

Superintendent of Public Instruction

As head of the state educational agency and Chief Executive Officer of the State Board of Education, the **Superintendent** is responsible for the administration of the total state kindergarten through twelfth grade education program. This includes administering approximately 46 percent of the state general fund, and providing the following services:

- Administers the basic education program for more than 956,572 Washington public school students and over 747,009 students attending approved private schools;
- Prepares the biennial state budget and administers that budget for the 296 school districts of the state;
- Grants certificates for teachers, administrators and others to work in the state's schools; Develops and disseminates curriculum guidelines and provides curriculum assistance to school districts;
- Administers the accreditation and school approval process for both public and private schools;
Prepares state rules and regulations for disabled, gifted, remedial, health services, food services, vocational, basic education, bilingual, and other state programs;
- Reviews expenditures of local school districts and provides statistical analysis;
- Regulates apportionment of federally-supported program funds, including Goals 2000; and
- Administers education programs for children in state institutions.

*Citizens' Commission on
Salaries for Elected Officials:*

Cover Letter

2022

August 5, 2022

Dear Members of the Citizens' Commission on Salaries for Elected Officials:

Thank you for the opportunity to share information with you about the role of the State Superintendent of Public Instruction, how the position has changed, and how Washington can better support the pipeline to future state-level leadership in this position.

The State Superintendent holds a non-partisan position and is elected by voters every four years. The Superintendent sets the state's vision for K–12 public schools and directs an agency of 430+ employees responsible for a variety of activities critical to the functioning of Washington's schools. This agency holds oversight and responsibility for allocations and approvals of over \$15 billion per year; setting learning standards; certifying educators; overseeing student nutrition; ensuring federal accountability (assessments, civil rights, and more); and providing education data and research.

This office and the Superintendent's role were established in the State Constitution to directly administer the state's paramount duty: basic education. In the Constitution, the role is described as having, "supervision over all matters pertaining to public schools." The State Superintendent's budget allocations, total employees, and overall scope of work exceeds that of all the other statewide elected officials combined (outside of the Governor). The total number of impacted employees in the public K–12 system exceeds that of the entire general government agencies in aggregate – 140,000+ public K–12 employees versus 65,000 in general state government.

However, our state's pipeline for highly trained and effective education leaders who would be willing to run for this critical position is deteriorating. Each year, the gap in compensation between the State Superintendent and local school district superintendents—those who would typically be best suited for the state-level position—widens. On average, Washington's local superintendents earn 22% more than the State Superintendent, with the highest paid local superintendent earning 165% more. In addition, the appointed executive directors of Washington's K–12 boards and commissions each earn higher salaries than the State Superintendent, despite overseeing just a handful of employees, having significantly narrower scopes of work, and managing budgets that are less than half of a percent of the size managed by the State Superintendent.

Contributing to the widening gap is the difference between cost-of-living adjustments (COLAs) for Washington's school employees and the State Superintendent. The aggregate COLA for

Washington's K-12 employees over the last two years was 7.5%, while the State Superintendent's COLA over the same time period was 1.75%. The Economic and Revenue Forecast Council (ERFC) shows that over the last two years, inflation was 12.5%, and they are projecting inflation in our state to increase by 5.2% over the next two years. Even with the conservative forecast over the next two years, the current Superintendent salary, if not adjusted, will deteriorate by approximately 16% from 2020 to 2024 (12.5% the last two years plus 5.2% over the next two years, minus the 1.75% COLA granted over the last two years).

Inflation alone is making the State Superintendency an undesirable consideration for those most qualified. To put it another way, if this role were hired or appointed, the salary would likely be 40% higher, or more, based on market comparisons and inflation. We have provided you with detailed comparison tables to see the enormous market disconnect between Washington's Superintendent and that of the national average, local superintendents in our state, regional superintendents in our educational service districts, and other education agency executives in our state.

On a personal note, I will add that the discounting of elected roles merely because they are elected is adding to the massive risk that qualified and talented individuals will increasingly avoid running for these roles. What would an attorney earn if they led a law firm the size of the Attorney General's Office? What CEO makes as little as the Governor who oversees 5% of our state's Gross State Product and a combined workforce of over 250,000 employees spanning general government, K-12, and higher education? Will we be able to attract and retain capable legislators when they only earn \$57,876 but work to represent their constituents year-round and spend 2-4 months each year away from their families and communities? Altruism and service matter deeply in these roles, and that can be discounted to some extent, but the massive dissonance between the compensation of these enormous roles compared to the private sector is fundamentally changing who is seeking these roles and the Commission needs to consider that.

People will always run for office, but in your objective salary considerations, you make a profound determination on who will run for these offices with the intent to serve with integrity, ethics, professional qualification, and civility. You have an enormously important job that should continue to be entrusted with a commission of citizens. Elected officials should not set their own salaries, but I ask that you go beyond incremental job duty changes and inflation, and truly seek to place these elected roles in a market reality that has not been driving these salary decisions for decades.

I will close with my role as State Superintendent. As we continue to advocate for and implement transformations in our public school system that best prepare our learners to be tomorrow's leaders, we need to carefully examine our ability to recruit and elect experienced and competent leaders into this position. A local superintendent has not sought this role with a serious campaign in decades. Setting a competitive salary is a critical component that we cannot afford to overlook. If we don't do this, like the partisan elected positions, this office will increasingly attract those who are no doubt passionate and ideological, but who are not qualified for the substantial complexities that this executive role demands.

Thank you for your time, attention, and effort to ensure Washington state is poised to elect highly trained and competent leaders across state government. Please do not hesitate to reach out if you have questions or need additional data.

Sincerely,

A handwritten signature in blue ink that reads "Chris P.S. Reykdal". The signature is written in a cursive style with a large initial "C" and a stylized "R".

Chris Reykdal
Superintendent of
Public Instruction

*Citizens' Commission on
Salaries for Elected Officials:*

Position Description

2022

Washington State Superintendent of Public Instruction

The Washington State Constitution specifies that the state's **paramount duty** is *"to make ample provision for the education of all children residing within its borders, without distinction or preference on account of race, color, caste, or sex"* (Article IX, Sec. 1).

The person **leading** this charge **for Washington's K–12 education students, educators, and schools** is the Superintendent of Public Instruction. According to Article III, Section 22 of the State Constitution, the Superintendent has "supervision over all matters pertaining to public schools." This means setting each of our **1.1 million public school students** up with the resources, supports, and opportunity to graduate with a meaningful high school diploma.

The Superintendent **ensures all state and federal laws are followed** by providing regular and continuous guidance, support, and compliance reviews of the state's **295 school districts**, 7 state-tribal education compact schools, and 2,300 schools. The Superintendent directs an agency of 430 employees and supports a state K–12 workforce of approximately 150,000 staff, including 70,000 certificated teachers directly certified by OSPI. In addition, the Superintendent **sets our state's vision** for K–12 education, **advancing policy and funding changes** so Washington's schools are the best in the nation and are equipped to meet the evolving needs of our students, our communities, and our economy.

Third, the Superintendent is responsible for the **accurate and timely distribution of state and federal funding** to school districts, tribal compact schools, educational service districts, and charter schools. In fiscal year 2021, OSPI managed the distribution of **over half (54%)** of the state's Operating Budget (\$14.4 billion), and **24%** of the state's Capital Budget (\$624 million).

Since taking office in 2017, the current incumbent has **spearheaded some of the most transformational changes** our K–12 system has seen in decades. Under the incumbent's leadership, the state has made significant investments in services for students with disabilities, expanded student **pathways to graduation**, provided market rate salaries for Washington's teachers, grew and diversified our **career and technical education** opportunities for students, increased **dual language** learning options for our youngest learners, and much more.

In addition, the current incumbent's **leadership throughout the COVID-19 pandemic** has been critical to ensuring Washington's schools understood and were prepared to **correctly implement** the state's health and safety guidance, supporting health practitioners and the Governor's Office to understand the K–12 context when setting health guidance and regulations, and **targeting emergency relief funding** to students and schools who most needed it in order to overcome the impacts of the pandemic on student learning, mental health, and well-being.

Job Description

Position Title: Superintendent of Public Instruction

1. Position Objective

The Superintendent of Public Instruction is an executive officer of state government. Article III, Section 22 of the State Constitution charges the Superintendent “to supervise all matters pertaining to public schools, and perform such specific duties as may be prescribed by law.” That includes, but is not limited to:

- Assisting the state’s 295 public school districts to improve student learning to meet academic standards for the state’s 1.1 million public school students.
- Apportioning and distributing state and federal dollars to school districts; administering capital projects; and coordinating district organization and boundary issues.
- Performing certain administrative functions (such as informational technology and human resources support) for agencies called out in state law (the State Board of Education, the Professional Educator Standards Board, and the State Charter School Commission).
- Implementing a variety of federal education laws, including the Every Student Succeeds Act.

2. Financial Dimensions

- a. Number of employees in your organization: 430 FTEs
- b. Your annual budget*:

Operating:	\$148,823,430
Capital:	\$1,235,593
- c. Other annualized dollar amounts your job controls or influences:

Allocations to districts, schools, and others:	
Operating Budget, Fiscal Year 2021:	\$14,472,972,016
Capital budget, Fiscal Year 2021:	\$623,741,065

(Total school district employment in 2020–21 was about 180,000.)

**Direct control budget – salaries, benefits, etc., of organization staff plus other items under direct control.*

3. Principal Responsibilities

- Assist the state’s 295 school districts and about 2,300 schools to improve student learning to meet academic standards.
- Implement the federal Every Student Succeeds Act, which has enormous impact on all school districts in meeting high accountability standards.

- Advocate for, build coalitions of support behind, and secure needed laws and appropriations from the state and federal governments and implement enacted laws. More than 200 bills affecting public schools are introduced in a typical session of the Washington State Legislature. Usually, 10–20% are passed into law and require OSPI to implement new programs, policies, rules, or procedures.
- Gather and report school and student information to state and federal authorities, prepare requested reports each year, and provide other entities of state government (the Legislature, Legislative Evaluation and Accountability Program, and the Office of Financial Management) with information for policymaking and budget preparations as needed.
- Collect and maintain a variety of data, including student enrollment, test scores, and educator assignments and salaries. These data drive, affect, and influence decisions on how to make changes that support historically underserved student populations, closing opportunity and achievement gaps, and providing needed student supports.
- Accurately distribute state and federal dollars to all school districts, tribal compact schools, educational service districts, and charter schools in a timely manner.
- Approve and monitor the state’s nine educational service districts (ESDs) and all 295 school districts’ budgets.
- Administer the School Construction Assistance Program, the state’s matching program to fund school construction projects, and other special capital projects and coordinate school district organization and boundary issues.
- Provide technical assistance in finance and curriculum to ESDs and school districts. Monitoring and consultation are conducted in such areas as basic education, the student testing program, student learning objectives and curriculum development, programs for special student populations, and educational technology.
- Issue certificates for teachers, support personnel, and administrators of the K–12 system. Support the safety of students and staff by conducting timely investigations when certificated personnel are accused of misconduct.
- Represent the interests and needs of our students, educators, and communities – and advocate for policy changes – by serving on various state boards, including:
 - State Board of Education
 - State Board of Natural Resources
 - Governor’s Resilient Washington Subcabinet
 - Workforce Training and Education Coordinating Board
 - Professional Educator Standards Board
 - State Board for Technical and Community Colleges
 - Educational Opportunity Gap Oversight and Accountability Committee
 - Washington Student Achievement Council
 - Traffic Safety Commission

- Approve local levy ballots for enrichment and transportation prior to public release. Each levy must have an expenditure plan for the money generated by the levy, and OSPI is required to review and approve of the submission within 30 days.

4. Chris Reykdal: Current Incumbent Résumé

As a former classroom teacher, soccer coach, school board director, state legislator, and executive for our state’s community and technical college system, Superintendent Reykdal has a unique perspective of the K–12 education system and how our state supports learners from preschool through higher education. Superintendent Reykdal leverages his vast knowledge and experience in education to advance policy and budget priorities that truly make a difference for our students, educators, families, and communities.

