,000	\$31,500	\$33,012	4
Admin.	\$25,114	\$34,500	\$45,000	39
>10 Years Experience				
Infant-Toddler	\$23,999	\$30,400	\$35,700	22
Primary	\$24,500	\$30,000	\$37,000	204
Lower Elementary	\$30,000	\$38,100	\$45,300	55
Upper Elementary	\$34,000	\$44,100	\$48,603	27
Adol. (12-15)	\$30,000	\$40,293	\$48,182	14
Admin.	\$34,233	\$42,612	\$54,000	104

Figure 12b. 2004-05 Percentile rankings of salaries at all age and experience levels.

Percentile Rankings of Salaries

Percentiles by Age and Experience Level

To summarize the data in the salary range tables and facilitate comparisons, Figure 12a/b shows percentile rankings for the salaries by age level and experience level. Median (50th percentile) is the point at which there are as many salaries below as above. (Not all schools have all programs, nor did all schools provide data on all experience levels.) Only full-time personnel were included (those working more than 20 hours per week). Canadian dollars were converted to U.S. equivalents by a factor of .968. All school calendars are included.

These two tables paint a clear picture of the salary gains most Montessori professionals have made over the past four years. Taking the median starting salaries (“entry level”) as an example, infant-toddler teachers have seen a 9% increase since 2004-05, perhaps reflecting the increased stature of this age level; primary, lower elementary, and upper elementary have seen modest gains of 5%, 3%, and 6% respectively; while young adolescent teacher salaries are virtually stagnant, perhaps because of their greater availability now than in 2004-05, when a Montessori middle school teacher was more difficult to find.

Most surprising, however, is that starting salaries for administrators (those identified as “entry level” or having zero years of experience) have actually gone *down* since 2004-05. There could be several reasons for this unexpected phenomenon. Likely there is less turnover in larger schools as more established administrators hang onto their jobs; therefore, these entry-level administrative salaries could represent a greater proportion of smaller schools (size of school and administrative salary are closely related, as discussed below). In addition, in tight economic times, it seems schools recognize that administrative salaries should be the first to be curtailed because Montessori is program-oriented. It could be that in 2004-05 there was some inflation in administrative salaries and we are now seeing a correction. Finally, it could be that new administrative positions

opening up are not for heads of school but are positions like business manager or director of admissions, which would not pay as highly as a head of school.

Both adolescent teachers and administrators with higher levels of experience (6-10 years and 10+ years) have seen healthy gains since 2004-05 (of 16%-31% in the medians), a sign of the value schools place on these individuals' experience and long-term commitment.

Median Annual Salaries for All Experience Levels Combined

Medians have a way of averaging extremes, thus creating a better synthesized comparison. Figure 13 shows median annual salaries for full-time employees across all levels of experience. It includes individuals who did not report their experience level, thus broadening the sample slightly in comparison to the range distributions and percentile rankings previously discussed.

The comparison of medians across all experience levels from 2004-05 to 2009-10 shows healthy overall growth. Infant-toddler salaries have increased by 11%, primary by 22%, lower elementary by 13%, upper elementary by 19%, young adolescent by 26%,⁴ and administrator salaries by 18%.

The medians also offer a means of comparison against other private school salaries. The National Association of Independent Schools (NAIS) reports a median teacher salary for its member non-boarding schools in 2009-10 of \$50,134. NAMTA's medians for lower elementary (\$39,314) and upper elementary (\$42,248) teachers are approximately 22% and 16% lower, respectively. This percentage of difference between Montessori and other private schools' salaries has remained essentially the same since 2004-05.

⁴The apparent dip in 2004-05 adolescent salaries is due to a very small sample in this age group with 6-10 years of experience, skewing the 2004-05 adolescent results toward the low-experience level. Therefore, the gain in adolescent salaries since 2004-05 may not be quite as high as the computed 26%.

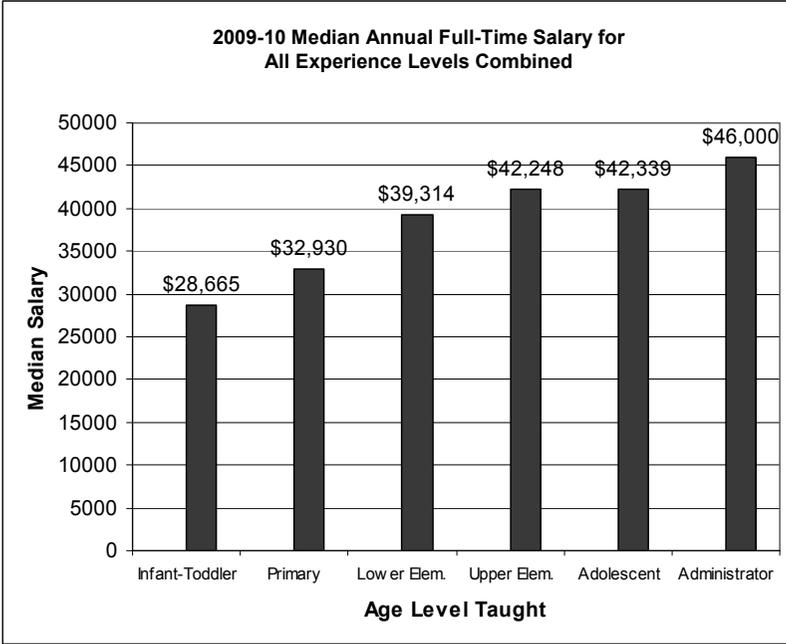


Figure 13a. 2009-10 Median annual salaries for all experience levels combined.

