



IDAHO FREEDOM
FOUNDATION

BROKEN LADDER

Summary findings

Why Idaho lawmakers need to
replace the Career Ladder

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— KEY FINDINGS —

- The Career Ladder is administratively complex with no apparent advantages to individual teachers and should be replaced with a formula that is more transparent and less administratively burdensome.
- The Legislature should further study actual teacher pay at the district level in relation to the Career Ladder before updating the funding formula. In our research, the review of district level salary data demonstrates inequities across districts and within districts were not addressed by the Career Ladder.
- Actual teacher pay in Idaho varies significantly, and does not correspond to Career Ladder appropriations. Thus, boosting Career Ladder appropriations won't guarantee that great teachers get paid more. In this revised version of the Career Ladder report, we added data for Career Ladder salaries at eight school districts spread across the state. This district level data confirms the conclusions from the state-wide data that actual teachers' salaries don't correspond to Career Ladder appropriations and that teachers at top performing schools like the Coeur d'Alene Academy are actually paid less than at schools with lower results.
- Throughout Idaho, 13% of teachers are paid less than their basic Career Ladder salary appropriation. For example, more than 46.2% of public school Professional Level 1 teachers (the entry level professional Career Ladder rung) are paid less than their basic Career Ladder appropriation.
- Veteran teachers, generally educators with 13 or more years experience, are not disadvantaged by the Career Ladder: The average veteran teacher's salary is far higher than their basic Career Ladder appropriation. This is especially true in the larger districts. For example, in the Boise School District the top rung (Professional Level 10) teachers earned an average base salary of \$71,575 compared to the Career Ladder allocation of \$49,401. However, for Professional Level 1 teachers, the average salary was \$43,544 compared to a Career Ladder allocation of \$40,750. While no veteran, P10, teachers received a base salary below the Career Ladder allocation, 33.9% of P1 teachers did. The authors found similarly skewed salaries across the teaching experience spectrum in most of the districts.
- Veteran teachers already earn, on average, more than the \$60,000 a year proposed for a new top Career Ladder rung.

— BACKGROUND —

The Career Ladder has been the focus of much debate in state government, but few people have a full understanding of what it is, what it does, and how it helps determine teacher salaries.

The Career Ladder is a salary-allocation schedule that defines how much money the state will give to each school district for a teacher with a given level of experience and education. Districts are free to pay more or less than this amount. For example, in Fiscal Year 2019, the state, basic, general fund allocation was \$35,800 for every new entry-level teacher on the first rung of the Career Ladder: Residency Level 1. Teachers move to higher rungs the longer they work in the district and by meeting the applicable performance criteria, such as having a master's degree. The state also gives districts extra money for teachers who have additional certifications, such as an occupational specialist certificate.¹

For teachers who are paid from the General Fund (source code 10), the Legislature sends each school district in the state a sum to match the total appropriation for all teachers in that district, based on their Career Ladder rungs and applicable additional allocations.² To simplify this review of the Career Ladder, this report only examines teachers who are fully funded from General Fund dollars—which map to the Career Ladder appropriation.

The General Fund Career Ladder salary and benefit appropriation has increased from about \$704 million in FY16 to about \$959 million for FY20, a substantial increase in the state's commitment to improve teacher pay as well as to increase the number of teaching staff. This appropriation covers both instructional and pupil services staff, however instructional staff are the focus of this study.

The state does not determine how much each teacher is actually paid. The only exception is that the state determines the minimum salary, which was \$35,800 for the 2018-19 school year. This amount that will rise to \$38,500 for the 2019-20 school year.³ Each district has its own contract with teachers. As a result, most Idaho teachers are not paid the state-appropriated amount; some teachers receive less and others receive more.

Contrary to what you may have heard, veteran teachers are not the ones who are disadvantaged by the Career Ladder. It is the teachers at the lower rungs on the ladder who often receive less than their appropriation. Superintendent of Public Instruction Sherri Ybarra has proposed adding another top rung to the Career Ladder. Adding another rung to the Career Ladder would not guarantee that less experienced teachers would be paid more. It might simply lead to over-rewarding veteran teachers.

For example, 46.2.% of Professional Level 1 teachers (the entry level professional rung) who work in traditional public schools are paid less than the \$40,750 appropriation given to their district. On average, across all rungs of the Career Ladder, 13.0% of teachers are paid less than the appropriated base salary.