A. Education

Master of Public Administration, May 1999

The University of North Carolina at Chapel Hill

Emphasis on Government Finance, Budgeting, and Performance Management

Bachelor of Arts in Social Studies with a Minor in Political Science and Geology, May 1994

Washington State University

- Earned a Teaching Certificate
- Graduated Summa Cum Laude
- Member of the Phi Beta Kappa Honor Society

Snohomish High School, Class of 1990

B. Experience, including management experience:

Superintendent of Public Instruction

Washington State

2017–Current

Associate Director, Education Division

State Board for Community and Technical Colleges

2011–2016

State Representative, 22nd Legislative District

Washington State House of Representatives

2011–2016

Deputy Executive Director

State Board for Community and Technical Colleges

2005–2010

Operating Budget Director
State Board for Community and Technical Colleges
2002–2005

Fiscal Analyst
Senate Transportation Committee, Washington State Senate
1999–2002

History Teacher
Mark Morris High School, Longview, Washington
1994–1997

C. Awards and Recognitions

Since taking office, the incumbent has received awards for his leadership from the Association of Washington School Principals, Washington Association of School Administrators, and MESA USA (Mathematics, Engineering, and Science Achievement). In addition, the incumbent was recently selected to participate in the national Council of State Governments Henry Toll Fellowship, the nation’s premier leadership development program for state government officials, as one of 48 leaders representing 32 states.

D. Specialized (job content) knowledge and skills:

In order to be successful in advancing legislative changes and ensuring school districts have the support they need to provide each student with a high-quality public education, the Superintendent of Public Instruction must be a collaborative relationship builder, experienced negotiator, innovative problem solver, influential public speaker, effective budgeter, clear communicator, and visionary leader. A successful incumbent must have extensive knowledge of and experience with the K–12 education system, including the system’s governance and structure, education laws and regulations, as well as the innerworkings of both school finance and student learning.

5. Nature and Scope

A. Organization

The Office of Superintendent of Public Instruction (OSPI) comprises 430 full-time equivalent (FTE) staff who have vast and multilayered responsibilities. The agency operates on the concept of cross-agency work teams to accomplish its tasks.

The Superintendent’s leadership Cabinet includes 19 professional educators and experts in educational content, law, research and data, finance, informational technology, communications, human resources, and government relations. See the attached Organizational Chart for more information.

B. Management environment

I. Challenges, sensitivities, unique requirements or risks inherent in the position or the political environment.

The Washington State Constitution is unique among state constitutions. Not only is “the ample provision for education” considered the “paramount duty” of the state, but the Legislature is tasked with providing for “a general and uniform system of public schools” (Article IX, Sections 1–2).

The Superintendent is charged with regulatory oversight for the state’s entire K–12 public education system. As such, the Superintendent must negotiate a complex environment made up of diverse stakeholders to build consensus around key issues related to education. Among those stakeholders are educators, school boards and administrators, legislators, business and labor leaders, the higher education community, state officials, non-profit organizations, families, and many others.

This complex environment requires a leader who is adept at, among other things:

- articulating a clear vision and direction for the state’s public school system;
- collaborating with diverse stakeholders in advancing and implementing legislation related to education;
- advocating for funding and policy changes on behalf of the state’s schools with state and federal lawmakers;
- representing the state of Washington in the national education arena and staying well-informed of nationwide education issues;
- providing guidance, direction, and support to the state’s 295 public school districts as they provide a world class education to 1.1 million students;
- communicating effectively through statewide and national news media;
- working effectively with other state agencies on areas of joint responsibility such as children’s health and school construction financing; and
- leading a state agency of 430 full-time employees who are responsible for distributing more than \$14.4 billion annually in state and federal funding to Washington’s public schools.

II. Key Interfaces

- Public School Districts – 295
- State-Tribal Education Compact Schools – 7
- Charter Schools – 10
- Federally Recognized Tribes – 29
- Statewide Education Organizations – 13
- Families – of more than 1 million children

- Community Groups – representing Washington’s diverse population
- Higher Education – community and technical colleges, universities
- Business and Labor – private and non-profit organizations
- Governor, Legislature, and Congress

To be successful, the Superintendent of Public Instruction must possess demonstrated competencies in the following key areas:

- *School Finance*: Allocates and distributes billions of dollars of state and federal funding to school districts annually. Ensures fiscal accountability by way of a regularly updated accounting manual and alignment with the State Auditor. Has a demonstrated understanding of how schools are funded and the budgeting process at the local school district level; recommends changes in policy to improve processes.
- *Dynamic Leadership*: Coaches, inspires, and empowers staff; promotes a cooperative and ethical work environment; values and works to build a diverse and inclusive workforce; and develops the agency’s vision. Demonstrates a proven record of accomplishments and management experience; the ability to set direction and align organizational units to advance that vision; a commitment to employees; and a collaborative and team-oriented work style.
- *Organizational Relationships*: Collaborates and builds relationships with partners and stakeholders to improve the state’s public schools; identifies and combats issues that may affect the delivery of essential public service; and works effectively within a political environment to keep the needs of Washington’s students at the core of all decisions.

C. Problem-solving/decision-making requirements

The Washington State Constitution gives the Superintendent of Public Instruction “supervision over all matters pertaining to public schools.” That supervision includes adhering to all applicable federal and state laws, and it includes proposing and advocating for legislation that will benefit students, educators, and communities now and in the future.

The Superintendent must also maintain and update the section of state law that applies to school districts. As a “local control” state, the Superintendent must be aware of the balance between state and district interests and areas of authority.

Because so many organizations have a stake in our schools, the Superintendent’s supervisory duties require constant collaboration and the ability to set a vision with stakeholder buy-in.

D. Accountability

As a statewide elected official, the Superintendent of Public Instruction is accountable to the electorate.

The Superintendent is also required to act in a quasi-judicial capacity. These include appeals listed in Washington Administrative Code (WAC) 392-101 for teacher certification, special education, gender equity, nonresident student transfer, traffic safety, and child nutrition program disputes. In those cases, the Superintendent has delegated final decision-making authority to administrative law judges from the Office of Administrative Hearings.

As part of federal legislation (the Every Student Succeeds Act), OSPI created a school accountability system. Included in the system is a performance framework that helps families and the public understand how each school and school district in the state is providing a high-quality and equitable education to every student. The framework contains as many as nine indicators, depending on the size and demographic makeup of the school. Indicators include measures like graduation rates, growth on state test scores, attendance rates, and opportunities for students to take advanced courses.

E. Planning

To advance OSPI's mission and vision for Washington's students, the Superintendent of Public Instruction must engage in short- and long-term planning that continuously changes as priorities and needs evolve.

Key partners in planning include:

- *Parents, Families, and Communities.* Preparing and supporting children and youth in their learning and helping them to become responsible members of their communities is the mission of OSPI. OSPI partners regularly with family and community groups to understand the evolving needs in our schools and to problem-solve solutions.
- *Business, Labor, and the Public Sector.* To support the long-term success of our students, OSPI partners with employers and labor groups to understand the evolving needs of the economy and to ensure Washington's students are learning the skills and knowledge they need during their K–12 experience to thrive in the 21st century. This includes informing educators of the career skills students need, providing students with hands-on experiences to apply their learning to real-world problems, and supporting students in earning their high school diploma through course-taking that aligns to their individual interests and goals.
- *Community and Technical Colleges and Universities.* Most Washingtonians engage in training and/or educational opportunities beyond their K–12 education, and students should learn about their options while they are in high school. OSPI coordinates with

higher education partners to build student pathways to additional training and learning beyond their K–12 experience, including expanding access to earning college credit or participating in pre-apprenticeship programs while in high school.

6. Recent Change(s) in this Position

- *Elementary and Secondary School Emergency Relief (ESSER)*. In response to the COVID-19 pandemic, the U.S. Department of Education passed three federally enacted laws, each with authorizing legislation for its respective ESSER fund:
 - Coronavirus Aid, Relief, and Economic Security (CARES) Act – enacted on March 27, 2020
 - Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act – enacted on December 27, 2020
 - American Rescue Plan (ARP) Act – enacted on March 11, 2021

These funds are intended to support school districts and state education agencies (like OSPI) in addressing student and staff physical health and safety; ensuring a continuity of learning during remote learning; meeting students' academic, social, emotional, and other needs; supporting student learning and well-being recovery and acceleration in the short and long term; and ensuring operational continuity as states responded to the impacts of the pandemic.

- *House Bill 1664*. Passed in 2022, this bill increases staffing ratios and allocations for school staff categorized as physical, social, and emotional support staff as a part of the Prototypical School Funding Model. Staff within this new category are defined as nurses, social workers, psychologists, counselors, classified staff providing student and staff safety, parent/family involvement coordinators, and other school district employees and contractors who provide physical, social, and emotional support to students, as defined by OSPI. The bill/budget provides for a three-year phase in, from the 2022–23 school year to the 2024–25 school year.
- *House Bill 1295*. Passed in 2021, this bill establishes new and modified requirements for the institutional education system that promote student success through improved agency and education provider practices, updated credit-awarding practices, new data collection and reporting requirements, and more.
- *House Bill 1153*. Passed in 2022, this bill directs OSPI to implement a Language Access Technical Assistance Program to support school districts in providing language access services to all students, families, and community members who need it. The bill requires data collection and phased-in implementation of a language access program beginning in the 2023–24 school year.
- *House Bill 1208*. Passed in 2021, this bill requires that school districts budget and spend state Learning Assistance Program (LAP) funds: (1) immediately and

temporarily, to identify and address student academic deficits in basic skills resulting from and exacerbated by the COVID-19 pandemic; and (2) at the end of the Governor-declared state of emergency due to COVID-19 or beginning September 1, 2025, whichever is later.

- *New workgroups and task forces.* Various groups have recently been established by a legislative directive, such as:
 - Institutional Education Structure and Accountability Advisory Group – House Bill (HB) 1295 (2021)
 - K–12 Basic Education Compensation Advisory Committee – Senate Bill (SB) 5092 (2021)
 - School Safety and Student Well-Being Advisory Committee – HB 1216 (2019)
 - Social-Emotional Learning (SEL) Advisory Committee – SB 5082 (2019)
 - Work-Integrated Learning Advisory Committee – HB 1600 (2018)

7. General Comments

As our state, nation, and globe have navigated the effects of the COVID-19 pandemic over the past few years, our young people have faced significant disruptions to their daily lives. Our students have navigated engaging in learning remotely, maintaining friendships from a distance, illness and deaths of family and loved ones, adhering to continuously evolving health and safety guidance, and for many of our students, food and housing insecurity. Through these disruptive years, Superintendent Reykdal provided critical, timely, and effective leadership at the state and national levels to ensure Washington’s school districts were equipped to continue serving and supporting their students.

In addition to his leadership through the pandemic, Superintendent Reykdal has continued to advance policy and budget priorities to transform Washington’s K–12 schools. Over his tenure, Superintendent Reykdal has propelled Washington’s schools ahead as far as pathways to graduation, career and technical education options, access to advanced learning opportunities, funding and staffing, and ensuring each and every student in Washington state is set up to thrive in K–12 and beyond.