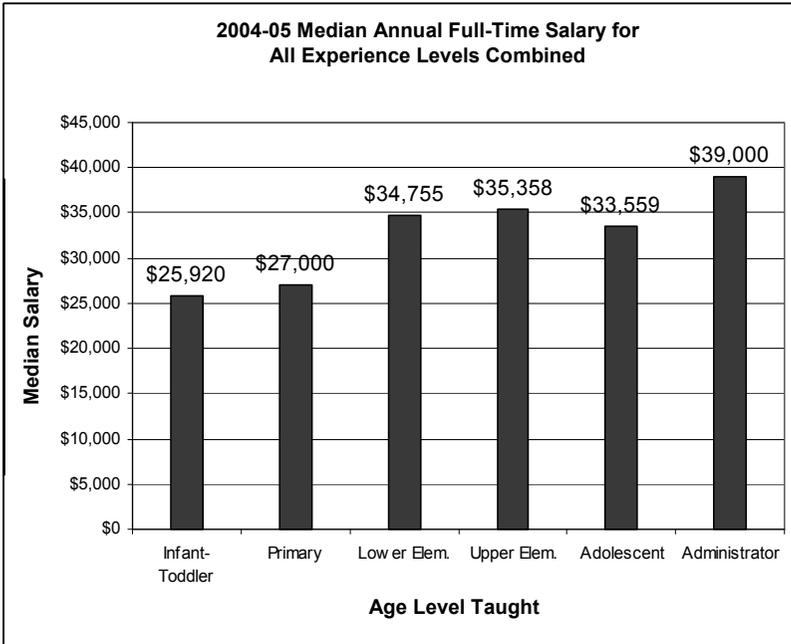


Figure 13b. 2004-05 Median annual salaries for all experience levels combined.

Percent of Employees at Entry Level		
Age Level	2009-10 % entry level	2004-05 % entry level
Infant-Toddler	14%	28%
Primary	9%	21%
Lower Elementary	7%	24%
Upper Elementary	6%	27%
Adolescent (12-15)	8%	33%
Administrator	6%	36%

Figure 14. Percentage of entry-level employees at each age level.

Entry-Level Wages and Employees

All 263 schools responded to the question, “Are *entry-level* wages (for newly trained teachers) negotiated or from a schedule?” Sixty-six percent indicated that entry level wages are negotiated, while 34% use a schedule.

Figure 14 compares entry level teachers (those with zero reported years of experience prior to the survey year) represented in the 2004-05 survey versus the current survey. For each age level, we calculated the percentage of teachers with no prior experience out of the total number of teachers who reported their experience (we excluded from this calculation those for whom experience information was not given). The proportion of entry-level personnel in the survey’s employee pool is down considerably from five years ago.

2009-10 Percent Deviation from Median Salary by Diploma Held					
Age Level	Median Overall Full-Time Salary	Median Full-Time with AMI Diploma (% difference from overall median)	Median Full-Time with AMS Diploma (% difference from overall median)	Median Full-Time with Other Diploma (% difference from overall median)	Median Full-Time with No Montessori Diploma (% difference from overall median)
0-3	\$28,665	+19%	+4%	-6%	-16%
3-6	\$32,930	+9%	-4%	-12%	-18%
6-9	\$39,314	+7%	-1%	-12%	-8%
9-12	\$42,248	+15%	-4%	-17%	No signif. difference
12-15	\$42,399	+3%	-4%	+10%	-2%
Administrator	\$46,000	+34%	+3%	-6%	-5%

Figure 15. Percent deviation from median salary by diploma held.

Diploma and Salary

We looked at salaries of individual teachers in relation to their training, comparing median salaries of teachers holding AMI, AMS, or other diplomas to the overall medians for the same age levels (see figure 15). There were some striking differences.

The AMI 0-3 diploma is particularly valuable, its holders earning a median of 19% more annually than the median for their age-level colleagues. AMI-trained administrators make a median of 34% more than the overall administrator median. And at the upper elementary level, AMI training is worth 15% more than the median salary.

Additional Compensation for Degrees Attained after Hiring

Figure 16 shows median salary premiums given for attained degrees. Forty-seven percent of the school sample offer more pay for baccalaureate or advanced degrees attained after hiring. Of these, 64% offer a fixed sum while 35% give a percentage increase. A few schools had different approaches, such as following a public school pay scale, negotiating an increase, or moving an employee up one step in the salary scale for each degree attained. Many schools indicated no premium for a bachelor’s degree because it was a requirement for employment.