Graph 1. Percentage of teachers paid below the Career Ladder for the 2018-19 school year

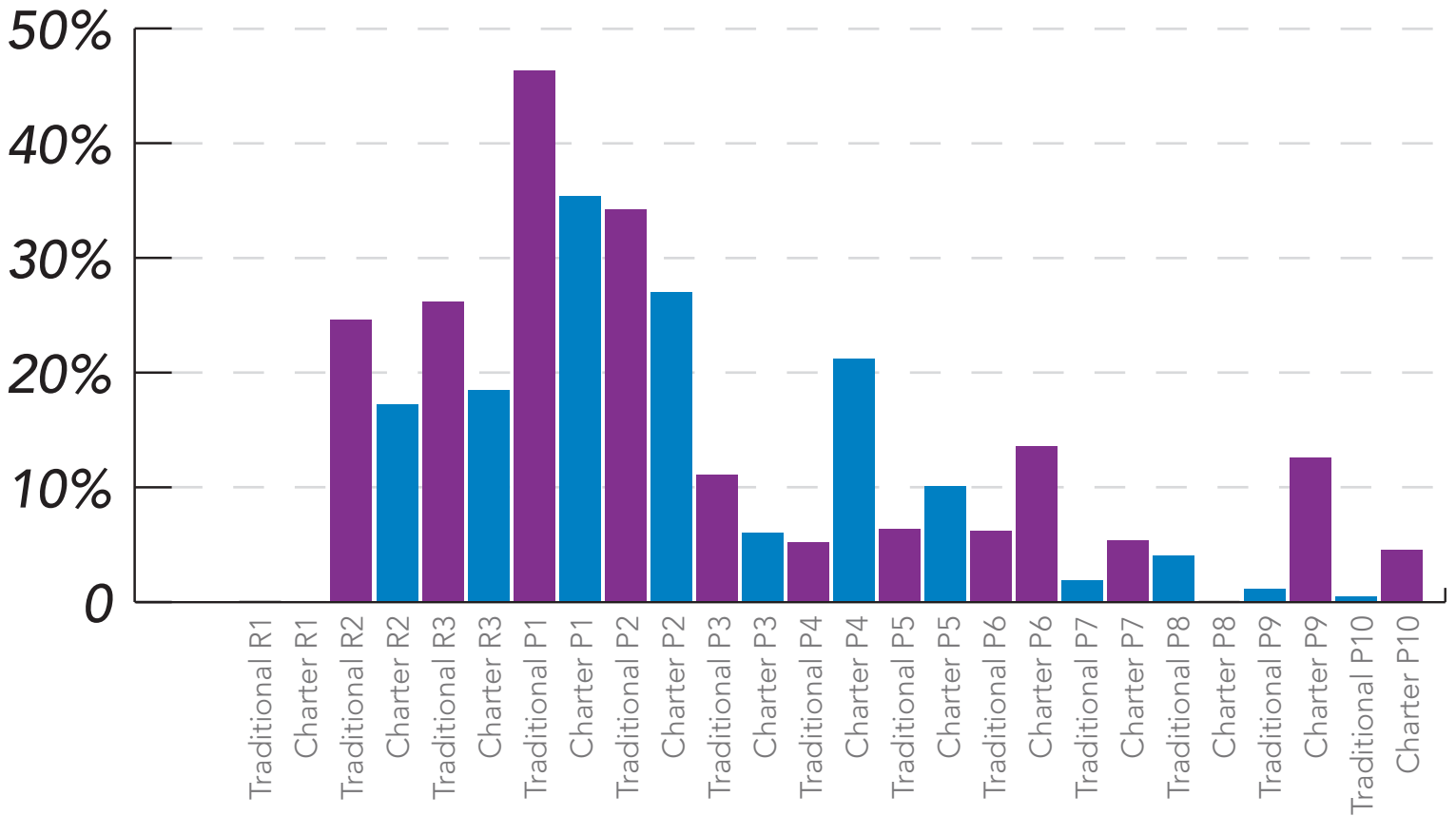


Table 1. Percentage of teachers paid below Career Ladder for the 2018-19 school year