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Salaries for Elected Officials:*
Salary Comparison Information

2022

Elected State Executives (2022)	
Title	Salary
Supreme Court Chief Justice	\$227,410
Supreme Court Justices	\$224,176
Governor	\$190,632
Attorney General	\$175,274
AVERAGE	\$169,678
Treasurer	\$156,303
Commissioner of Public Lands	\$155,678
Superintendent of Public Instruct.	\$155,678
Insurance Commissioner	\$140,110
Secretary of State	\$136,996
Auditor	\$134,526

Top 10 OSPI Employees (2022)	
Title	Salary
Chief of Staff	\$174,511
Deputy Superintendent	\$174,511
Superintendent of Public Instruct.	\$155,678
Chief Financial Officer	\$148,530
AVERAGE	\$145,169
Assistant Superintendents (7)	\$141,658
Chief Information Officer	\$141,299
Chief Legal Officer	\$130,000
Deputy Chief Information Officer	\$129,000
Exec. Director of Government Relations	\$128,500
Exec. Director of Child Nutrition Services	\$128,000

Education Associations (2022)			
Title	Salary	Number of Employees	
State Board for Community and Technical Colleges Exec. Dir.	\$260,900	225	
WA Association of State Administrators Exec. Dir.	\$225,470	10	
AVERAGE	\$185,424		
WA Student Achievement Council Director	\$182,890	108	
Council of Presidents Exec. Dir.	\$174,100	5	
WA State School Directors' Assoc. Exec. Dir.	\$172,717	16	
State Board of Education Exec. Dir.	\$172,308	12	
Charter School Commissioner Exec. Dir.	\$165,204	8	
PESB Exec. Dir.	\$159,552	23	
Superintendent of Public Instruct.	\$155,678	442	
FEPPP Exec. Dir.	\$120,000	8	

Educational Service District (ESD) Superintendents (2021-22)			
Title	Salary	Number of Employees	
Northwest ESD (189)	\$302,683	218	
ESD 112	\$270,000	676	
ESD 101	\$260,351	171	
ESD 105 (2019-20; they did not report for last two school years)	\$255,705	146	
ESD 123	\$252,552	195	
Puget Sound ESD (121)	\$248,283	513	
AVERAGE	\$244,249		
ESD 113	\$235,000	409	
North Central ESD (171)	\$233,800	114	
Olympic ESD (114)	\$228,440	245	
Superintendent of Public Instruct.	\$153,000	430	
ESD Employee Numbers as of February 2020			

Superintendents of School Districts with 350-450 District Employees (2021-22)		
Title	Salary	
Riverview	\$267,893	
East Valley (Yakima)	\$236,164	
Tukwila	\$227,619	
Anacortes	\$208,470	
Steilacoom	\$206,970	
Pullman	\$202,653	
AVERAGE	\$201,297	
Ridgefield	\$199,866	
Prosser	\$192,000	
Woodland	\$186,430	
Ellensburg	\$177,320	
Sequim	\$174,900	
Clarkston	\$171,581	
Wahluke	\$165,000	
Superintendent of Public Instruct.	\$153,000	

Governor-Appointed State Agency Leads (2021)					
Title	Salary		Title	Salary	
Health Secretary	\$333,100		AVERAGE	\$165,661	
Financial Management Director	\$213,400		Childhood Deafness/Hearing Loss Director	\$163,900	
Transportation Secretary	\$211,000		School for the Blind Director	\$162,600	
Washington State Patrol Chief	\$211,000		Lottery Commission Director	\$159,200	
Department of Children, Youth, and Families Secretary	\$206,400		Superintendent of Public Instruct.	\$153,000	
Health Care Authority Director	\$203,700		Puget Sound Partnership Director	\$151,300	
Dept. of Military General	\$196,000		Administrative Hearings Chief	\$143,800	
Department of Social & Health Services Secretary	\$195,200		Services for the Blind Director	\$135,200	
Enterprise Services Director	\$195,200		Workforce Training Board Director	\$128,700	
Employment Security Comm.	\$191,000		Archaeology & Historic Preservation Exec. Dir.	\$127,400	
Labor & Industries Director	\$183,800		Board of Accountancy Director	\$127,300	
Minority & Women's Business Director	\$183,400	(2020)	Recreation & Conservation Director	\$124,400	(2020)
Dept. of Ecology Director	\$181,800		Pollution Liability Insurance Program	\$122,500	
Dept. of Revenue Director	\$181,800		Traffic Safety Commission Director	\$115,800	
Veterans Affairs Director	\$181,800		African American Affairs Exec. Dir.	\$110,200	
Commerce Director	\$181,700		Hispanic Affairs Director	\$110,200	
Licensing Director	\$181,700		Indian Affairs Director	\$109,800	
Corrections Secretary	\$181,300	(2020)	Asian Pacific Amer. Affairs Exec. Dir.	\$96,500	lower than 2020 and 2019
Agriculture Director	\$177,700		Consolidated Technology Services Chief Info. Officer	\$90,700	
Financial Institutions Director	\$171,600		Retirement Systems Director	N/A	

Nationwide State K-12 Education Chiefs (2021)

State	Salary	State	Salary
Mississippi	\$300,000	Massachusetts	\$170,406
Louisiana	\$285,002	Delaware	\$165,055
Florida	\$284,280	Pennsylvania	\$161,382
Colorado	\$283,416	New Mexico	\$156,000
Alabama	\$276,231	Oregon	\$155,124
Maryland	\$275,000	Iowa	\$154,300
Kentucky	\$260,000	Washington	\$153,000
Illinois	\$258,000	Minnesota	\$150,002
Hawaii	\$240,000	Vermont	\$148,013
Arkansas	\$239,361	Maine	\$143,936
Utah	\$235,830	Nevada	\$143,779
Nebraska	\$232,620	Alaska	\$141,160
Kansas	\$230,000	North Carolina	\$136,699
West Virginia	\$230,000	South Dakota	\$131,687
Michigan	\$225,831	Wisconsin	\$127,047
Texas	\$220,375	North Dakota	\$125,882
Rhode Island (g)	\$212,106	Oklahoma	\$124,373
New York	\$210,000	Georgia	\$123,270
Ohio	\$201,572	Idaho	\$117,557
Tennessee	\$200,004	Montana	\$116,378
Missouri	\$199,272	New Hampshire	\$113,509
Connecticut	\$192,500	Indiana	\$103,677
AVERAGE	\$183,131	South Carolina	\$92,007
California	\$182,189	Wyoming	\$92,000
Virginia	\$176,730	Arizona	\$85,000
New Jersey	\$175,000		

WA School District Superintendents (2021-22)					
#	District	Salary	#	District	Salary
1	Edmonds	\$405,510	44	Fife	\$246,888
2	Renton	\$390,034	45	White River	\$246,287
3	Northshore	\$376,570	46	North Kitsap	\$245,250
4	Evergreen (Clark)	\$352,563	47	Olympia	\$244,299
5	Auburn	\$347,522	48	South Kitsap	\$237,645
6	Lake Washington	\$344,630	49	Shaw Island	\$236,220
7	Bellingham	\$330,657	50	East Valley (Yak)	\$236,164
8	Highline	\$326,657	51	Selah	\$233,074
9	Issaquah	\$326,229	52	Oak Harbor	\$230,089
10	Mukilteo	\$324,383	53	Battle Ground	\$229,770
11	Seattle	\$323,400	54	Central Kitsap	\$229,675
12	Shoreline	\$321,400	55	Toutle Lake	\$228,675
13	Federal Way	\$318,969	56	Burlington-Edison	\$228,557
14	Tacoma	\$318,194	57	Tukwila	\$227,619
15	Snoqualmie Valley	\$308,613	58	Moses Lake	\$226,140
16	Everett	\$300,706	59	Lakewood	\$225,200
17	Richland	\$292,834	60	Pasco	\$224,295
18	Toppenish	\$291,083	61	Walla Walla	\$219,698
19	Snohomish	\$288,897	62	Granite Falls	\$218,985
20	Bellevue	\$282,200	63	Bremerton	\$218,354
21	Vancouver	\$281,840	64	Nooksack Valley	\$218,125
22	Puyallup	\$277,390	65	Sultan	\$217,600
23	Kent	\$275,340	66	Bainbridge	\$217,030
24	Lake Stevens	\$272,452	67	Wellpinit	\$216,267
25	Yakima	\$272,245	68	Yelm	\$215,602
26	Bethel	\$271,770	69	Wenatchee	\$214,980
27	North Thurston	\$270,172	70	Central Valley	\$214,463
28	Riverview	\$267,893	71	Quincy	\$210,934
29	Peninsula	\$267,200	72	Sedro-Woolley	\$210,000
30	Spokane	\$261,876	73	Mt Vernon	\$210,000
31	Marysville	\$259,558	74	Chehalis	\$209,000
32	Grandview	\$259,231	75	Shelton	\$209,000
33	Mead	\$256,748	76	Orting	\$208,535
34	Eastmont	\$255,303	77	Anacortes	\$208,470
35	Monroe	\$254,464	78	Steilacoom Hist.	\$206,970
36	Mercer Island	\$253,772	79	Sunnyside	\$206,253
37	Arlington	\$253,274	80	South Whidbey	\$205,677
38	Clover Park	\$253,040	81	University Place	\$204,448
39	Tahoma	\$251,920	82	Wapato	\$203,500
40	Stanwood-Camano	\$250,000	83	Othello	\$203,000
41	Franklin Pierce	\$249,558	84	Kelso	\$202,882
42	West Valley (Yak)	\$249,500	85	Enumclaw	\$202,746
43	Sumner-Bonney Lake	\$247,375	86	Pullman	\$202,653

WA School District Superintendents (2021-22) (cont'd)					
#	District	Salary	#	District	Salary
87	East Valley (Spo)	\$202,000	130	Meridian	\$175,840
88	Ridgefield	\$199,866	131	Methow Valley	\$175,716
89	Tumwater	\$198,920	132	Columbia (Wal)	\$175,147
90	Medical Lake	\$195,062	133	Deer Park	\$175,000
91	Centralia	\$195,000	134	Sequim	\$174,900
92	North Mason	\$193,779	135	Omak	\$172,216
93	Blaine	\$193,740	136	Concrete	\$171,900
94	North Franklin	\$193,306	137	Clarkston	\$171,581
95	Mount Adams	\$192,975	138	Tenino	\$170,000
96	West Valley (Spo)	\$192,642	139	Granger	\$169,052
97	Prosser	\$192,000	140	Thorp	\$168,517
98	Vashon Island	\$191,064	141	Raymond	\$168,000
99	Naches Valley	\$190,331	142	Hockinson	\$167,437
100	Riverside	\$189,570	143	Oakesdale	\$167,190
101	Aberdeen	\$189,481	144	Highland	\$166,866
102	Longview	\$189,253	145	Brewster	\$166,469
103	Washougal	\$189,128	146	San Juan Island	\$166,348
104	Port Angeles	\$188,600	147	Wahluke	\$165,000
105	Camas	\$188,241	148	Elma	\$165,000
106	Ephrata	\$188,000	149	White Salmon	\$165,000
107	Cheney	\$187,025	150	Colville	\$164,783
108	Ferndale	\$186,878	151	Tonasket	\$162,669
109	Woodland	\$186,430	152	Orcas Island	\$162,244
110	AVERAGE	\$186,107	153	Royal	\$162,169
111	Castle Rock	\$186,000	154	Finley	\$161,436
112	North Beach	\$185,744	155	Catalyst Brem Chrtr	\$160,600
113	Rainier Vally LA Ch	\$185,000	156	Pioneer	\$160,000
114	Rochester	\$185,000	157	PRIDE Prep Charter	\$160,000
115	Centerville	\$184,841	158	Lacrosse	\$157,174
116	Chief Leschi Tribal	\$184,551	159	Mabton	\$156,750
117	Coupeville	\$182,970	160	Soap Lake	\$156,000
118	Montesano	\$182,722	161	Rainier	\$156,000
119	Hoquiam	\$182,157	162	Newport	\$155,903
120	La Conner	\$181,800	163	Cascade	\$155,850
121	Eatonville	\$181,600	164	Conway	\$155,738
122	Dieringer	\$181,356	165	Quileute Tribal	\$155,000
123	Mount Baker	\$180,167	166	Pe Ell	\$155,000
124	Kennewick	\$179,771	167	Hood Canal	\$155,000
125	Freeman	\$179,162	168	Darrington	\$155,000
126	Lynden	\$178,904	169	Spo Intl Acad Chrtr	\$155,000
127	College Place	\$177,722	170	Okanogan	\$154,722
128	Ellensburg	\$177,320	171	South Bend	\$154,478
129	Cashmere	\$175,933	172	Quillayute Valley	\$153,370
			173	Superintendent of Public Instruct.	\$153,000

