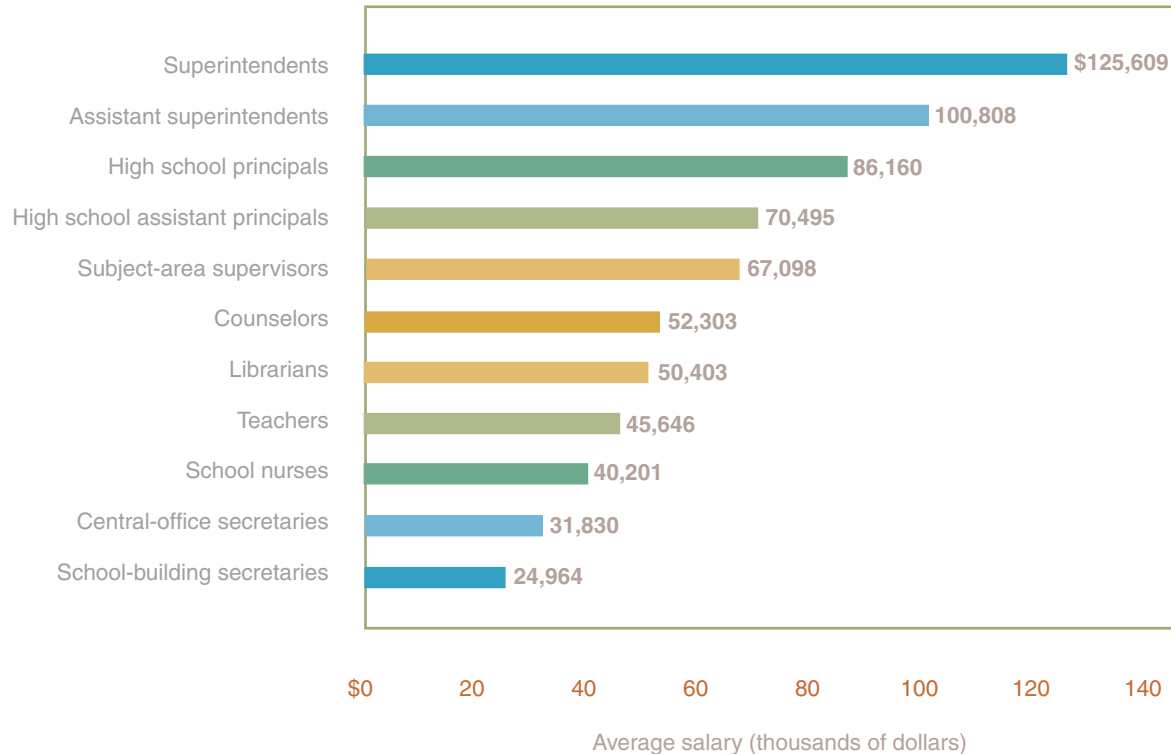


Annual Salaries



A look at the salaries paid to school employees over the past decade shows differences by region and districts' per-pupil funding levels.