Some dollar premiums were reported as an increase in hourly rate (most often \$1 per hour); we were not able to use these in calculating medians. The reported annual dollar premiums varied widely,

2009-10 Additional Compensation for Attained Degrees		
Degree	Median Fixed Premium	Median Percent Premium
Bachelor's	\$1,500	4%
Master's	\$1,500	2%
Doctorate	\$1,750	3.75%

Figure 16. Additional compensation for attained degrees.

ranging from \$500 to \$5,000 or more, as did the percent increases, from .5% to 30% of base salary. Following are the median reported premiums, by degree:

Benefits

Ninety-seven percent of the 263 schools that completed the survey said they gave paid sick and/or personal days. Pensions were reported by 32% of schools (very slightly down from 2004-05). Medical coverage was reported by 69% of schools (up from 60% in 2004-05). Thirty-two percent offer disability coverage (up from 24% in 2004-05), and 17% offer other benefits.

Most schools (98%) offer special programs and incentives to their employees, such as the following:

- Free or discounted tuition for faculty children (80%)
- Additional pay for additional responsibilities (41%)
- Accumulation and/or reimbursement of unused sick leave (29%)
- Merit raises or bonuses (28%)
- Holiday bonuses (36%)
- Montessori training sponsorship (60%)

2009-10 Annual Subsidy for Professional Development	
Subsidy per Year	Percentage of Schools
<\$200	20%
\$200-\$399	32%
\$400-\$599	22%
\$600-\$799	5%
\$800-\$999	5%
\$1000 and up	17%
Number of schools	151

Figure 17. Annual subsidy for professional development.

Subsidies for Professional Development

Two hundred twelve schools (82% of the 263-school sample) say they subsidize teachers' attendance at professional development events. This is up from 74% in 2004-05, an indication that more schools recognize the importance of continued teacher growth.

We asked for the average dollar amount of conference reimbursement per teacher per year. Some schools gave a percentage instead; of the 212 schools that do offer conference reimbursement, 24 (11%) say they pay 100%, although it is unclear whether any given respondent intended this figure to include travel and lodging.

Figure 17 shows the frequency distribution of responses for those schools that did report a dollar amount (151 schools). Judging by these responses, there is a slight rise in the amount of professional development subsidies since our last survey. The proportion of those reporting \$200 or less per year is down by about one third since 2004-05, and the percentage of schools reporting \$400 to \$599 has risen by about one third. Still, however, only about 18% of the schools who listed a dollar amount (17% in 2004-05) offer enough for a teacher to attend an out-of-state conference (now costing about \$1,100).

SCHOOL INFORMATION

The survey attempted to answer several common questions about schools in relation to compensation. It explored the relationship between salaries and geographic region, school profit status, facility ownership, Montessori diploma requirements, and tuition.

Geographic Region

Figure 18 presents 25th percentile, 50th percentile, and 75th percentile for entry level teachers' salaries by age level, dividing the sample into geographic regions as follows:

- *Midwest:* Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.
- *Northeast:* Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, and West Virginia.
- *Southeast:* Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, and Virginia.
- *West:* Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

All school calendars are included. Only full-time employees were included (those who work more than 20 hours per week). Samples for Canada at all age levels were too small to analyze; some samples for certain other regions were also too small (indicated by -)

2009-10 Entry-Level Teachers' Starting Salaries Across All Age Levels by Geographic Region					
Age Level	Region	25th Percentile	50th Percentile (Median)	75th Percentile	No. of Responses
Infant-Toddler	Midwest	\$20,375	\$24,000	\$25,000	6
	Northeast	\$18,620	\$23,536	\$31,000	5
	Southeast	\$25,000	\$30,360	\$35,035	5
	West	\$26,000	\$27,456	\$28,000	5
Primary	Midwest	\$25,667	\$28,000	\$30,756	26
	Northeast	\$18,290	\$30,938	\$34,500	18
	Southeast	\$20,000	\$25,733	\$33,151	10
	West	\$25,752	\$31,184	\$35,208	14
Lower Elementary	Midwest	\$28,250	\$36,761	\$53,680	6
	Northeast	\$28,325	\$31,355	\$33,218	3
	Southeast	\$29,216	\$33,344	\$34,950	4
	West	\$32,920	\$35,000	\$44,800	3
Upper Elementary	Midwest	\$32,500	\$36,000	\$44,000	3
	Northeast	\$34,893	\$36,031	\$39,957	4
	Southeast	-	-	-	0
	West	-	-	-	2
Adolescent	Midwest	\$34,015	\$34,030	\$37,559	3
	Northeast	-	-	-	0
	Southeast	-	-	-	0
	West	-	-	-	2
Administrator	Midwest	\$26,000	\$41,376	\$50,000	9
	Northeast	\$25,782	\$30,000	\$50,961	7
	Southeast	\$26,500	\$38,000	\$40,810	3
	West	\$31,000	\$33,763	\$45,600	5

Figure 18b. 2004-05 Entry level teachers' starting salaries across all age levels by geographic region.