Career Ladder pay rung	Career Ladder appropriation	Percent of teachers paid below Career Ladder appropriation (base salary only)	Average base salary
Traditional R1	\$35,800	0.0%	\$37,122
Charter R1	\$35,800	0.0%	\$36,844
Traditional R2	\$36,750	24.5%	\$37,448
Charter R2	\$36,750	17.1%	\$37,697
Traditional P3	\$37,706	26.1%	\$38,909
Charter R3	\$37,706	18.4%	\$39,262
Traditional P1	\$40,750	46.2%	\$40,805
Charter P1	\$40,750	35.3%	\$41,177
Traditional P2	\$42,503	34.1%	\$43,867
Charter P2	\$42,503	26.9%	\$44,127
Traditional P3	\$42,765	11.0%	\$48,373
Charter P3	\$42,765	5.9%	\$48,949
Traditional P4	\$44,538	5.1%	\$50,925
Charter P4	\$44,538	21.1%	\$49,010
Traditional P5	\$44,820	6.3%	\$51,544
Charter P5	\$44,820	10.0%	\$50,453
Traditional P6	\$46,614	6.1%	\$53,294
Charter P6	\$46,614	13.5%	\$51,887
Traditional P7	\$46,918	1.8%	\$56,464
Charter P7	\$46,918	5.3%	\$55,880
Traditional P8	\$48,734	3.9%	\$58,388
Charter P8	\$48,734	0.0%	\$54,766
Traditional P9	\$49,061	1.0%	\$59,333
Charter P9	\$49,061	12.5%	\$57,189
Traditional P10	\$49,401	0.4%	\$62,025
Charter P10	\$49,401	4.4%	\$60,282

Though some teachers are paid less than their appropriated salary, others are paid significantly more. The highest-paid teacher in the Idaho public school system made \$96,110 during the 2018-19 school year. This instructor teaches agricultural welding and small gasoline engine repair in Meridian and is at Professional Level 10 on the Career Ladder. In comparison, the lowest-paid Idaho teacher is a Residential Level 2 special educator in Gooding, who made \$35,638 during the 2018-19 school year.

When the highest, lowest, average, and median salaries are lined up side by side for each Career Ladder rung, it is easy to see that actual salaries range wildly at both traditional and public charter schools. It is also clear that the ladder does not guide salaries from one step to another. In some cases, the highest-paid teacher on one level of the Career Ladder is paid more than the highest-paid teacher on the next level.

In short, salaries are not always commensurate with the Career Ladder rungs — and are not required to be.

Graph 2. Highest and lowest salaries by Career Ladder rung



**Table 2. Highest, lowest, average,
and median base salaries
for the 2018-19 school year**

Career Ladder pay rung	Highest salary paid	Lowest salary paid	Average base salary	Median base salary
Traditional R1	\$69,360	\$35,800	\$37,122	\$35,800
Charter R1	\$45,500	\$35,800	\$36,844	\$35,800
Traditional R2	\$67,356	\$35,638	\$37,448	\$36,750
Charter R2	\$48,000	\$35,800	\$37,697	\$36,756
Traditional R3	\$73,471	\$35,664	\$38,909	\$37,833
Charter R3	\$50,408	\$35,800	\$39,262	\$38,304
Traditional P1	\$80,706	\$35,800	\$40,805	\$40,750
Charter P1	\$49,660	\$36,565	\$41,177	\$40,750
Traditional P2	\$82,884	\$35,800	\$43,867	\$42,529
Charter P2	\$61,098	\$35,800	\$44,127	\$43,008
Traditional P3	\$85,222	\$37,600	\$48,373	\$46,800
Charter P3	\$64,831	\$40,500	\$48,949	\$47,669
Traditional P4	\$87,807	\$38,598	\$50,925	\$49,784
Charter P4	\$60,000	\$37,970	\$49,010	\$49,130
Traditional P5	\$85,222	\$37,797	\$51,544	\$49,595
Charter P5	\$64,599	\$38,000	\$50,453	\$50,059
Traditional P6	\$87,754	\$41,446	\$53,294	\$52,140
Charter P6	\$65,000	\$40,223	\$51,887	\$50,812
Traditional P7	\$88,631	\$39,861	\$56,464	\$55,678
Charter P7	\$73,620	\$44,836	\$55,880	\$55,624
Traditional P8	\$86,024	\$44,950	\$58,388	\$56,700
Charter P8	\$60,292	\$48,734	\$54,766	\$53,888
Traditional P9	\$92,187	\$46,139	\$59,333	\$58,496
Charter P9	\$86,880	\$40,223	\$57,189	\$57,700
Traditional P10	\$96,110	\$40,401	\$62,025	\$61,300
Charter P10	\$85,000	\$40,223	\$60,282	\$62,672