Salaries and Wages In Public Schools	Salaries (2003-04)			Mean average daily rate (2003-04)	Mean number of days in work year (2003-04)	Percent change in average salary from 2002-03 to 2003-04
	Low ³	Average	High ³			
Superintendents (contract salary)	\$56,781	\$125,609	\$271,288	\$531.80	239	-0.5
Deputy/associate superintendents	66,701	113,790	192,500	481.91	238	1.5
Assistant superintendents	48,937	100,808	178,000	428.72	236	2.2
Directors, managers, coordinators, and supervisors for:						
Finance and business	26,305	82,269	161,676	344.45	240	1.0
Instructional services	36,000	84,866	155,809	366.09	233	0.3
Public relations/information	25,426	70,291	130,000	297.28	237	4.4
Staff-personnel services	30,515	86,333	148,308	365.57	238	1.5
Technology	26,630	76,139	155,997	324.61	235	3.0
Other areas	25,700	72,801	154,084	312.07	234	—
Subject-area supervisors	29,451	67,098	148,986	295.77	229	0.8
Other administrative staff	20,000	63,743	152,500	274.84	233	—
Principals:						
Elementary school	45,000	75,144	156,160	340.93	222	-0.2
Junior high/middle school	46,098	80,060	128,025	354.89	227	-0.8
Senior high	41,914	86,160	166,160	374.40	231	-0.3
Assistant principals:						
Elementary school	32,260	62,213	129,824	294.26	212	0.0
Junior high/middle school	33,620	66,360	114,647	307.92	217	-1.4
Senior high school	32,260	70,495	126,514	321.16	221	-0.5
Teachers	15,936	45,646	128,697	245.00	187	1.4
Counselors	18,657	52,303	123,052	271.08	194	1.2
Librarians	19,523	50,403	105,940	266.69	189	1.6
School nurses	10,332	40,201	92,842	213.99	188	2.6
Other professional staff	11,158	52,614	136,263	269.70	196	—
Central office:						
Secretaries	8,208	31,830	85,000	131.60	259	1.7
Accounting/payroll clerks	9,474	32,632	80,380	134.70	262	1.5
Typists/data-entry clerks	7,180	25,318	57,922	134.74	249	-1.8
School-building level:						
Secretaries	8,199	24,964	57,348	114.44	236	0.4
Library clerks	5,060	18,427	48,540	93.80	211	1.4
Teacher aides:						
Instructional ¹	5.15/hr.	11.22/hr.	41.39/hr.	—	—	2.7
Noninstructional ¹	5.15	11.08	33.01	—	—	0.9
Custodians (not engineers) ¹	5.15	12.47	38.10	—	—	0.6
Cafeteria workers (not supervisors) ¹	5.15	10.18	25.89	—	—	2.0
School bus drivers ^{1,2}	5.80	13.79	33.00	—	—	-0.4

SOURCE: Educational Research Service, National Survey of Salaries and Wages in Public Schools, 2003-04
NOTE: These data are not weighted to estimate national statistics such as the "national average salary" of teachers, principals, or superintendents. A dash (—) indicates that insufficient data were reported.
¹Earnings in these categories are presented as hourly wages paid.

²Hourly rates for school bus drivers are sometimes estimated, because some bus drivers are paid per trip rather than per hour.
³These values represent the lowest and highest salaries reported by districts surveyed, not necessarily the actual range of salaries in the nation for each position.