2004-05 Entry-Level Teachers' Starting Salaries Across All Age Levels by Geographic Region				
Age Level	Region	25th Percentile	50th Percentile (Median)	75th Percentile
Infant-Toddler	Midwest	\$15,075	\$24,960	\$27,436
	Northeast	\$11,000	\$15,500	\$22,500
	Southeast	\$16,204	\$23,000	\$30,786
	West	\$22,000	\$27,000	\$30,000
Primary	Midwest	\$18,000	\$25,150	\$30,060
	Northeast	\$22,744	\$29,311	\$34,000
	Southeast	\$21,086	\$27,456	\$32,000
	West	\$22,408	\$26,780	\$30,300
Lower Elementary	Midwest	\$20,000	\$27,261	\$31,500
	Northeast	\$28,592	\$38,000	\$43,681
	Southeast	\$30,000	\$34,265	\$39,813
	West	\$30,000	\$31,200	\$34,600
Upper Elementary	Midwest	-	-	-
	Northeast	\$36,000	\$41,350	\$43,681
	Southeast	\$30,285	\$38,700	\$42,284
	West	\$32,143	\$34,625	\$38,500
Adolescent	Midwest	-	-	-
	Northeast	-	-	-
	Southeast	\$30,385	\$40,475	\$42,848
	West	\$25,066	\$31,652	\$34,000
Administrator	Midwest	\$26,000	\$32,000	\$43,000
	Northeast	\$26,900	\$33,000	\$53,500
	Southeast	\$32,240	\$43,264	\$60,000
	West	\$31,000	\$42,000	\$62,841

Figure 18a. 2009-10 Entry level teachers' starting salaries across all age levels by geographic region.

Facility Ownership

Forty-seven percent of the responding schools rent their facilities while 53% own them, up from a 50-50 split in 2004-05. In fact, even as far back as 1997, the split was virtually even (Johnson & Kahn). We can only speculate as to why ownership has begun to creep up in a depressed real estate market; perhaps schools are finding property “deals” that did not exist four or even twelve years ago.

A few interesting comparisons come up when considering salaries in relation to facility ownership. Schools that own their facility pay 14% higher median administrative salaries than those that rent. At the 0-3 teaching level, owners pay 11% more (median) than renters, and at the 3-6 level, owners pay 6% more (median). The differences become insignificant at the 6-9, 9-12, and 12-15 levels.

Of course, public district schools, which are known to pay higher salaries than private Montessori schools, would be classed as facility owners. Still, the number of district schools in this survey (only 6 out of 263) is not great enough to account for the entire salary difference between renters and owners.

Montessori Diploma Requirements

For entry level personnel, 86% (225 schools) required Montessori training of some type. Of these, 68% indicated they would accept AMI training, 64% AMS training, and 29% other training, such as NAMC, St. Nicholas, MIA, or any MACTE-accredited course.

Fifty-five schools specifically required an AMI diploma for an entry level teacher (i.e., no other training was marked as acceptable): This represents 21% of the overall sample of schools completing the survey. No schools marked any other training (AMS or “other”) as an exclusive requirement in this way. Sixty-five schools required either an AMI or AMS diploma and did not mark “other” as acceptable (25% of the total schools completing the survey).

For experienced teachers, the results were quite similar, varying by only one percentage point from the new teacher results.

2001-10 Percent Deviation from Median Salary by School Profit Status			
Age Level	Nonprofit Schools	For-Profit Schools	Public District or Charter Schools
0-3	+4%	-2%	Sample too small
3-6	+6%	-10%	+10%
6-9	No signif. difference	-10%	+7%
9-12	No signif. difference	+3%	+2%
12-15	-2%	Sample too small	Sample too small
Administrator	-5%	-9%	+4%

Figure 19. Percent deviation from median salary by school profit status.

School Profit Status

We looked at schools’ identification of themselves as nonprofit, for-profit, or public district/charter, in relation to the salaries they paid. We compared median salaries of individuals employed at each type of school with the overall median salaries for each age level (see Figure 19). For a fairer comparison, we included only salaries that were greater than zero, in order to exclude from the comparison small sole proprietorships whose owner-operator accepts the school’s profit in lieu of a salary.

Not surprisingly, public charter and district schools paid significantly above the median at most age levels, notably 3-6 (10% above median), 6-9 (7% above median), and administrators (4% above median). Nonprofit (or not-for-profit) schools came out ahead of the median at the 0-3 and 3-6 levels (4% and 6% above the medians respectively), and were very close to the medians at the 6-9 and 9-12 levels. For-profit schools were below the medians in most cases, notably 3-6 (10% below the median), 6-9 (10% below the median), and administrative (9% below the median). Samples for the 12-15 level were too small to analyze.

Tuition

Schools were asked to report their tuition for each age level, in some cases also indicating program days and hours; they were also asked to report their school calendar in number of months per year. Figures 20-22 show ranges of reported tuitions, in some cases broken down by program hours or days to provide a basis for comparison. Ranges shown are all for 9-10 month calendars; the sample size for 11-12 month calendars was too small to include.