The findings in this report do not support adding another rung to the Career Ladder or even continuing this approach to salary allocation by the state of Idaho. Our research has uncovered a number of flaws that suggest that the Career Ladder be replaced. The three major flaws are:

1. The ladder is complex to administer, as its guidance manual contains 97 pages, and the Career Ladder is not well understood. The fact that the Career Ladder allocation schedule does not determine actual salaries is misunderstood by many.
2. As the district-level data in the this report's appendix shows, merely allocating more money will maintain the disparity among districts and may actually increase it. Another rung will likely lead the Idaho Education Association to negotiate even bigger pay increases for veteran teachers, thereby heightening the pay gap between veterans and mid-career teachers, and between urban and rural districts — continuing the pull from rural to urban districts.
3. The Career Ladder allocation places a premium on teachers accumulating education credits and years of service, but the use of state-appropriated dollars are not consistently being applied to this goal. Further, the Career Ladder was intended to be linked to a system of accountability. However, when 98% of teachers are placed in the top two rating levels, it is clear there is no genuine system of accountability, but rather a system that rewards years of service and education credits instead of teaching excellence.

Methodology

We began our research with a list of every Idaho school district employee who holds a teaching certificate. We then cut from that list all part-time positions, as well as any positions where the school district was not able to report the contracted salary for the 2018-19 school year.

Additionally, we cut out administrative and pupil service positions. We considered the following to be administrative and pupil service positions:

- Principals
- Administrators
- School counselors
- School social workers
- School nurses
- Athletic facilitators
- College and career ready advisors
- CTE administrators
- Migrant education administrators
- Special education directors
- Assistant principals
- Librarians
- Community resource workers
- Occupational therapists
- Physical therapists
- Speech and language pathologists
- Audiologists
- Homeless liaisons
- Coordinators
- Office/library/classroom aides

We eliminated those educators with dual roles if they were classified with an administrative contract. As stated above in this report, the intent was to most closely compare the salary allocations of teachers funded by the Career Ladder to the actual base salary paid them by their district — because if there is little or no relationship between the Career Ladder appropriation and the actual salaries, there is no reason to administer a complex system. Two teachers could

earn exactly the same salary in the same school district but one could be funded by General Fund dollars, while the other funded by another source of funds, such as Title 1 federal money. Only those fully funded by General Fund dollars were included in the research.

After these exclusions, we ended with a list of 14,860 full-time teaching positions throughout the state. The decision was to review those teachers funded by General Funds (funding source code 10) as those are directly tied to the state funding formula.⁴ While the source of funds doesn't necessarily impact what a teacher is paid, we believe it makes sense to most closely match the salaries of teachers fully funded by state general fund appropriations with the view that this is the clearest way to evaluate whether the Career Ladder is an effective compensation tool. We split this list in two: one for 13,993 traditional school teachers and another for 867 charter school teachers.

Only base salaries were used in the analysis, so we excluded any extra pay that these teachers received for the year.⁵ The estimated extra pay amounts to more than \$16.8 million for teachers for the 2018-19 school year, and not all teachers receive extra pay.⁶ Extra pay can come from several sources. For example, there is a separate line item for Leadership Premiums to be paid when teachers occupy a hard-to-fill position or they teach a dual-credit course.⁷ The following is a list of extra pay opportunities excluded from this report's salary figures:

- Bonuses
- National board certification benefits
- Leadership premiums
- Summer contracts
- Department head positions
- Fringe benefits
- Driver training
- Extracurricular instruction/coaching

Disclaimer: IFF revised this report on September 12, 2019. The data presented in this report was obtained from an Idaho System for Educational Excellence (ISEE) report provided by the State Department of Education (SDE). Based on feedback after the initial report was released, IFF determined that several salaries in the ISEE data were inaccurately reported by the state and school districts. The authors requested and received corrected data from SDE, which is included here. If a reader believes that any data is not accurate, please contact IFF.