WA School District Superintendents (2021-22) (cont'd)					
#	District	Salary	#	District	Salary
174	Nine Mile Falls	\$152,399	217	Evergreen (Ste)	\$132,658
175	Chimacum	\$152,251	218	Why Not You Ch	\$132,500
176	Manson	\$150,960	219	Willapa Valley	\$132,500
177	Kettle Falls	\$150,524	220	Creston	\$132,060
178	Port Townsend	\$150,000	221	Zillah	\$132,028
179	Union Gap	\$149,958	222	Touchet	\$132,000
180	Griffin	\$148,799	223	Entiat	\$131,979
181	Goldendale	\$148,194	224	Orondo	\$131,960
182	Napavine	\$146,100	225	Nespelem	\$131,250
183	Kittitas	\$145,720	226	Ocosta	\$131,000
184	Kiona-Benton City	\$145,392	227	Grand Coulee Dam	\$130,960
185	McCleary	\$145,382	228	White Pass	\$130,844
186	Colfax	\$145,133	229	Ocean Beach	\$130,295
187	Ritzville	\$144,953	230	Wishram	\$128,586
188	Naselle-Grays Riv.	\$144,526	231	Trout Lake	\$128,030
189	Kalama	\$143,603	232	Inchelium	\$127,817
190	Reardan	\$142,800	233	Loon Lake	\$127,339
191	Warden	\$142,500	234	Palouse	\$126,815
192	Tekoa	\$142,500	235	Oakville	\$125,000
193	Lopez Island	\$142,345	236	Mary Walker	\$125,000
194	Bridgeport	\$142,219	237	Crescent	\$124,440
195	Waterville	\$141,960	238	Taholah	\$124,358
196	Rosalia	\$141,800	239	Cosmopolis	\$123,930
197	Southside	\$141,200	240	Endicott	\$123,026
198	Davenport	\$141,105	241	St. John	\$123,026
199	Republic	\$140,940	242	Northport	\$122,461
200	Mary M. Knight	\$140,500	243	Lake Quinault	\$121,661
201	Onalaska	\$140,402	244	Colton	\$120,729
202	Oroville	\$140,004	245	Rainier Prep Chartr	\$120,000
203	Quilcene	\$140,000	246	Skykomish	\$119,529
204	Glenwood	\$140,000	247	Wilson Creek	\$118,972
205	Adna	\$140,000	248	Garfield	\$118,820
206	Chewelah	\$140,000	249	Brinnon	\$118,615
207	Bickleton	\$139,860	250	Starbuck	\$115,880
208	Valley	\$139,560	251	Pomeroy	\$115,781
209	Selkirk	\$138,856	252	Carbonado	\$110,240
210	Waitsburg	\$138,785	253	Columbia (Ste)	\$110,000
211	Liberty	\$137,500	254	Klickitat	\$109,083
212	Morton	\$137,004	255	Boistfort	\$108,814
213	Cape Flattery	\$136,931	256	Wishkah Valley	\$106,636
214	Toledo	\$135,480	257	Summit Valley	\$103,793
215	Mossyrock	\$135,000	258	Kahlotus	\$103,000
216	Prescott	\$135,000	259	Pateros	\$102,595

WA School District Superintendents (2021-22) (cont'd)

#	District	Salary
260	Pinnacles Prep Ch	\$101,900
261	Green Mountain	\$88,472
262	Skamania	\$86,609
263	Mansfield	\$80,000
264	Pullman Comm Mon C	\$80,000

***Note: 18 superintendents making less than \$80,000 per year and 7 districts not reporting are not shown.**

*Citizens' Commission on
Salaries for Elected Officials:*

Organization Chart

2022

Superintendent of Public Instruction

Chris Reykdal
Superintendent

Tennille Jeffries-Simmons
Chief of Staff
360/725-6309

Michaela Miller
Deputy Superintendent
360/725-6343

Tania May, Assistant Superintendent
Special Education
360/725-6075

Veronica Gallardo, Assistant Superintendent
System and School Improvement
360/725-4960

Laura Lynn, Interim
Executive Director
Native Education
360/725-6160

Jon Mishra, Assistant Superintendent
Elementary & Early Lrqn. Special
Programs & Federal Accountability
360/701-9321

Rebecca Wallace, Assistant
Superintendent
Secondary Education & Pathway Prep.
360/725

Deb Came, Assistant Superintendent
Assessment & Student Information
360/725-6334

Martin Mueller, Assistant Superintendent
Student Engagement and Support
360/725-6175

Cindy Rockholt, Assistant Superintendent
Educator Growth and Development
360/725-4991

Information
Technology Services
Chief Information Officer
Ted Lorán
360/725-4995

Financial Resources
Chief Financial Officer
T.J. Kelly
360/725-6111

Amy Kollar, Director
Agency Financial Svcs.
360-725-6283

Leanne Eko, Executive Director
Child Nutrition Services
360-725-6400

Legal Affairs
Chief Legal Officer
Matthew Schultz
360/725-6004

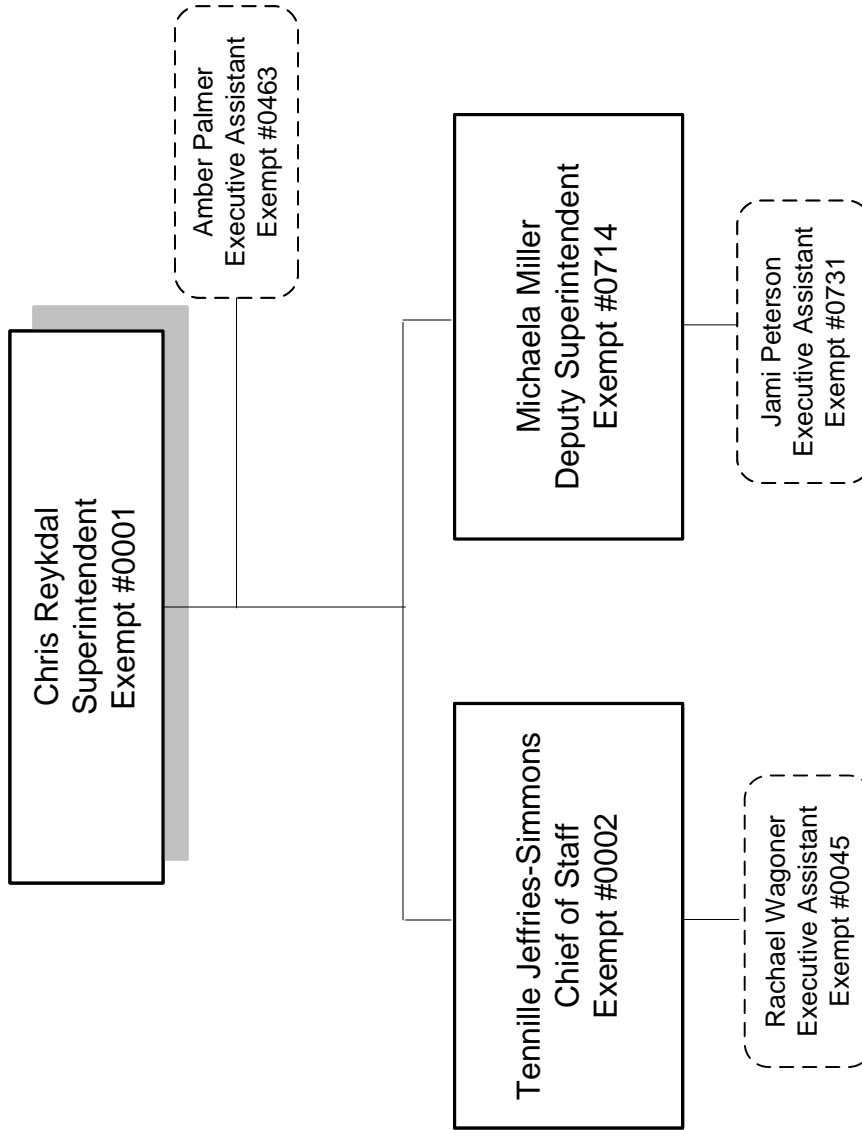
Center for the Improvement
of Student Learning
Executive Director
Maria Flores
360/725-6032

Government Relations
Executive Director
Jenny Plaja
360/725-6311

Human Resources
Executive Director
Ramon Alvarez
360/725-6272

Communications
Executive Director
Katy Payne
360/725-6015

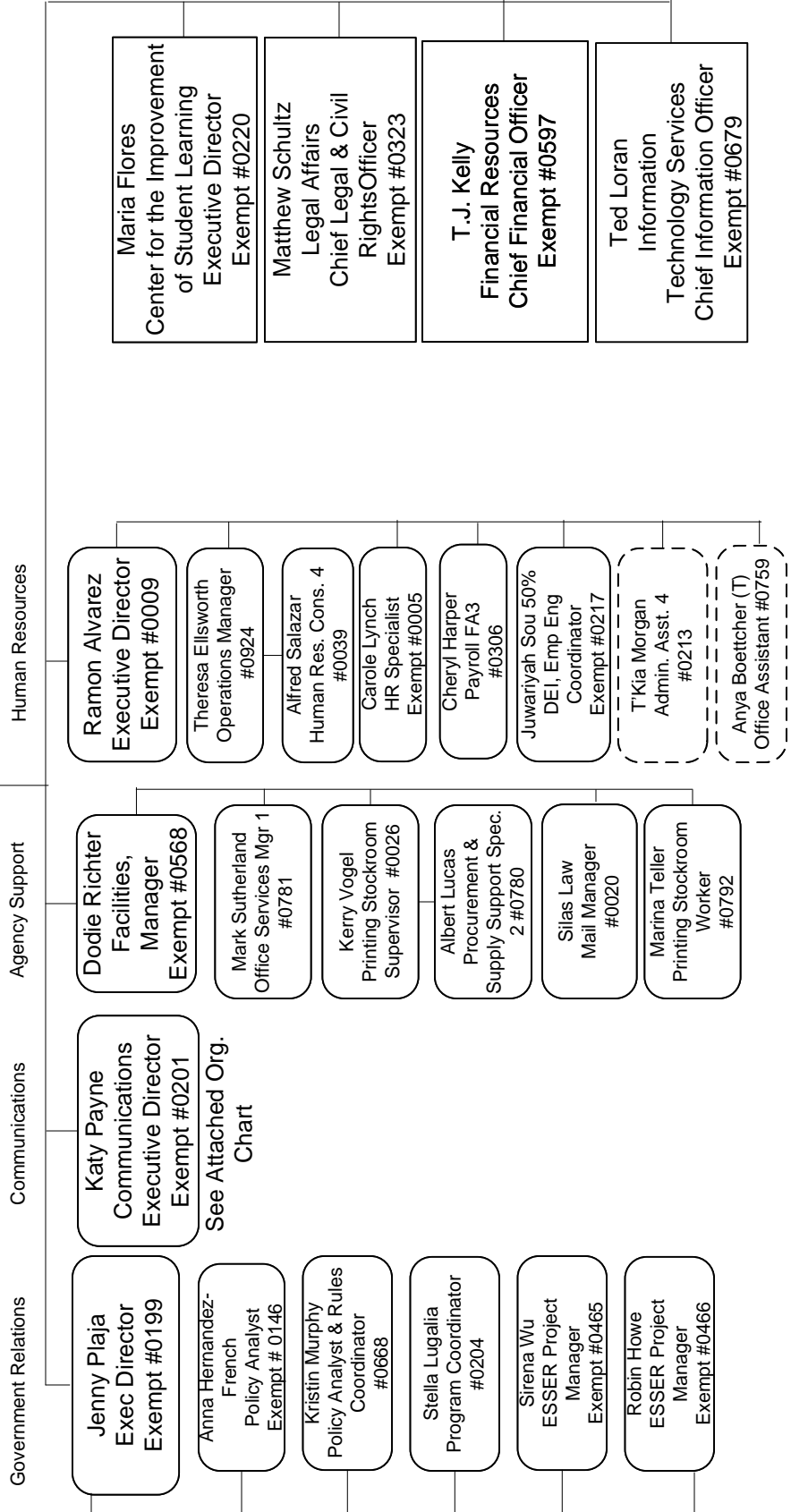
Superintendent of Public Instruction July 2022