2009-10 Survey			2004-05 Survey		
Tuition	Infant-Toddler 9-10 Mos. School Year 5 Days Parital Day (1-5 hours)	Infant-Toddler 9-10 Mos. School Year 5 Days Full Day (6-11 hours)	Tuition	Infant-Toddler 9-10 Mos. School Year 5 Days Parital Day (1-5 hours)	Infant-Toddler 9-10 Mos. School Year 5 Days Full Day (6-11 hours)
\$1-\$999			\$1-\$999*	4%	3%
\$1,000-\$1,999			\$1,000-\$1,999*	6%	3%
\$2,000-\$2,999			\$2,000-\$2,999	4%	
\$3,000-\$3,999	5%		\$3,000-\$3,999	26%	3%
\$4,000-\$4,999	8%	2%	\$4,000-\$4,999	21%	16%
\$5,000-\$5,999	30%	3%	\$5,000-\$5,999	19%	21%
\$6,000-\$6,999	17%	12%	\$6,000-\$6,999	13%	9%
\$7,000-\$7,999	13%	12%	\$7,000-\$7,999	2%	3%
\$8,000-\$8,999	10%	14%	\$8,000-\$8,999	2%	9%
\$9,000-\$9,999	7%	15%	\$9,000-\$9,999	2%	10%
\$10,000-\$10,999	2%	9%	\$10,000-\$10,999	2%	5%
\$11,000-\$11,999	5%	7%	\$11,000-\$11,999		5%
\$12,000-\$12,999	2%	7%	\$12,000-\$12,999		3%
\$13,000-\$13,999		2%	\$13,000-\$13,999		2%
\$14,000-\$14,999	1%	5%	\$14,000-\$14,999		2%
\$15,000-\$15,999		3%	\$15,000-\$15,999		3%
\$16,000-\$16,999		4%	\$16,000-\$16,999		
\$17,000-\$17,999		3%	\$17,000-\$17,999		2%
\$18,000-\$18,999		2%	\$18,000-\$18,999		
Total Responses	87	95	Total Responses	53	58

*Tuitions in these ranges in the 2005 survey results are likely to represent erroneously reported *monthly*, rather than *annual*, tuitions.

Figure 20. Comparison of 2009-10 with 2004-05 tuition ranges for 0-3 level.

Infant-Toddler (0-3) Tuition Ranges

Figure 20 shows ranges of tuitions for selected infant-toddler program options. In order to have a workable sample size, the comparison focuses on five-day programs, breaking them down by length of day.

Primary (3-6) Tuition Ranges

Figure 21 shows tuition ranges for a variety of primary (3-6) program options. Only 9-10 month school calendars are included; the sample size for 11-12 month calendars was too small to include.

2009-10 Survey					2005 Survey				
Tuition	Primary 9-10 Mos. School Year 3 Hours	Primary 9-10 Mos. School Year 4 Hours	Primary 9-10 Mos. School Year 6 Hours	Primary 9-10 Mos. School Year All Day*	Tuition	Primary 9-10 Mos. School Year 3 Hours	Primary 9-10 Mos. School Year 4 Hours	Primary 9-10 Mos. School Year 6 Hours	Primary 9-10 Mos. School Year All Day*
\$1-\$999					\$1-\$999**				
\$1,000-\$1,999	1%				\$1,000-\$1,999**	2%	2%	1%	1%
\$2,000-\$2,999	8%	3%			\$2,000-\$2,999	22%	6%	2%	1%
\$3,000-\$3,999	16%	9%	1%	1%	\$3,000-\$3,999	31%	22%	8%	5%
\$4,000-\$4,999	27%	11%	11%	7%	\$4,000-\$4,999	18%	39%	18%	12%
\$5,000-\$5,999	19%	30%	14%	9%	\$5,000-\$5,999	15%	15%	23%	20%
\$6,000-\$6,999	12%	23%	20%	13%	\$6,000-\$6,999	10%	12%	18%	15%
\$7,000-\$7,999	9%	8%	15%	15%	\$7,000-\$7,999	2%	2%	15%	13%
\$8,000-\$8,999	4%	5%	19%	14%	\$8,000-\$8,999	1%	2%	5%	14%
\$9,000-\$9,999	2%	8%	7%	13%	\$9,000-\$9,999			6%	7%
\$10,000-\$10,999	1%	1%	6%	5%	\$10,000-\$10,999	1%	2%	1%	5%
\$11,000-\$11,999	1%	1%	3%	5%	\$11,000-\$11,999			1%	
\$12,000-\$12,999			3%	11%	\$12,000-\$12,999				5%
\$13,000-\$13,999				1%	\$13,000-\$13,999			1%	1%
\$14,000-\$14,999	1%		1%	2%	\$14,000-\$14,999			1%	
\$15,000-\$15,999				2%	\$15,000-\$15,999				1%
\$16,000-\$16,999				1%	\$16,000-\$16,999				1%
\$17,000-\$17,999				1%	\$17,000-\$17,999				1%
\$18,000-\$18,999					\$18,000-\$18,999				
Total Responses	169	88	183	114	Total Responses	163	65	152	102

**All Day* represents programs reported as "a program for children who need full-day care, taking place in the same environment all day and with one or more Montessori-trained teachers for the entire time they are at school," excluding before- and after-school care and excluding "extended day" enrichment for third-year preschoolers.

**Tuition in these ranges in the 2005 survey results are likely to represent erroneously reported monthly, rather than annual, tuitions.

Figure 21. Comparison of 2009-10 with 2004-05 tuition ranges for 3-6 level.