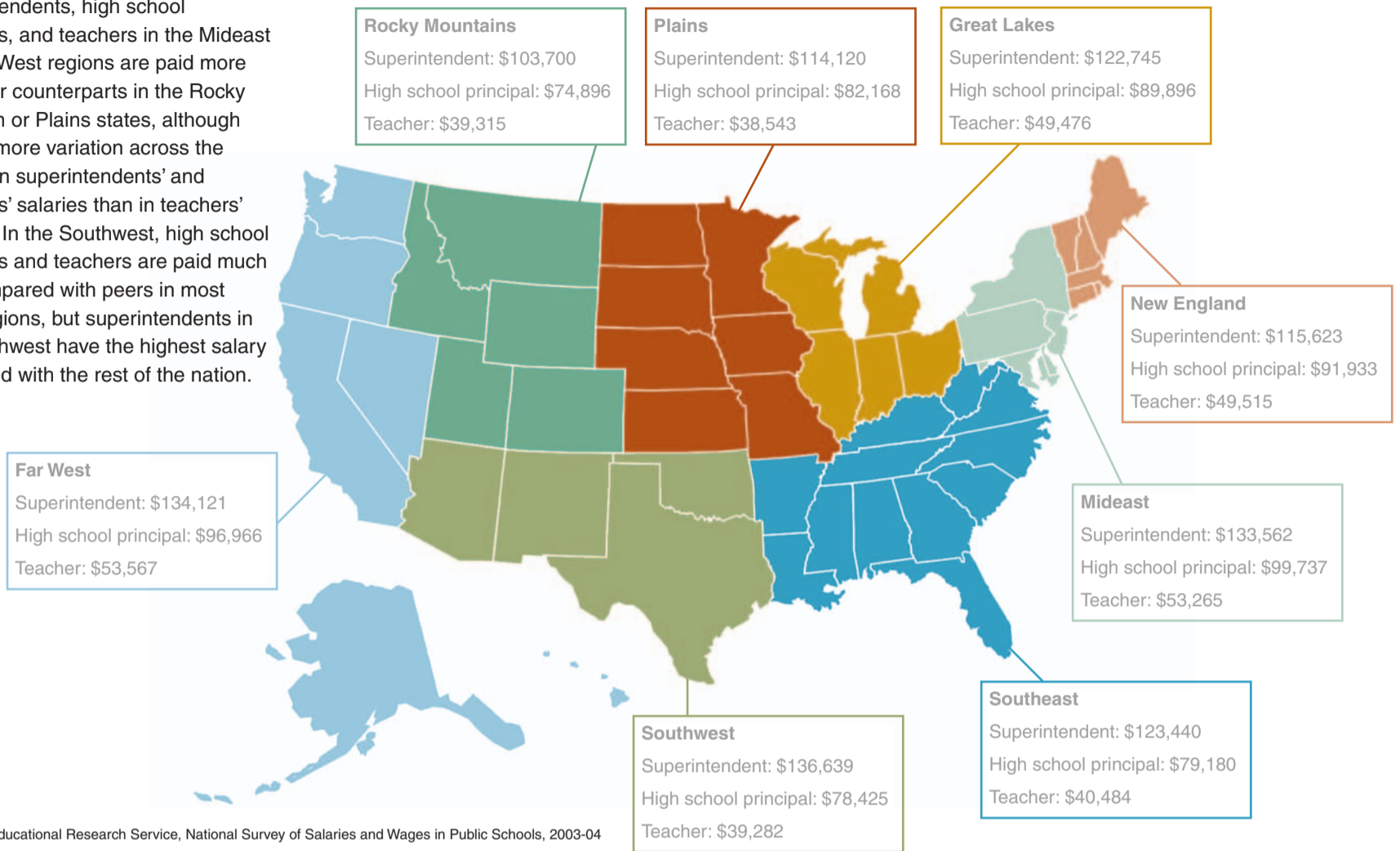
	Mean salaries by enrollment (2003-04)				Mean salaries by community type (2003-04) ⁴					
	25,000 or more students	10,000 to 24,999 students	2,500 to 9,999 students	300 to 2,499 students	Large urban	Medium urban	Suburban	Small town	Rural	Mixed types
	\$174,805	\$140,435	\$117,839	\$96,387	\$175,344	\$139,949	\$148,201	\$108,542	\$88,149	\$118,398
	122,127	112,862	105,620	—	121,335	111,950	122,481	98,879	—	105,226
	108,618	105,256	95,457	91,253	107,928	104,817	111,556	88,341	81,523	94,535
	100,849	90,450	78,553	64,047	102,186	90,010	96,016	71,529	58,482	77,147
	96,429	90,373	80,899	66,648	98,303	90,020	94,845	73,281	69,469	81,560
	83,858	68,874	55,487	63,604	83,043	70,468	72,658	59,178	58,182	66,102
	97,350	88,822	78,664	57,536	100,561	90,103	94,144	74,725	60,686	78,624
	95,623	82,169	73,533	55,095	96,011	92,779	82,701	63,336	51,892	73,506
	81,147	76,275	70,874	61,196	81,593	77,229	81,198	65,139	60,753	66,932
	71,490	67,380	63,800	59,260	73,130	70,343	69,923	60,125	57,920	62,476
	65,782	68,004	63,284	49,889	68,748	68,059	72,157	58,031	51,735	55,475
	80,714	77,621	75,281	69,096	81,545	77,576	84,896	70,473	64,465	71,251
	84,932	83,136	79,968	70,508	86,040	81,630	89,721	74,525	64,594	76,381
	92,252	91,728	87,820	74,139	93,143	91,240	99,788	80,666	69,732	81,821
	62,658	62,861	62,021	60,495	63,580	64,544	67,801	58,258	57,758	58,283
	66,954	67,938	66,053	62,129	69,451	66,848	72,323	62,406	59,783	62,733
	71,908	72,692	70,987	63,577	73,916	71,876	79,605	65,477	61,697	66,211
	45,570	46,243	46,550	43,904	47,961	45,923	50,844	43,460	41,131	43,503
	53,348	53,928	52,842	49,040	55,271	53,204	59,230	49,573	44,901	49,565
	51,248	51,256	51,414	47,506	51,816	51,653	57,435	46,940	43,473	48,920
	40,635	42,954	40,668	35,278	43,933	41,328	45,945	37,015	30,795	37,249
	53,532	54,050	51,836	50,379	55,332	52,876	58,371	48,952	46,462	48,538
	32,623	31,983	32,029	31,030	33,148	30,395	35,976	30,236	29,106	31,023
	30,880	32,800	33,194	32,630	31,901	31,267	36,030	31,598	30,453	32,037
	25,429	25,801	25,824	22,980	25,806	23,947	28,156	24,120	23,761	23,544
	28,053	25,463	24,853	22,844	27,906	24,863	28,875	22,598	22,114	24,093
	19,436	19,211	18,660	16,263	20,297	16,834	21,487	16,930	14,511	19,285
	11.77 /hr.	11.38 /hr.	11.35 /hr.	10.59/hr.	12.24/hr.	10.84/hr.	12.25/hr.	10.82/hr.	10.03/hr.	11.20/hr.
	12.17	11.44	10.91	10.45	14.51	11.10	11.67	10.34	10.58	11.10
	11.75	12.68	12.83	12.13	13.28	12.09	14.26	11.75	11.26	11.90
	9.97	10.31	10.42	9.84	10.59	9.89	10.92	9.75	9.75	10.24
	13.48	13.95	13.81	13.75	14.28	13.07	15.08	13.13	13.16	13.87