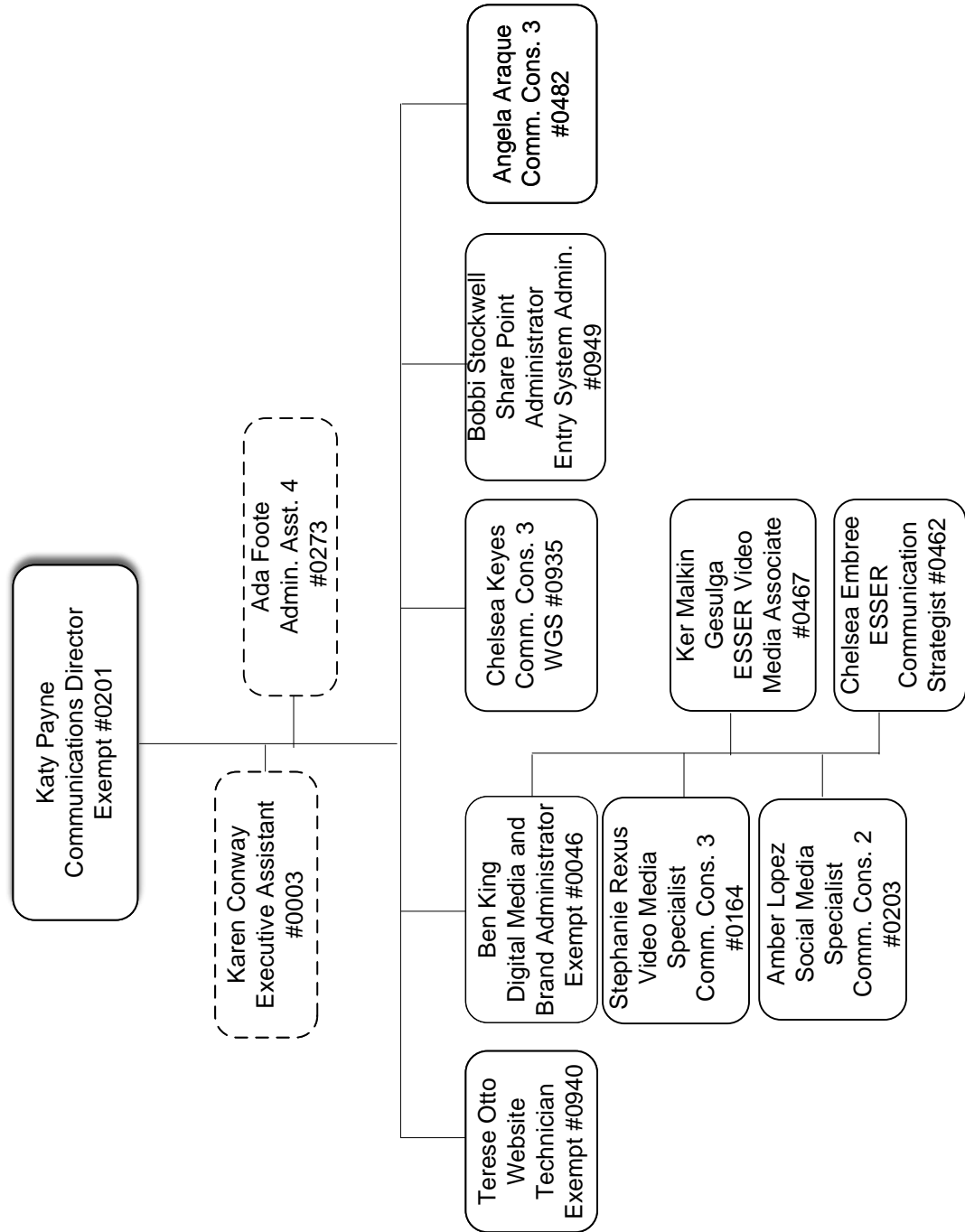
Chief of Staff July 2022

Tennille Jeffries-Simmons
Chief of Staff
Exempt #0002

Rachael Wagoner
Executive Assistant
Exempt #0045

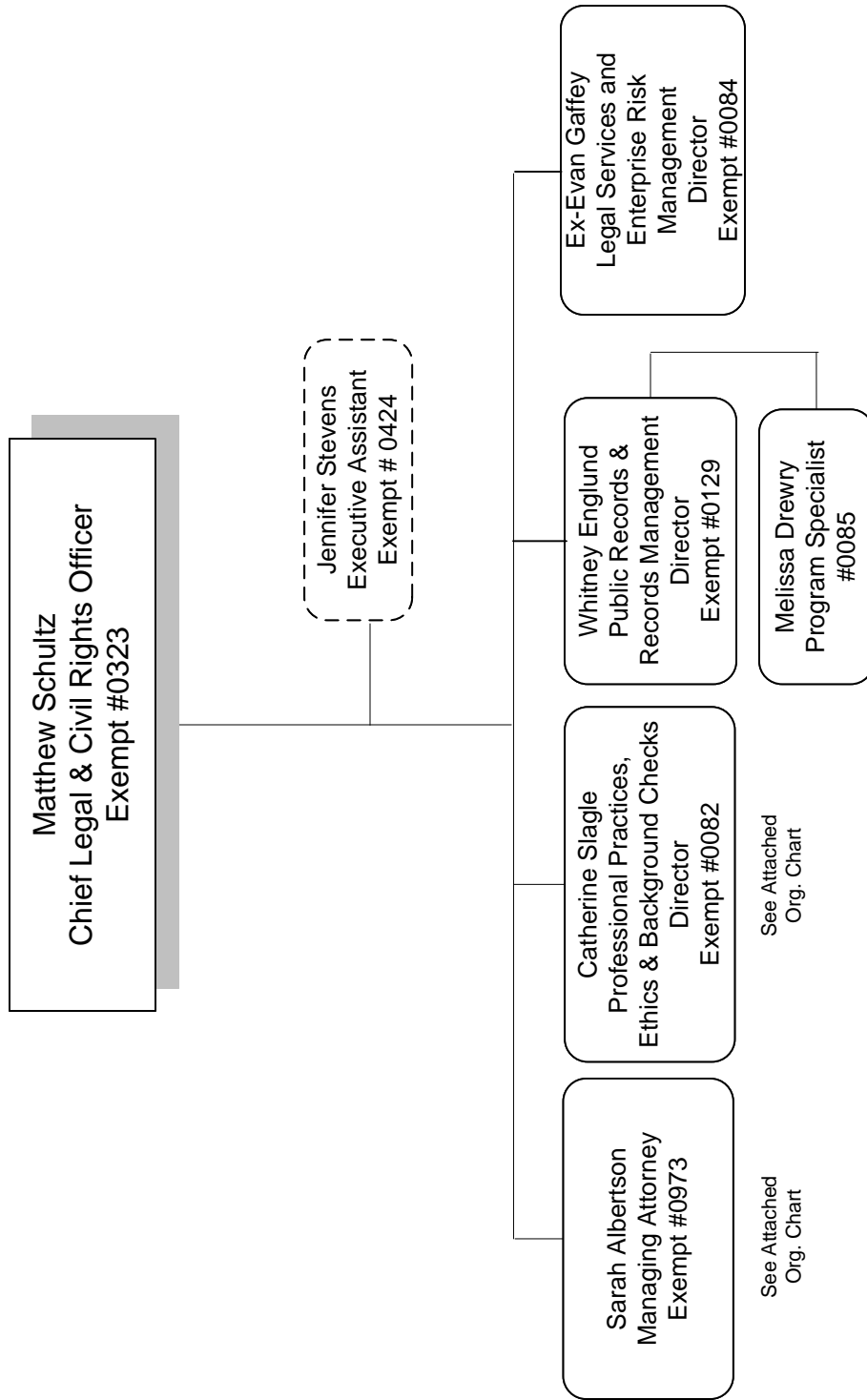


Communications July 2022



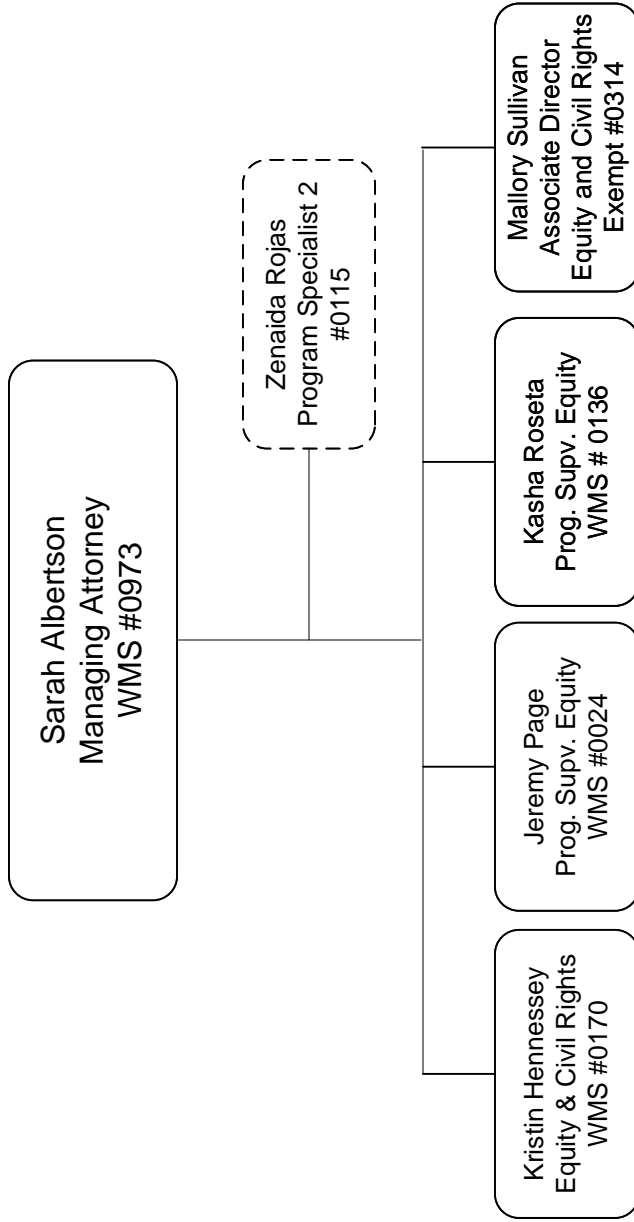
Legal Affairs