2009-10 Survey				2004-05 Survey			
Tuition	Lower Elementary 9-10 Mos. School Year	Upper Elementary 9-10 Mos. School Year	Early Adolescent 9-10 Mos. School Year	Tuition	Lower Elementary 9-10 Mos. School Year	Upper Elementary 9-10 Mos. School Year	Early Adolescent 9-10 Mos. School Year
\$1-\$999				\$1-\$999			
\$1,000-\$1,999				\$1,000-\$1,999			
\$2,000-\$2,999				\$2,000-\$2,999*	1%	1%	
\$3,000-\$3,999	1%	1%		\$3,000-\$3,999	6%	5%	4%
\$4,000-\$4,999	4%	6%	2%	\$4,000-\$4,999	10%	10%	4%
\$5,000-\$5,999	12%	9%	2%	\$5,000-\$5,999	20%	18%	14%
\$6,000-\$6,999	14%	12%	16%	\$6,000-\$6,999	22%	23%	7%
\$7,000-\$7,999	16%	17%	14%	\$7,000-\$7,999	17%	14%	17%
\$8,000-\$8,999	15%	10%	2%	\$8,000-\$8,999	9%	9%	17%
\$9,000-\$9,999	11%	10%	5%	\$9,000-\$9,999	7%	8%	10%
\$10,000-\$10,999	9%	14%	12%	\$10,000-\$10,999	6%	5%	14%
\$11,000-\$11,999	3%	3%	16%	\$11,000-\$11,999	3%	4%	7%
\$12,000-\$12,999	6%	6%	5%	\$12,000-\$12,999		1%	7%
\$13,000-\$13,999	3%	3%	9%	\$13,000-\$13,999	1%	1%	
\$14,000-\$14,999	2%	3%	12%	\$14,000-\$14,999	1%	1%	
\$15,000-\$15,999	2%	3%	2%	\$15,000-\$15,999			
\$16,000-\$16,999	1%			\$16,000-\$16,999			
\$17,000-\$17,999		1%	2%	\$17,000-\$17,999			
\$18,000-\$18,999				\$18,000-\$18,999			
\$19,000-\$19,999	1%	1%		\$19,000-\$19,999			
Total Responses	127	105	43	Total Responses	121	94	29

*Tuition in this range in the 2005 survey results are likely to represent erroneously reported *monthly*, rather than *annual*, tuitions.

Figure 22. Comparison of 2009-10 with 2004-05 tuition ranges for 6-9, 9-12, and 12-15 levels.

Elementary (6-9 and 9-12) and Adolescent (12-15) Tuition Ranges

Figure 22 shows tuition ranges for lower elementary (6-9), upper elementary (9-12), and early adolescent (12-15) levels. Ranges shown are all for 9-10 month calendars; the sample size for 11-12 month calendars was too small to include. No older adolescent (15-18) programs were reported in the 2009-10 or the 2004-05 survey.

Median Annual Tuitions

The medians in Figure 23 indicate a general tendency for tuition to increase with student age. Due to the extremely wide variation in infant-toddler program offerings, these tuitions are reported in terms of the child's hours per week in the program.

The medians provide a means of comparison with other private schools. NAIS reported a median 2009-10 tuition for grades 1 and 3 of \$15,960, 46% higher than median lower elementary (ages 6-9) tuitions reported to NAMTA. The median NAIS 2009-10 tuition for grades 6 and 8 was \$17,763, 40% higher than median Montessori early adolescent (ages 12-15) tuition. Despite these gaps, Montessori does seem to have gained in tuition, since NAMTA's 2004-05 salary survey reported a 48% gap between Montessori lower elementary and NAIS grades 1 and 3 tuitions and a 44% gap between Montessori early adolescent and NAIS grades 6 and 8 tuitions.

2009-10 Median Annual Tuitions (9-10 month school calendars)	
Age Level	Median Annual Tuition
Infant-Toddler up to 6 Hrs/Wk	\$3,003
Infant-Toddler 7-15 Hrs/Wk	\$5,400
Infant-Toddler 16-29 Hrs/Wk	\$6,750
Infant-Toddler >29 Hrs/Wk	\$9,302
Primary 5-day, 3-hour	\$4,920
Primary 5-day, 4-hour	\$5,845
Primary 5-day, 6-hour	\$7,317
Primary 5-day, All Day	\$8,475
Lower Elementary	\$8,550
Upper Elementary	\$8,714
Early Adolescent	\$10,671

Figure 23. Median tuitions, 2009-10 (school year of 9-10 months).

Comparison of 2009-10 and 2004-05 Median Annual Tuitions (9-10 month school calendars)			
Age Level	2009-10 Median Annual Tuition	2004-05 Median Annual Tuition	Percent Increase of 2009-10 over 2004-05 Tuition
Primary 3-hour	\$4,920	\$3,850	28%
Primary 4-hour	\$5,845	\$4,500	30%
Primary 6-hour	\$7,317	\$5,875	25%
Lower Elementary	\$8,550	\$6,690	28%
Upper Elementary	\$8,714	\$6,700	30%
Early Adolescent	\$10,671	\$8,170	31%

Figure 24. Comparison of 2009-10 and 2004-05 median annual tuitions.