⁴Community types are self-reported by school districts, and defined as follows: large urban—large metropolitan area with a population greater than 400,000; medium urban—midsize metropolitan area with a population less than 400,000; suburban—residential area or community outlying a city; small town—population center not within a metropolitan area;

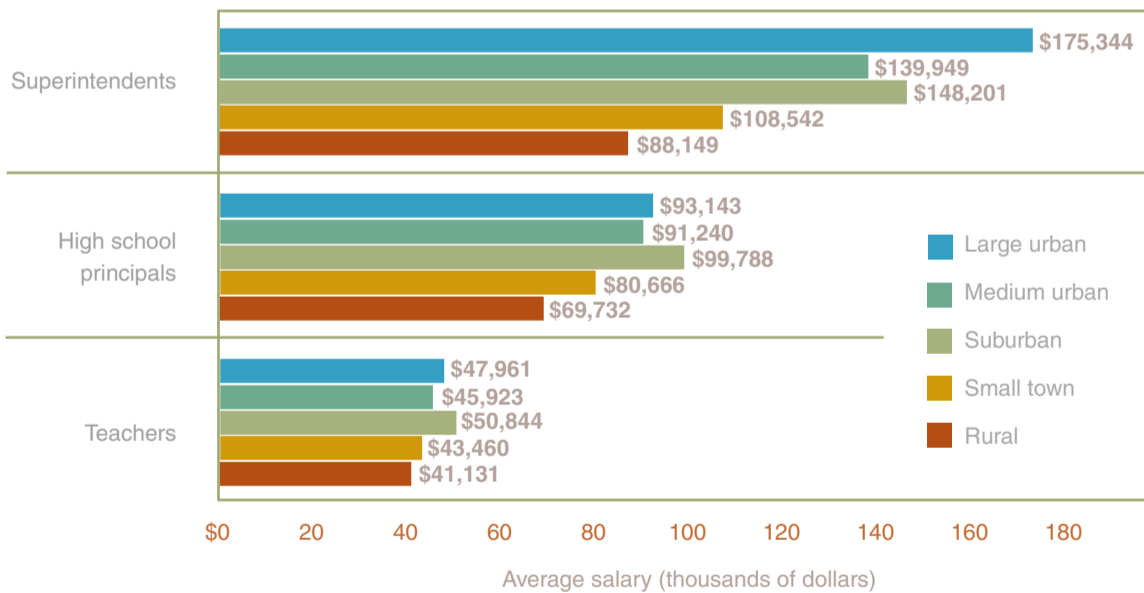
rural—farming or agricultural area with a population less than 2,500; mixed types—diverse area containing two or more community types, which may include county districts.

A Regional Outlook

Superintendents, high school principals, and teachers in the Mideast and Far West regions are paid more than their counterparts in the Rocky Mountain or Plains states, although there is more variation across the regions in superintendents' and principals' salaries than in teachers' salaries. In the Southwest, high school principals and teachers are paid much less compared with peers in most other regions, but superintendents in the Southwest have the highest salary compared with the rest of the nation.