July 2022

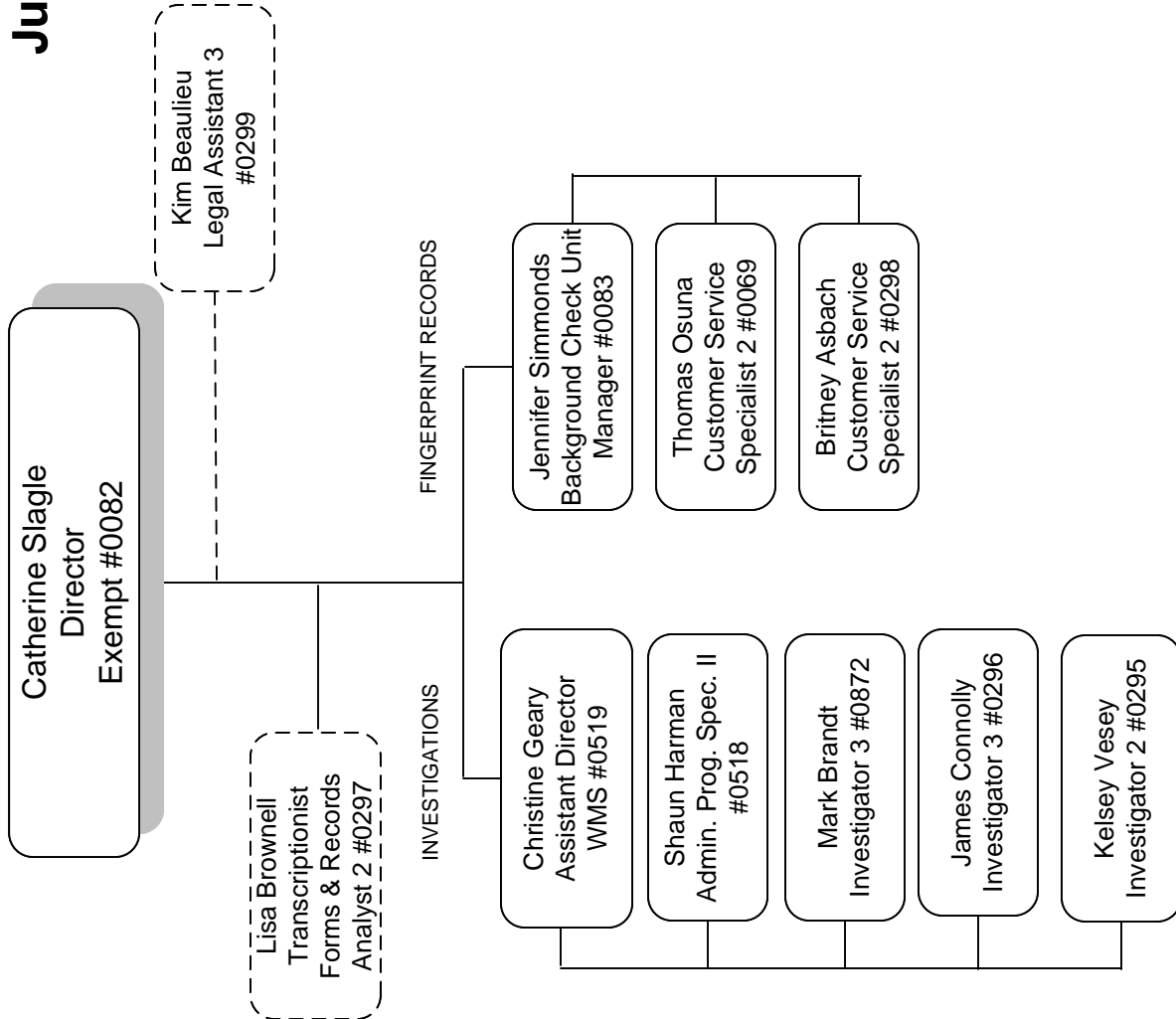


Equity and Civil Rights

July 2022

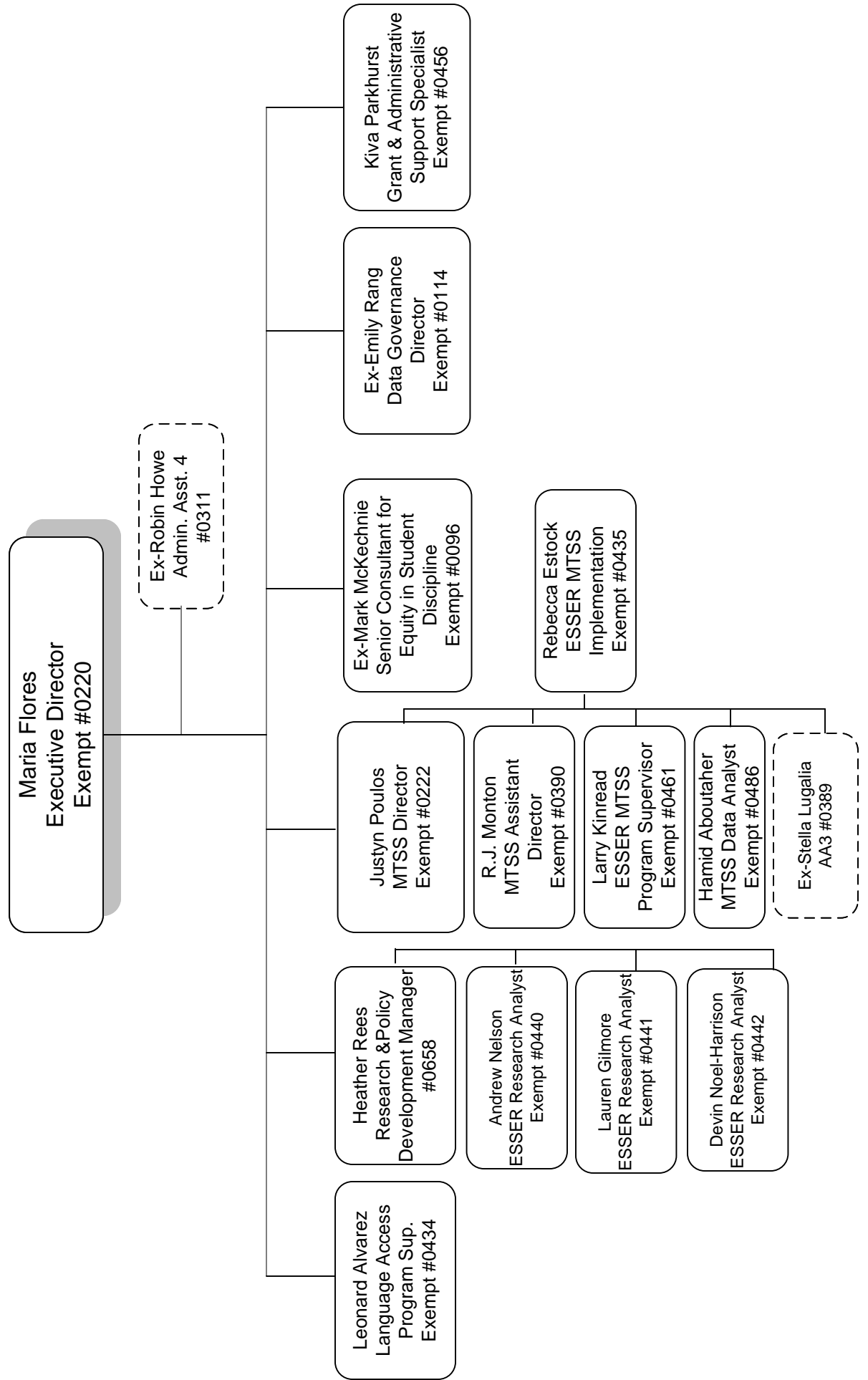


Office of Professional Practices, Ethics and Background Checks July 2022



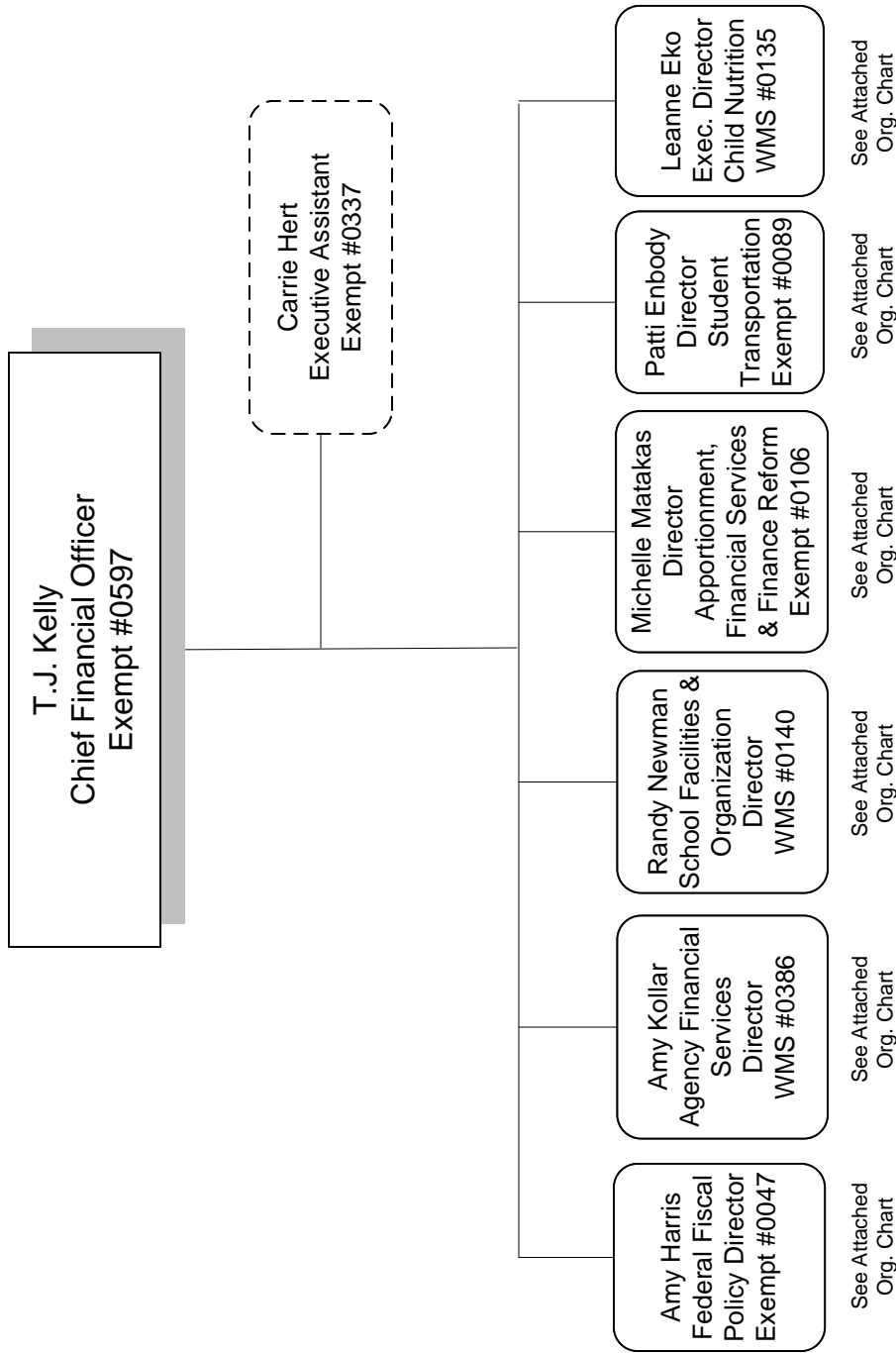
Center for the Improvement of Student Learning