Figure 24 compares median annual tuitions from the 2009-10 and 2004-05 NAMTA surveys. Only academic-year calendars (9-10 months) are represented. Infant-toddler medians were not compared due to the wide differences in reported program options. The only generalization that can be made about infant-toddler programs is that schools seem to be widening the options they offer to parents of these youngest children, in particular expanding the length of the program day (sometimes to as long as 11 hours) to accommodate working families.

Tuition and Salary Increases

Percent Tuition Increase

Figure 25 represents respondents' answers to the question, "What was the percentage tuition increase each year for the last five years?" The frequency of reported tuition increases is displayed in two-percent increments over the last five years. The recession has certainly put a damper on tuition increases over the last four years. Nearly one fifth of schools refrained from increasing tuitions each year from 2005-06 to 2008-09; this year, that figure climbed to more than one in four.

Figure 26 illustrates the median (50th percentile) of these reported tuition increases. Uncertainty in the economy is evident here when compared with the results of the 2004-05 survey, which showed a steady 5% median reported tuition increase for each year from 2000-01 to 2004-05.

2009-10 Percent Tuition Increase over the Past Five Years					
Percent Tuition Increase	2005-06	2006-07	2007-08	2008-09	2009-10
No Increase	21%	18%	19%	19%	27%
1-2%	9%	9%	9%	8%	10%
3-4%	30%	31%	34%	31%	33%
5-6%	26%	30%	26%	27%	22%
7-8%	6%	4%	6%	6%	4%
9-10%	3%	6%	3%	6%	2%
>10%	2%	2%	3%	2%	2%

Figure 25. Percent tuition increase over 5 years.

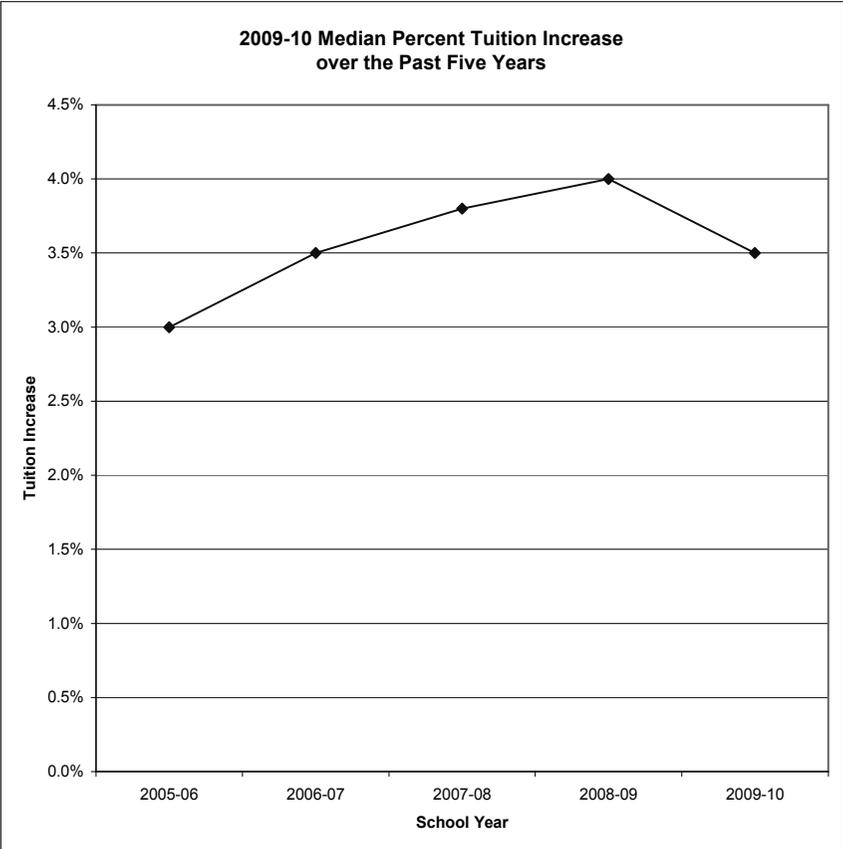


Figure 26. Median percent tuition increase over 5 years.

2009-10 Percent Salary Increase over the Past Five Years					
Percent Salary Increase	2005-06	2006-07	2007-08	2008-09	2009-10
No Increase	23%	20%	16%	17%	43%
1-2%	15%	12%	13%	13%	17%
3-4%	46%	51%	48%	49%	28%
5-6%	14%	14%	18%	17%	10%
7-8%	1%	2%	1%	2%	1%
9-10%	1%	1%	1%	1%	1%
11-12%			1%	1%	
13-14%					
15-16%			1%		
17-18%					
19-20%					
>20%	1%				