SOURCE: Educational Research Service, National Survey of Salaries and Wages in Public Schools, 2003-04



Location Counts

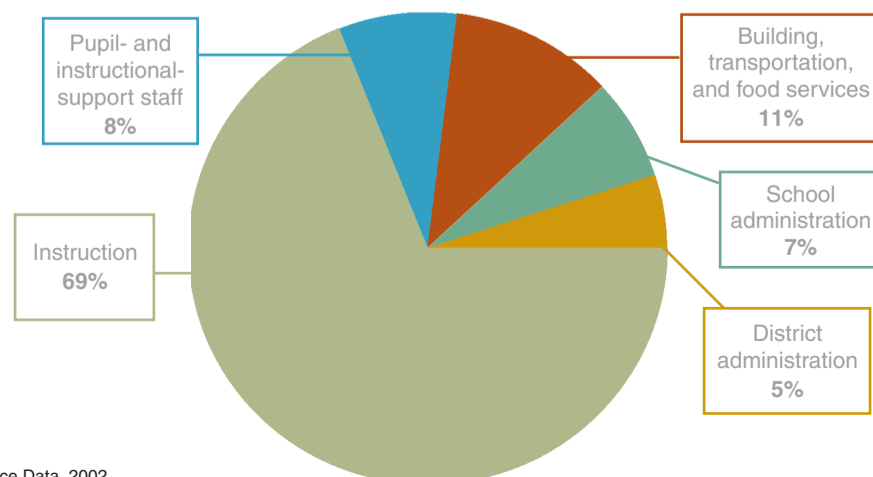
According to the districts surveyed, there is considerable variation in school and district leaders' salaries across urban, suburban, and rural schools. Superintendents in large urban districts make in excess of \$27,000 more than their counterparts in suburban districts, and over \$87,000 more than superintendents in rural communities. Teachers' salaries vary less across the community types.

SOURCE: Educational Research Service, National Survey of Salaries and Wages in Public Schools, 2003-04

Budgeting for Benefits

According to data from the U.S. Census Bureau, school districts spend 78 percent of their budgets on salaries and benefits for district personnel. Teachers command the largest share of those funds, and combined with pupil- and instructional-support staff, account for more than three-quarters of the salary and benefits budget. District- and school-level administration accounts for 12 percent of the personnel budget.

Percentage of spending on salary and benefits allocated for ...



SOURCE: Education Week analysis of U.S. Census Bureau, Public Elementary-Secondary Education Finance Data, 2002

OFFICIAL RULES, Teachers Win! Sweepstakes

1. NO PURCHASE NECESSARY. PURCHASE WILL NOT IMPROVE CHANCES OF WINNING.

2. ELIGIBILITY: OPEN ONLY TO LEGAL RESIDENTS OF THE 50 UNITED STATES AND DISTRICT OF COLUMBIA, 18 YEARS OF AGE OR OLDER WHO ARE EMPLOYED AS A TEACHER OF ANY GRADE(S) K-12 IN A SCHOOL WITH A 501(C)(3) OR 509 (A)(1) TAX EXEMPT STATUS, AT TIME OF ENTRY. Employees, officers and directors of Target Corporation ("Sponsor"), its respective parents, subsidiaries, and affiliated companies, advertising, promotion, or production agencies, web masters/suppliers (and their IRS dependents, immediate family members [spouse, parents, children, siblings] and individuals residing in their same household, whether or not related) are not eligible to participate. By participating, entrants (and entrant's parent/legal guardian if entrant is a minor) agree to these Official Rules. Void where prohibited.

3. TO ENTER: Visit target.com/classroomwishlist between 12:00 am (midnight) Central Time (CT) on 5/1/04 and 11:59:59 pm CT on 8/31/04, click on the Sweepstakes icon, banner, or text link(s) and follow the online entry instructions to sign up for the Teachers Win! Sweepstakes. You will be asked for the following information: complete name, address, daytime phone, and email address. Limit one (1) entry per person/email address. No other form of email or Internet participation is valid. Any attempt by any participant to obtain more than one (1) entry by using multiple/different email addresses, identities or any other methods will void that participant's entries and that participant will be disqualified. Entries must be received and recorded by 11:59:59 pm CT on 8/31/04. Sponsor's computer is the official timekeeping device for this Sweepstakes. Sweepstakes is subject to all applicable federal, state and local laws and regulations.