July 2022

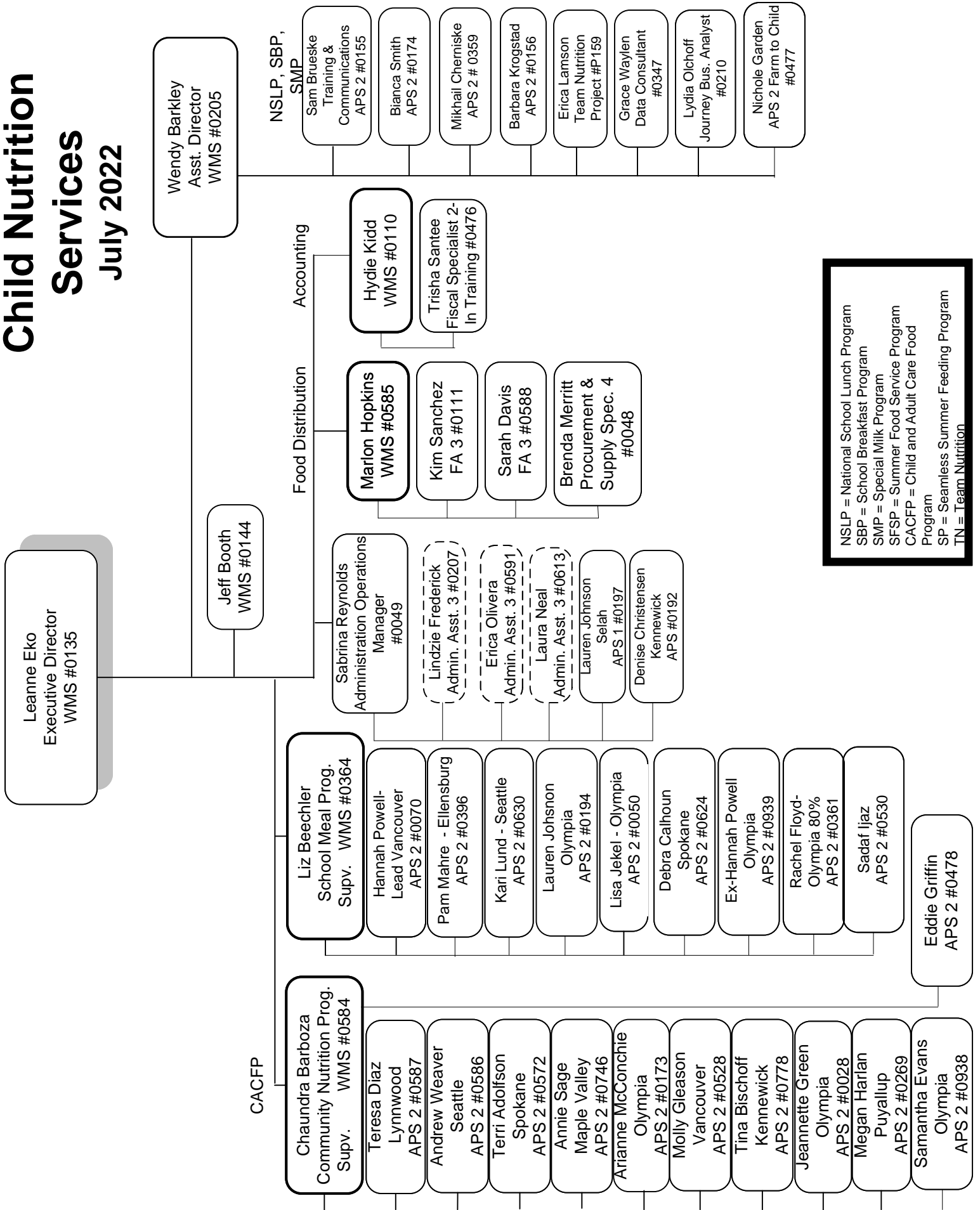


Financial Resources

July 2022



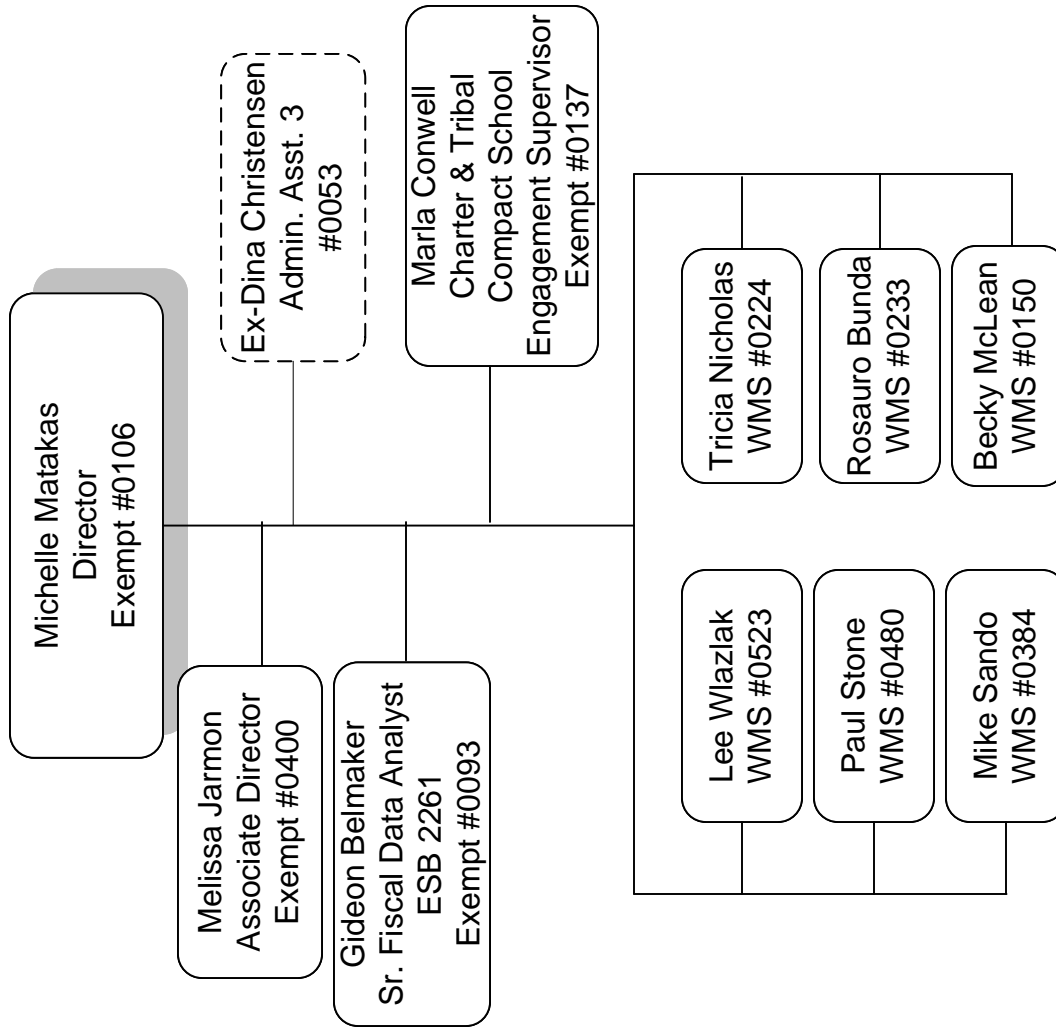
Child Nutrition Services July 2022



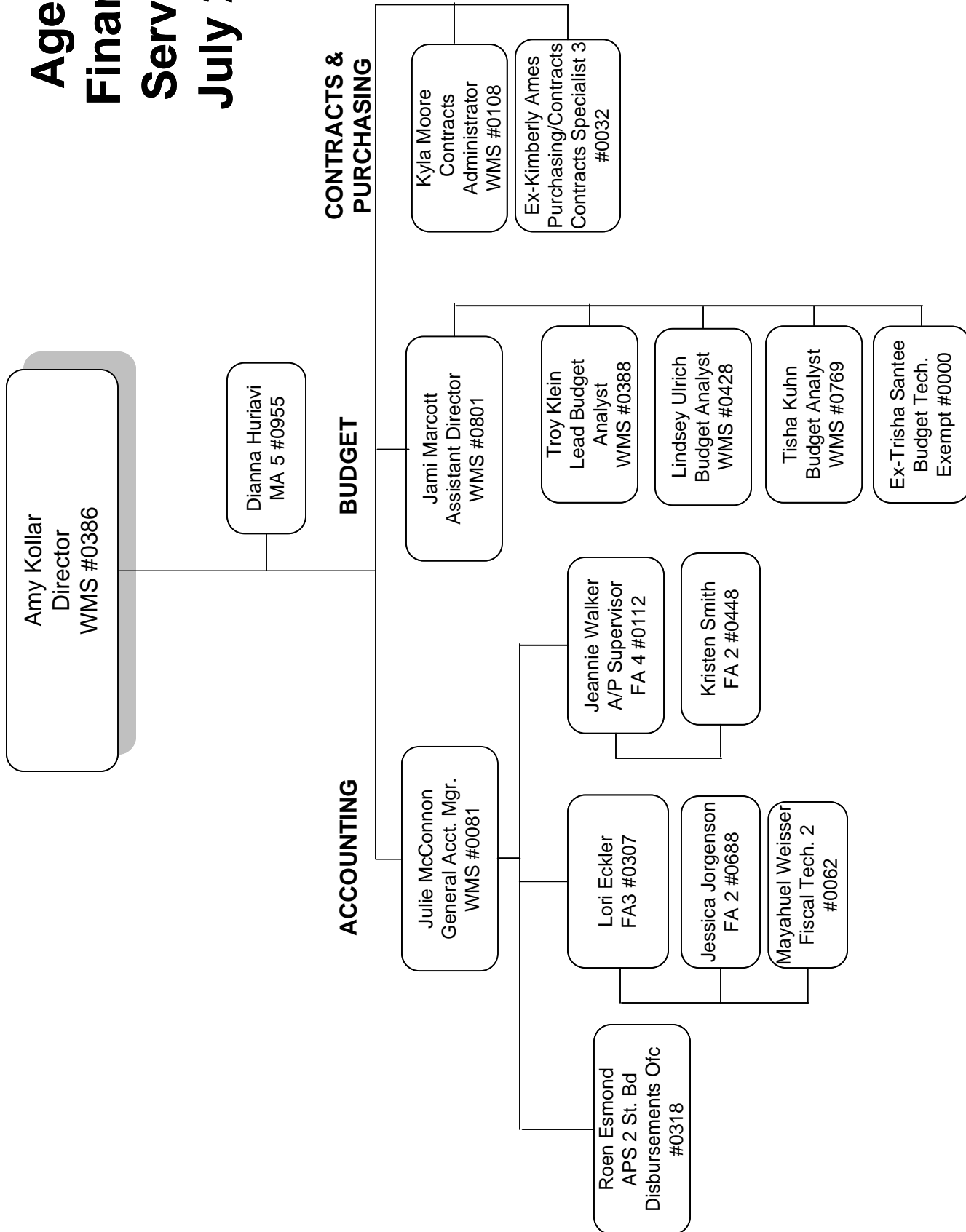
NSLP = National School Lunch Program
 SBP = School Breakfast Program
 SMP = Special Milk Program
 SFSP = Summer Food Service Program
 CACFP = Child and Adult Care Food Program
 SP = Seamless Summer Feeding Program
 TN = Team Nutrition