Figure 27. Percent salary increase over 5 years

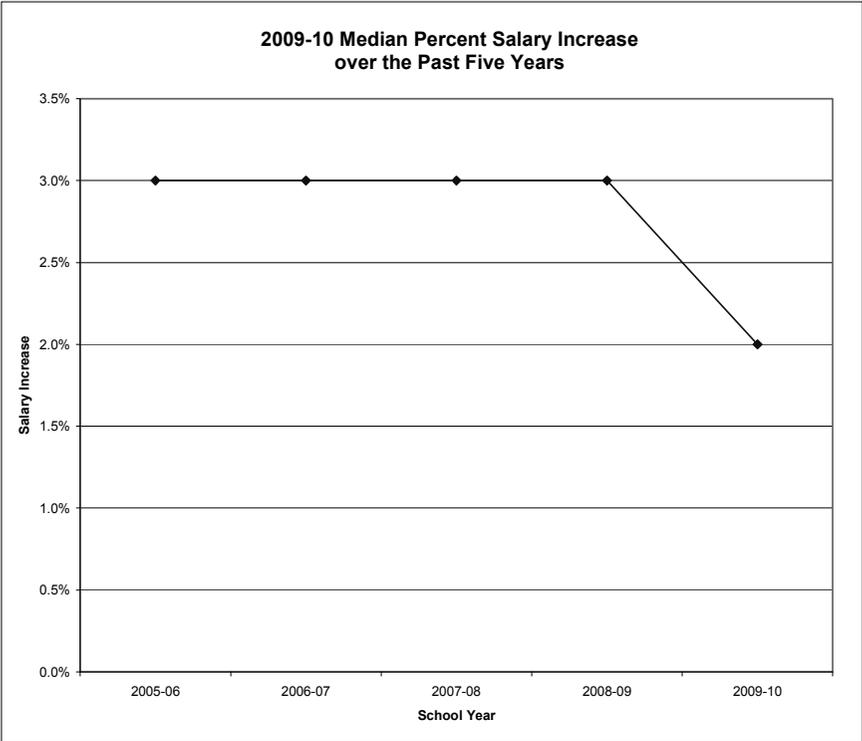


Figure 28. Median percent salary increase over 5 years

Percent Salary Increase

Figure 27 shows answers to the question, “What was the percentage salary increase over the last five years?” The frequency of reported salary increases is displayed in two-percent increments over the last five years. A large number of schools (anywhere from 16% to 23%) froze salaries at least once in the years from 2005-06 to 2008-09; this figure dramatically climbed to 43% this year.

As shown in Figure 28, the median of these reported salary increases was 3% for each of the years from 2005-06 to 2008-09 and went down to 2% this year. As with tuitions, this volatility presents a contrast with the 2004-05 results, which showed a steady 4% median salary increase every year from 2000-01 to 2004-05.

Tuition and Salary

Seventy-three percent of schools stated they tie salary to tuition. Figure 29 illustrates the tendency for salaries to increase with tuition,

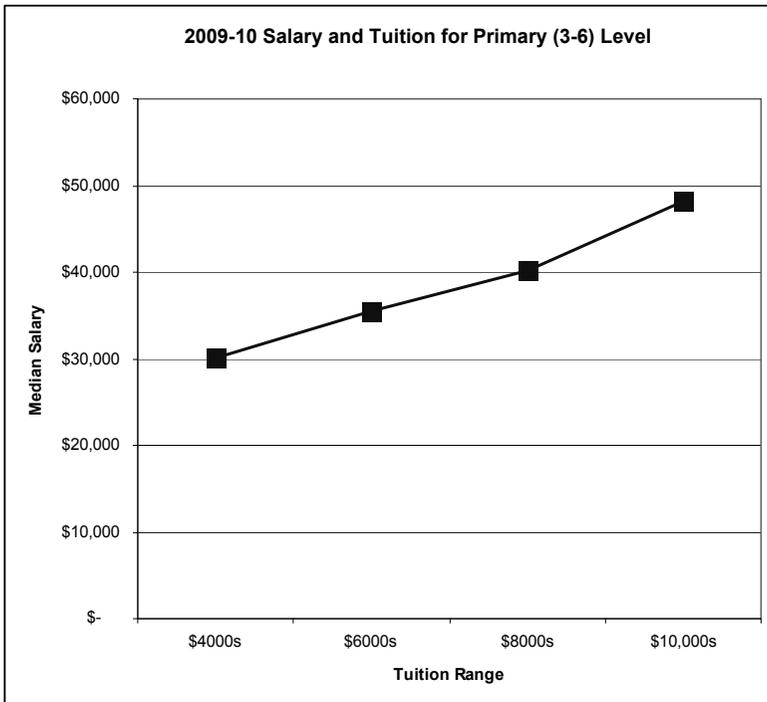


Figure 29. Median salary of 3-6 teachers as a function of 3-6 tuitions.

using the primary (3-6) level as an example. Median salaries at the 3-6 age level are shown for teachers employed at schools reporting tuitions in each of four selected ranges (the \$4000s, \$6000s, \$8000s, and \$10,000s) for the most common primary program: 3 hours, 5 days a week.

Thirty-three percent of responding schools use a merit system for salary increases, while 32% of schools use an index such as COLA (the Cost of Living Allowance). Forty percent of schools indicated they use other factors, such as the employee's education, Montessori training, years at the school, experience, and enrollment to determine salary increases. Of these, enrollment is the most common factor affecting salaries. Some schools cited outside factors, such as the state budget or diocesan rule.

ACKNOWLEDGEMENTS

I wish to thank Renee Pendleton and Kristin Sasaki for their hard work and extra effort in making this report possible in a very challenging time frame.

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