Endnotes

1. Idaho Code Section 33-1004B, Career Ladder.
2. "2018-2019 SCHOOL YEAR: ISEE Staff Data Guidance Manual." Pages 15-47. Available at: <http://www.sde.idaho.gov/finance/shared/2018-2019/2018-2019-ISEE-Staff-Data-Guidance-Manual.pdf>.
3. Idaho Code Section 33-1004B, Career Ladder.
4. "2018-2019 SCHOOL YEAR: ISEE Staff Data Guidance Manual." Pages 40-41. Available at: <http://www.sde.idaho.gov/finance/shared/2018-2019/2018-2019-ISEE-Staff-Data-Guidance-Manual.pdf>.
5. "2018-2019 SCHOOL YEAR: ISEE Staff Data Guidance Manual." Page 38. Available at: <http://www.sde.idaho.gov/finance/shared/2018-2019/2018-2019-ISEE-Staff-Data-Guidance-Manual.pdf>.
6. Idaho State Department of Education, Basic Education Staffing System, Statewide Certificated Staff Salary Report, 2018-2019.
7. Idaho Code Section: 33-1004J, Leadership Premiums.

— APPENDIX —

The salary data for individual school districts further demonstrates that the Career Ladder is not even close to a consistent guideline. A district with few resources like Sugar-Salem follows the ladder strictly, while other districts do not.

Again, we see that many Professional Level 1 (P1) teachers are consistently paid less than the Career Ladder appropriation, while all of the P10 teachers make more or considerably more than the Career Ladder appropriation. Finally, in a number of districts, average salaries for lower professional rungs are higher than the the next rung’s salary. For example, in Moscow the average P5 is paid \$66,284, while the average P6 is paid \$60,791.

Blaine School District

Average percentage paid below Career Ladder appropriation: **0%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	\$55,768	\$44,614	\$51,678	\$54,653	0.0%	\$35,800
R2	\$60,939	\$44,614	\$53,581	\$57,998	0.0%	\$36,750
R3	\$73,471	\$44,614	\$56,187	\$54,653	0.0%	\$37,706
P1	\$74,947	\$46,845	\$58,721	\$57,441	0.0%	\$40,750
P2	\$74,947	\$47,331	\$63,602	\$65,278	0.0%	\$42,503
P3	\$85,222	\$55,935	\$73,152	\$72,401	0.0%	\$42,765
P4	\$75,675	\$70,645	\$73,690	\$74,220	0.0%	\$44,538
P5	\$85,222	\$60,357	\$78,164	\$78,729	0.0%	\$44,820
P6	\$87,754	\$73,471	\$82,915	\$85,222	0.0%	\$46,614
P7	\$88,631	\$72,764	\$83,667	\$85,222	0.0%	\$46,918
P8	\$86,024	\$75,675	\$81,363	\$82,692	0.0%	\$48,734
P9	\$88,631	\$75,675	\$85,112	\$85,222	0.0%	\$49,061
P10	\$88,631	\$72,764	\$86,495	\$88,631	0.0%	\$49,401

Note: The median P10 salary is the same as the highest because more than half of the teachers are paid the highest salary.

Moscow School District

Average percentage paid below Career Ladder appropriation: **16%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	\$37,282	\$37,282	\$37,282	\$37,282	0.0%	\$35,800
R2	\$44,630	\$35,800	\$38,592	\$36,541	50.0%	\$36,750
R3	\$51,516	\$35,800	\$38,101	\$35,800	77.8%	\$37,706
P1	\$48,830	\$35,800	\$40,143	\$35,800	66.7%	\$40,750
P2	\$62,363	\$37,282	\$49,930	\$48,830	12.9%	\$42,503
P3	\$62,363	\$51,166	\$58,182	\$59,599	0.0%	\$42,765
P4	\$68,233	\$51,166	\$59,673	\$59,621	0.0%	\$44,538
P5	\$71,824	\$56,999	\$66,284	\$68,233	0.0%	\$44,820
P6	\$68,233	\$56,999	\$60,791	\$59,621	0.0%	\$46,614
P7	\$68,233	\$56,999	\$62,020	\$60,249	0.0%	\$46,918
P8	\$68,233	\$62,363	\$67,581	\$68,233	0.0%	\$48,734
P9	\$68,233	\$56,999	\$65,382	\$68,233	0.0%	\$49,061
P10	\$70,029	\$56,999	\$67,637	\$68,233	0.0%	\$49,401