4. DRAWING: Winners will be selected in a random drawing held on/about 9/7/04, from all eligible entries received by an independent judging agency, whose decisions are final and binding in all matters relating to this Sweepstakes. Winners will be notified by mail, overnight mail and/or phone on or about 9/13/04. No substitution, cash redemption or transfer of prize, but Sponsor reserves right to substitute prize with prize of equal or greater value if advertised prize becomes unavailable. If a winner is a minor in his/her jurisdiction of residence, prize may be awarded in the name of, or to, winner's parent/legal guardian who must execute all documents and agree to all obligations and undertakings of winner, both on behalf of himself/herself and winner, or prize may be forfeited and awarded to an alternate winner.

5. PRIZE/ODDS: Grand Prize (10): Winner receives a \$100 Target GiftCard and a \$1,000 donation, awarded in the form of a check, to the school of winner's choice with 501(C)(3) or 509 (A)(1) tax exempt status. GiftCards may be redeemed at any Target retail location or target.com online store. GiftCards can only be used for future purchases at Target retail locations and for online purchases at target.com but CANNOT be used to pay already established credit balances. GiftCards may be used to pay shipping charges and/or taxes on purchases; and any remaining balance after any use will be issued in the form of another Target GiftCard. Donation to school is not tax deductible to the winning teacher and entire balance can only be issued to one (1) school. All other expenses not specified as part of prize description are solely the winner's responsibility. If winner cannot accept prize as stated, prize will be forfeited and an alternate winner will be chosen. Odds of winning are dependent on number of eligible entries received. All prizes will be awarded provided a sufficient number of eligible entries are received. Approximate Retail Value of all Prizes \$11,000.

6. General Conditions: Participants (and participant's parents/legal guardians, if participant is a minor) agree (a) that Sponsor, its respective parents, subsidiaries and affiliated companies, advertising and promotion agencies, and all of their respective officers, directors, employees, representatives and agents are released, will have no liability whatsoever for, and shall be held harmless by participants (and a participant's parents/legal guardians, if participant is a minor) against any liability for any injuries, losses or damages of any kind to person(s), including death, or property resulting in whole or in part, directly or indirectly, from acceptance, possession, misuse or use of any prize or participation in this Sweepstakes or any Sweepstakes-related activities and (b) except where legally prohibited, winners (and winner's parents/legal guardians, if winner is a minor) grants (and agrees to confirm that grant in writing) permission to Sponsor and those acting under its authority the right to the use of his/her name, picture, likeness, voice, biographical information and statements, at any time or times, for advertising, trade, publicity and promotional purposes without additional compensation, in all media now known or hereafter discovered, worldwide and on the Internet and World Wide Web, without notice, review or approval. Winners (or winner's parent or legal guardian, if winner is a minor) will be required to complete, sign and return an Affidavit of Eligibility, a Liability Release, and where lawful a Publicity Release within ten (10) days of notification. Schools may be required to complete, sign and return an Affidavit of Eligibility, a Liability Release, and where lawful a Publicity Release within ten (10) days of notification. If documents are not returned timely, or if prize notification or prize is returned as non-deliverable, or if a winner or School is found to be ineligible or otherwise not in compliance with these Official Rules, prize to the winner and/or School (as deemed appropriate by Sponsor) will be forfeited and an alternate winner and/or School selected. Taxes on prize are solely winners' responsibility. The entry information provided is subject to the Privacy Policy on the above stated Web site. To read that Policy, access the Web site and then access the Privacy Policy.

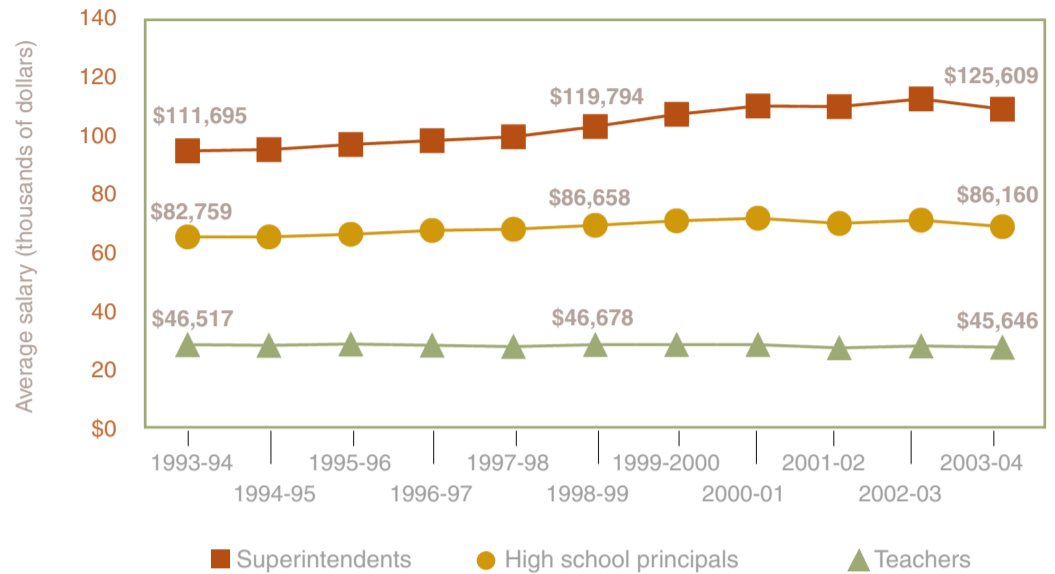
7. Liability Limitations: Neither Sponsor nor its agencies are responsible for lost, late, misdirected, incomplete, or non-delivered entries or email; or for interrupted or unavailable satellite, network, server, Internet Service Provider (ISP), Web site, telephone or other connections, availability or accessibility, or miscommunications, or failed computer, satellite, telephone or cable transmissions, or lines, or technical failure or jumbled, corrupted, scrambled, delayed, or misdirected transmissions or computer hardware or software malfunctions, failures, or technical errors or difficulties, or other errors of any kind whether human, mechanical, electronic or network or the incorrect or inaccurate capture of entry or other information or the failure to capture, or loss of, any such information. Persons who tamper with or abuse any aspect of this Sweepstakes, as solely determined by the Sponsor, will be disqualified. Any use of robotic, automatic, macro, programmed or like entry methods will void all such entries by such methods, and disqualify any entrant using such methods. Sponsor is not responsible for injury or damage to participants' or to any other person's computer related to or resulting from participating in this Sweepstakes or downloading materials from or use of the Web site. Should any portion of the Sweepstakes be, in Sponsor's sole opinion, compromised by virus, worms, bugs, non-authorized human intervention, technical failures or other causes which, in the sole opinion of the Sponsor, corrupt or impair the administration, security, fairness or proper play, or submission of entries, Sponsor reserves the right at its sole discretion to suspend, modify or terminate the Sweepstakes, and select the winners from entries received prior to action taken or as otherwise deemed fair and appropriate by Sponsor. Neither Sponsor nor its agencies are responsible for any incorrect or inaccurate information, whether caused by site users, tampering, hacking, or by any equipment or programming associated with or utilized in the Sweepstakes, and assumes no responsibility for any error, interruption, deletion, defect, delay in operation, or transmission, communications line failure, theft or destruction, or unauthorized use to this Web site. In case of dispute, the authorized subscriber of the email account used to enter the promotion at the actual time of entry will be deemed to be the participant, and must comply with these Official Rules. The authorized account subscriber is deemed to be the natural person who is assigned an email address by an Internet Access Provider, online service provider, or other organization which is responsible for assigning email addresses. In no event will Sponsor, its parent, affiliates, subsidiaries and related companies, their advertising or promotional agencies or their respective officers, directors, employees, representatives and agents be responsible or liable for any damages or losses of any kind, including direct, indirect, incidental, consequential or punitive damages arising out of your access to and use of the Web site or downloading from and/or printing material downloaded from said Web site. Without limiting the foregoing, everything on this Web site is provided "as is" without warranty of any kind, either express or implied, including, but not limited to, implied warranties of merchantability, fitness for a particular purpose or non-infringement. Some jurisdictions may not allow limitations or exclusion of liability for incidental or consequential damages or exclusions of implied warranties, so some of above limitations or exclusion of liability may not apply to you. Check your local laws for any restrictions or limitations regarding their limitations or exclusions.

8. WINNERS LIST: For the names of the winners, write your name and complete address on a 3x5" card and mail in a first-class stamped envelope to: Teachers Win! Sweepstakes Winners List, P.O. Box 4368 Dept. A, Young America, MN 55558-4368 for receipt by 9/28/04.