West Ada School District

Average percentage paid below Career Ladder appropriation: **11%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	\$65,940	\$35,800	\$36,498	\$35,800	0.0%	\$35,800
R2	\$55,388	\$35,800	\$37,406	\$36,803	5.2%	\$36,750
R3	\$65,940	\$36,803	\$39,187	\$37,833	4.1%	\$37,706
P1	\$80,706	\$37,833	\$41,687	\$40,353	65.6%	\$40,750
P2	\$82,884	\$37,833	\$44,286	\$43,710	41.9%	\$42,503
P3	\$67,337	\$40,353	\$47,995	\$48,902	17.5%	\$42,765
P4	\$60,292	\$43,710	\$49,807	\$50,147	4.4%	\$44,538
P5	\$62,635	\$43,710	\$51,107	\$50,226	3.1%	\$44,820
P6	\$58,188	\$45,310	\$53,226	\$52,887	2.4%	\$46,614
P7	\$81,439	\$47,702	\$55,687	\$56,159	0.0%	\$46,918
P8	\$60,292	\$54,959	\$56,538	\$56,159	0.0%	\$48,734
P9	\$64,744	\$51,426	\$58,823	\$59,092	0.0%	\$49,061
P10	\$96,110	\$51,426	\$64,617	\$64,740	0.0%	\$49,401

Bonneville School District

Average percentage paid below Career Ladder appropriation: **11%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	\$56,087	\$36,516	\$37,064	\$36,516	0.0%	\$35,800
R2	\$42,373	\$36,516	\$38,003	\$37,445	4.8%	\$36,750
R3	\$46,038	\$37,445	\$39,474	\$38,278	2.0%	\$37,706
P1	\$52,184	\$38,278	\$40,874	\$40,111	74.4%	\$40,750
P2	\$46,038	\$38,278	\$42,366	\$42,373	67.5%	\$42,503
P3	\$47,750	\$43,238	\$44,822	\$44,838	0.0%	\$42,765
P4	\$52,184	\$44,950	\$47,311	\$47,342	0.0%	\$44,538
P5	\$52,184	\$46,534	\$49,221	\$49,256	0.0%	\$44,820
P6	\$56,422	\$49,256	\$51,794	\$50,984	0.0%	\$46,614
P7	\$61,300	\$52,111	\$56,314	\$56,422	0.0%	\$46,918
P8	\$53,185	\$52,189	\$52,687	\$52,687	0.0%	\$48,734
P9	\$61,300	\$54,385	\$58,086	\$57,687	0.0%	\$49,061
P10	\$65,156	\$56,422	\$60,922	\$60,100	0.0%	\$49,401

Boise School District

Average percentage paid below Career Ladder appropriation: **5%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	\$51,527	\$39,455	\$40,260	\$39,455	0.0%	\$35,800
R2	\$67,356	\$39,455	\$40,943	\$39,746	0.0%	\$36,750
R3	\$49,074	\$40,035	\$41,594	\$40,615	0.0%	\$37,706
P1	\$62,706	\$40,326	\$43,544	\$41,776	33.9%	\$40,750
P2	\$58,229	\$36,641	\$47,942	\$46,737	22.6%	\$42,503
P3	\$75,459	\$41,196	\$53,169	\$54,103	6.7%	\$42,765
P4	\$61,176	\$46,737	\$55,968	\$56,809	0.0%	\$44,538
P5	\$70,947	\$46,737	\$56,685	\$58,229	0.0%	\$44,820
P6	\$67,527	\$47,634	\$59,077	\$59,685	0.0%	\$46,614
P7	\$72,720	\$51,527	\$63,424	\$64,273	0.0%	\$46,918
P8	\$67,527	\$59,685	\$62,728	\$62,706	0.0%	\$48,734
P9	\$72,720	\$61,176	\$66,909	\$65,881	0.0%	\$49,061
P10	\$83,493	\$55,431	\$71,575	\$72,720	0.0%	\$49,401

St. Maries School District

Average percentage paid below Career Ladder appropriation: **36%**

* There is only one teacher on this rung.
 ** All teachers on this rung are paid the same.