9. SPONSOR: Target Corporation, 1000 Nicollet Mall, Minneapolis, MN 55403.

Salary Trends

Among the districts surveyed, salaries for superintendents, high school principals, and teachers all outpaced inflation from 1993 to 1998, although teachers' salaries saw only a slight increase during that time. Since 1998, only superintendents' salaries have increased after adjusting for inflation.

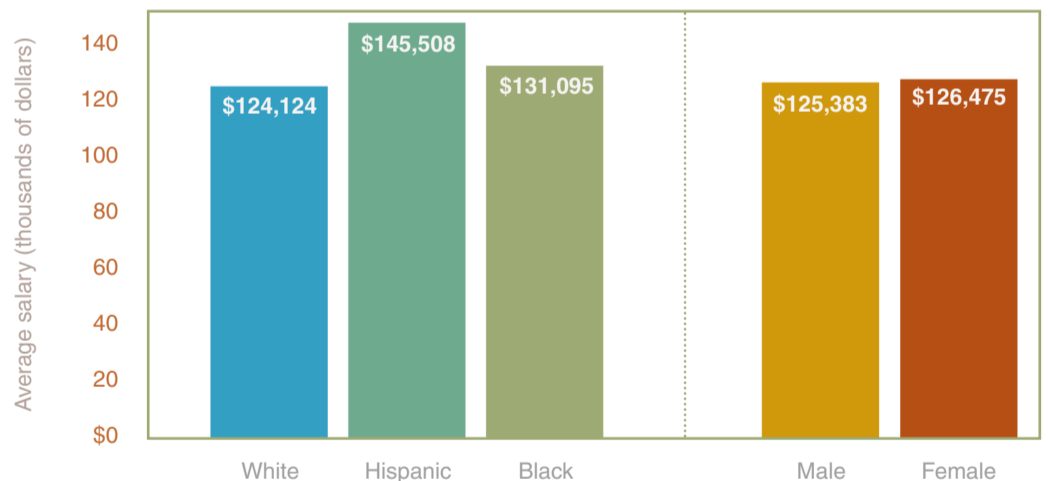


NOTE: Data adjusted for inflation by Education Week

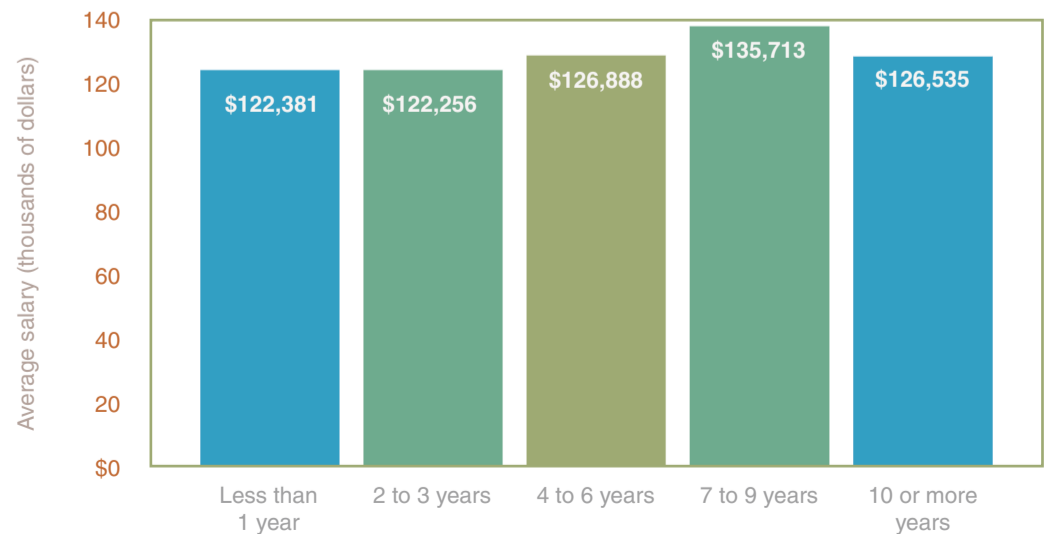
Superintendents' Salaries

Salaries by Race and Gender

Superintendents' salaries differ slightly based on gender, but there are stark differences based on race, according to the districts surveyed. On average, Hispanic superintendents earn in excess of \$21,000 more than white superintendents, and black superintendents make almost \$7,000 more than white superintendents.



Salaries by Years in Current Position



SOURCE: Educational Research Service, National Survey of Salaries and Wages in Public Schools, 2003-04