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1**	\$35,800	\$35,800	\$35,800	\$35,800	0.0%	\$35,800
R2**	\$36,071	\$36,071	\$36,071	\$36,071	100.0%	\$36,750
R3	\$37,711	\$36,792	\$37,160	\$36,792	60.0%	\$37,706
P1*	\$36,792	\$36,792	\$36,792	\$36,792	100.0%	\$40,750
P2	\$45,653	\$36,071	\$39,469	\$36,792	76.5%	\$42,503
P3	\$49,254	\$41,424	\$46,131	\$46,922	25.0%	\$42,765
P4*	\$44,696	\$44,696	\$44,696	\$44,696	0.0%	\$44,538
P5	N/A	N/A	N/A	N/A	N/A	\$44,820
P6	N/A	N/A	N/A	N/A	N/A	\$46,614
P7	\$59,584	\$51,084	\$55,634	\$55,934	0.0%	\$46,918
P8	N/A	N/A	N/A	N/A	N/A	\$48,734
P9**	\$55,580	\$55,580	\$55,580	\$55,580	0.0%	\$49,061
P10	\$64,288	\$55,580	\$58,873	\$59,584	0.0%	\$49,401

Sugar-Salem School District

Average percentage paid below Career Ladder appropriation: **3.8%**

* There is only one teacher on this rung.
 ** All teachers on this rung are paid the same.

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1**	\$35,800	\$35,800	\$35,800	\$35,800	0.0%	\$35,800
R2	\$36,750	\$35,800	\$36,394	\$36,750	37.5%	\$36,750
R3	\$40,750	\$37,706	\$38,213	\$37,706	0.0%	\$37,706
P1**	\$40,750	\$40,750	\$40,750	\$40,750	0.0%	\$40,750
P2**	\$42,503	\$42,503	\$42,503	\$42,503	0.0%	\$42,503
P3	N/A	N/A	N/A	N/A	N/A	\$42,765
P4*	\$44,538	\$44,538	\$44,538	\$44,538	0.0%	\$44,538
P5	N/A	N/A	N/A	N/A	N/A	\$44,820
P6**	\$46,614	\$46,614	\$46,614	\$46,614	0.0%	\$46,614
P7**	\$46,918	\$46,918	\$46,918	\$46,918	0.0%	\$46,918
P8	N/A	N/A	N/A	N/A	N/A	\$48,734
P9**	\$49,061	\$49,061	\$49,061	\$49,061	0.0%	\$49,061
P10**	\$49,401	\$49,401	\$49,401	\$49,401	0.0%	\$49,401

Coeur d'Alene Charter Academy

* There is only one teacher on this rung.
 ** All teachers on this rung are paid the same.

Average percentage paid below Career Ladder appropriation: **0%**

Pay rung	Highest salary	Lowest salary	Average salary	Median salary	Percent of teachers paid below Career Ladder appropriation	Career Ladder Appropriation
R1	N/A	N/A	N/A	N/A	N/A	\$35,800
R2*	\$36,750	\$36,750	\$36,750	0.0%	0.0%	\$36,750
R3	\$48,750	\$41,706	\$45,228	0.0%	0.0%	\$37,706
P1*	\$48,750	\$48,750	\$48,750	0.0%	0.0%	\$40,750
P2**	\$54,128	\$54,128	\$54,128	0.0%	0.0%	\$42,503
P3	\$54,723	\$51,923	\$53,752	0.0%	0.0%	\$42,765
P4	N/A	N/A	N/A	N/A	N/A	\$44,538
P5*	\$61,124	\$61,124	\$61,124	0.0%	0.0%	\$44,820
P6*	\$57,478	\$57,478	\$57,478	0.0%	0.0%	\$46,614
P7	\$65,201	\$59,641	\$63,755	0.0%	0.0%	\$46,918
P8	N/A	N/A	N/A	N/A	N/A	\$48,734
P9	N/A	N/A	N/A	N/A	N/A	\$49,061
P10	\$66,221	\$60,329	\$64,057	0.0%	0.0%	\$49,401

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