School Apportionment and Financial Services

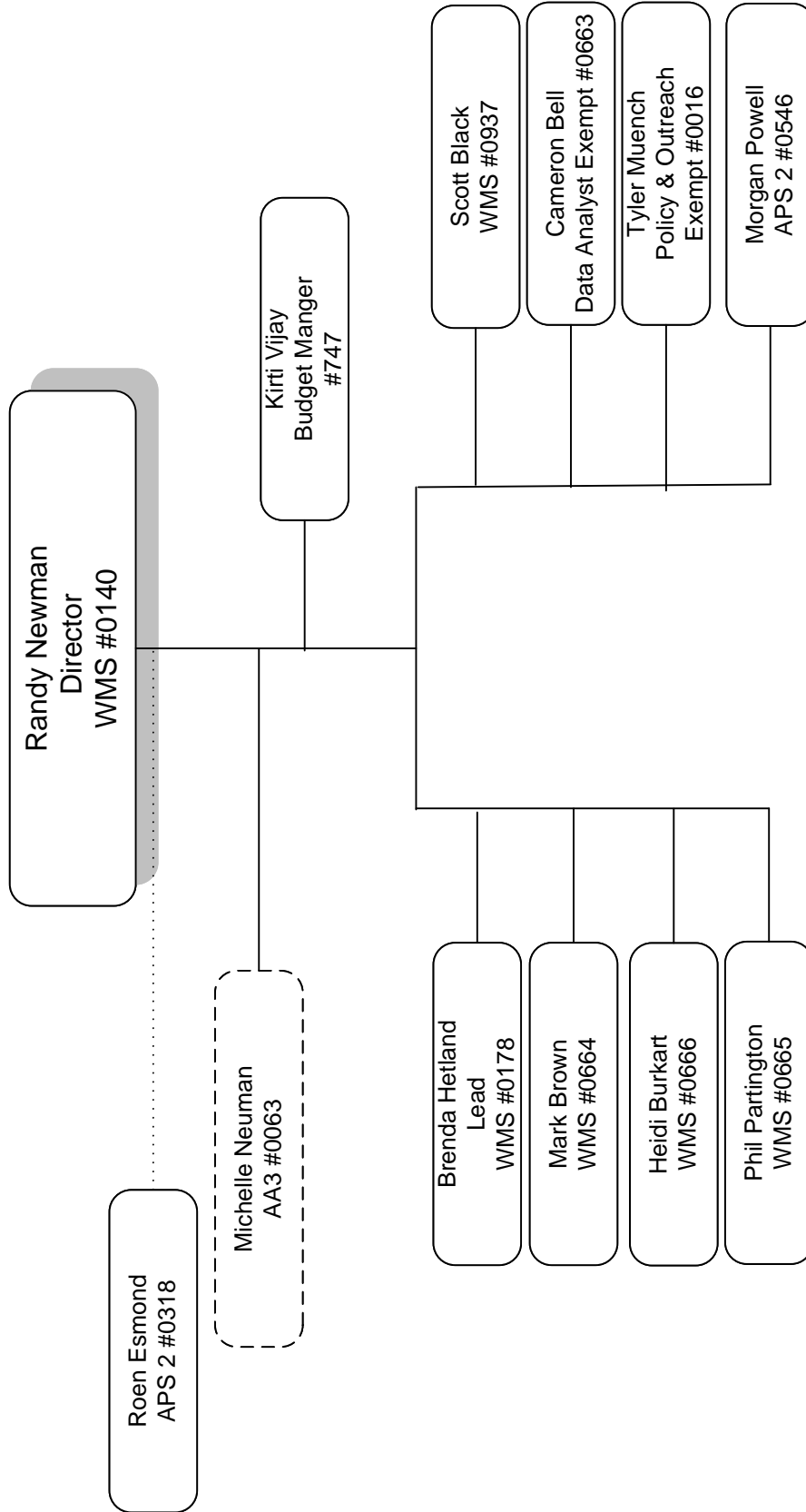
July 2022



Agency Financial Services July 2022

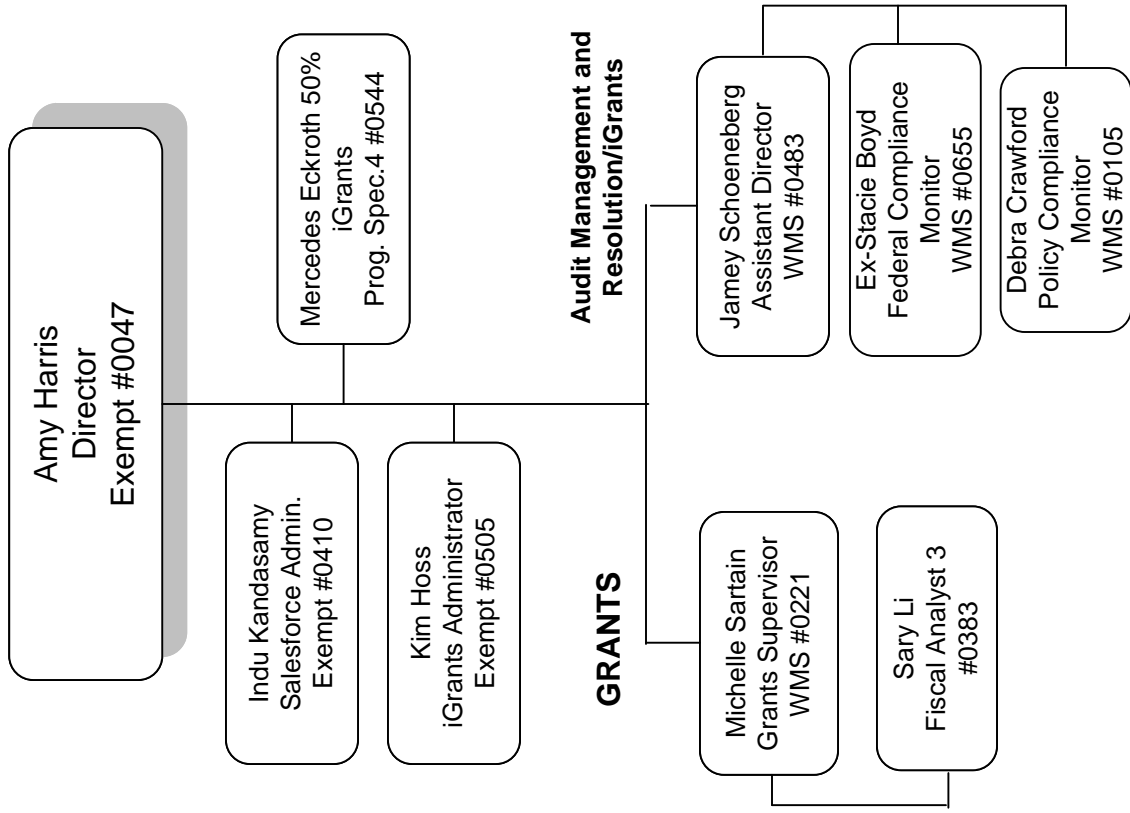


School Facilities & Organization July 2022

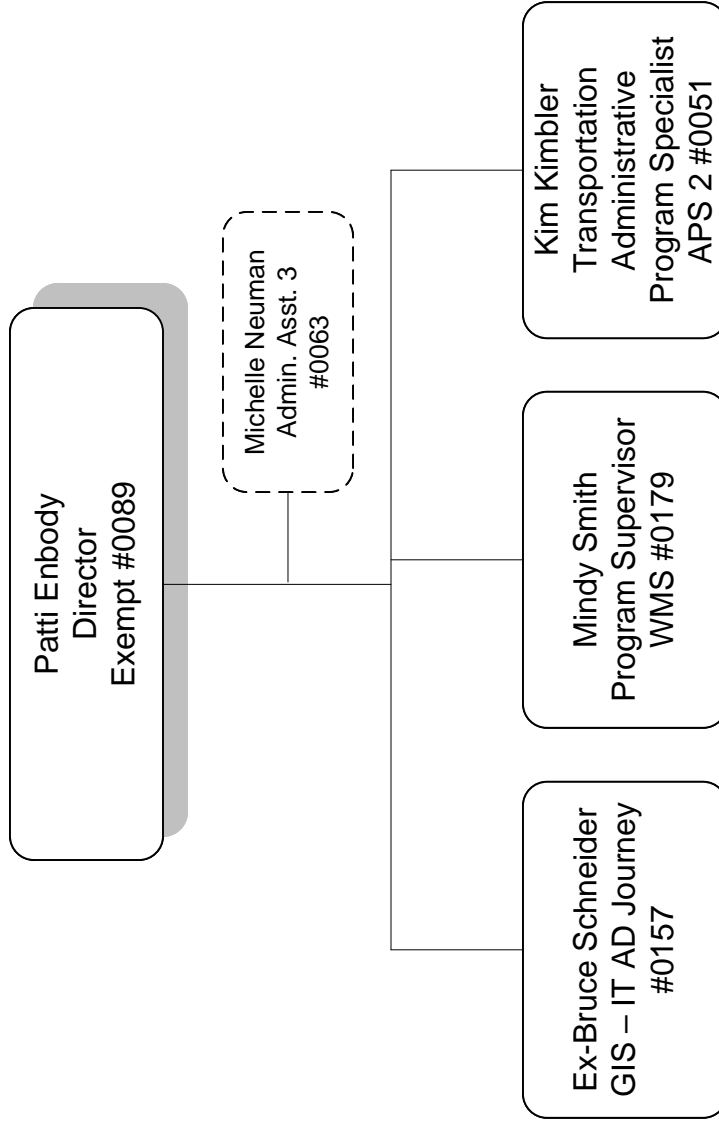


Federal Fiscal Policy

July 2022

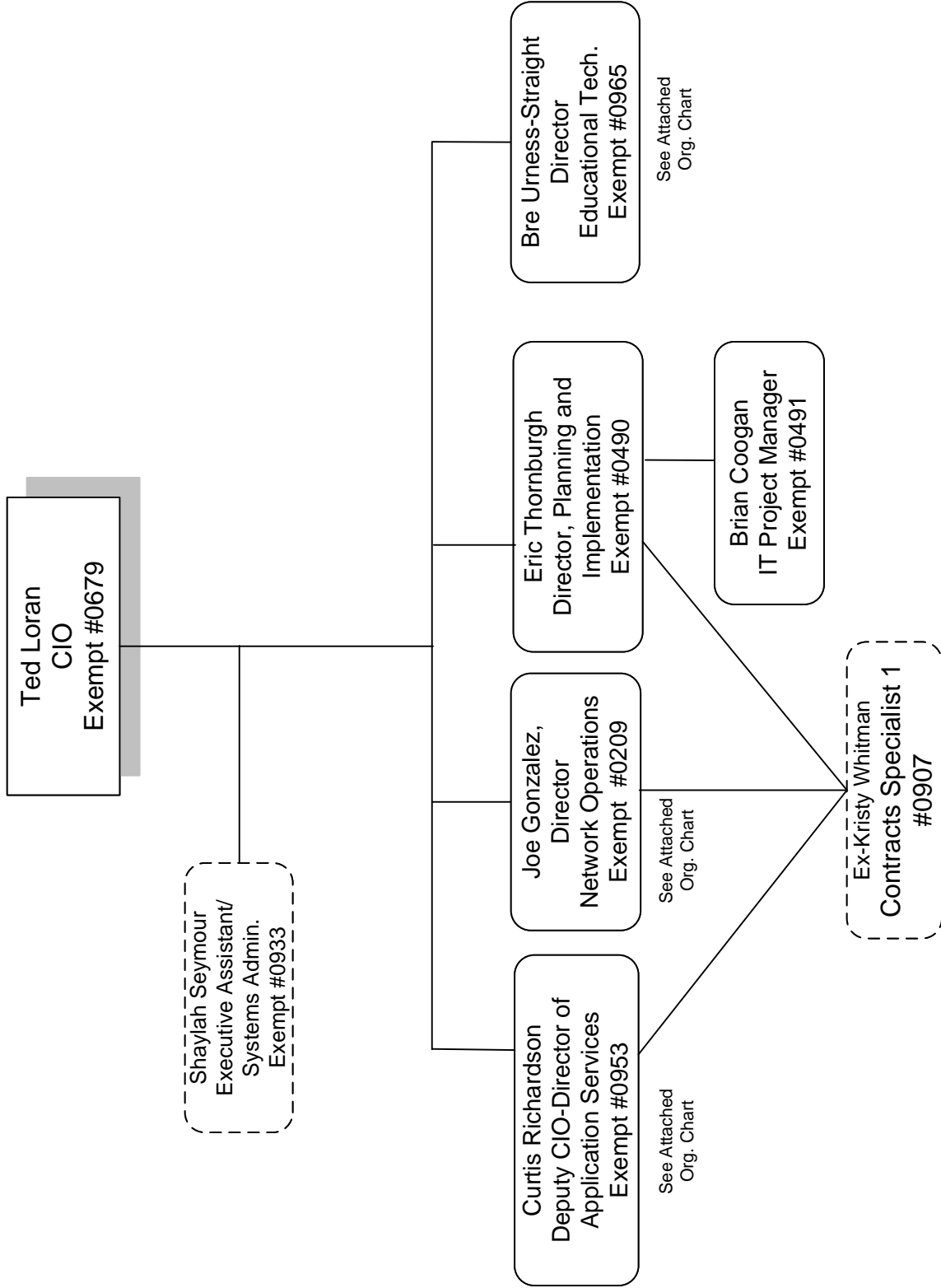


Student Transportation July 2022

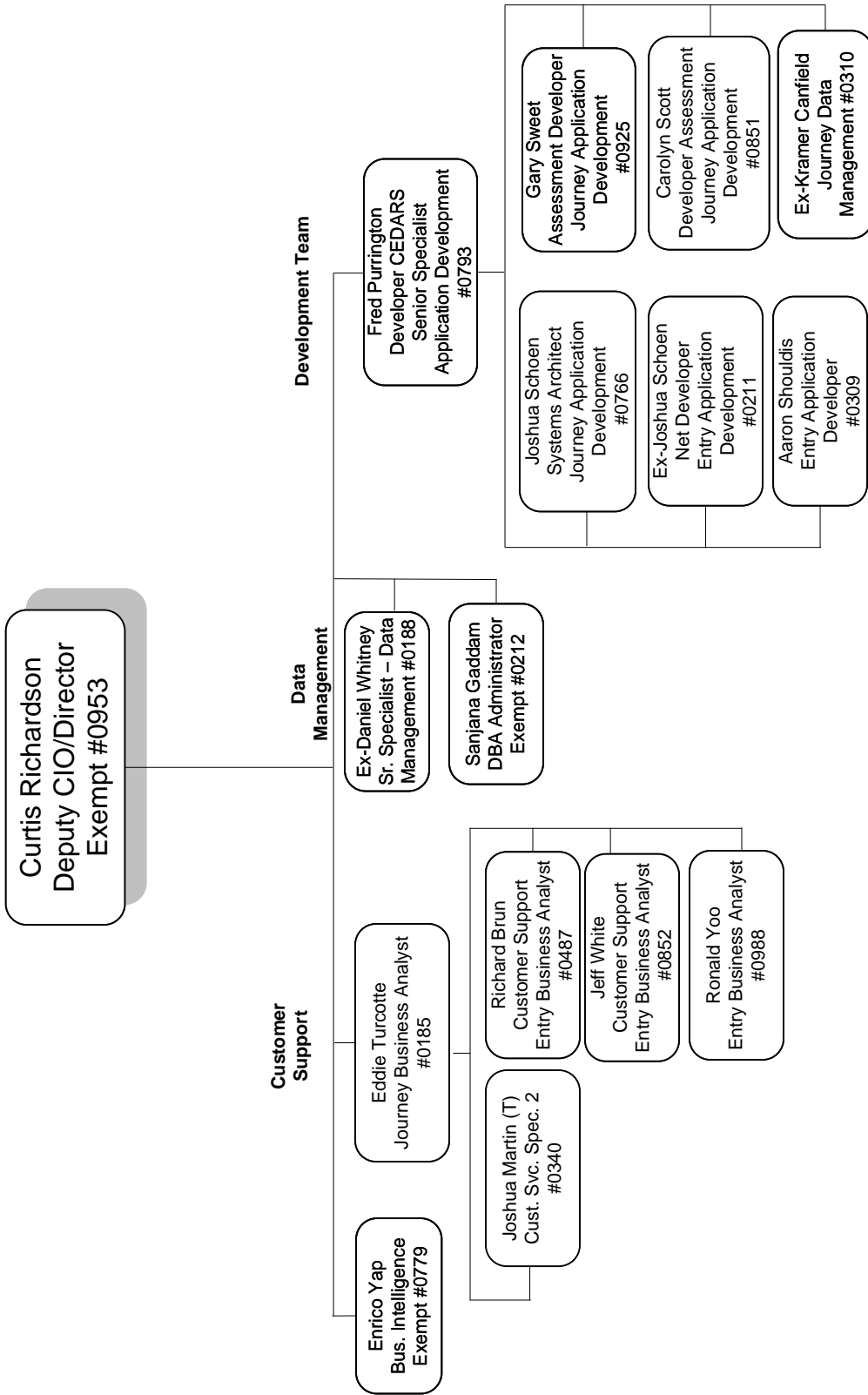


Information Technology Services

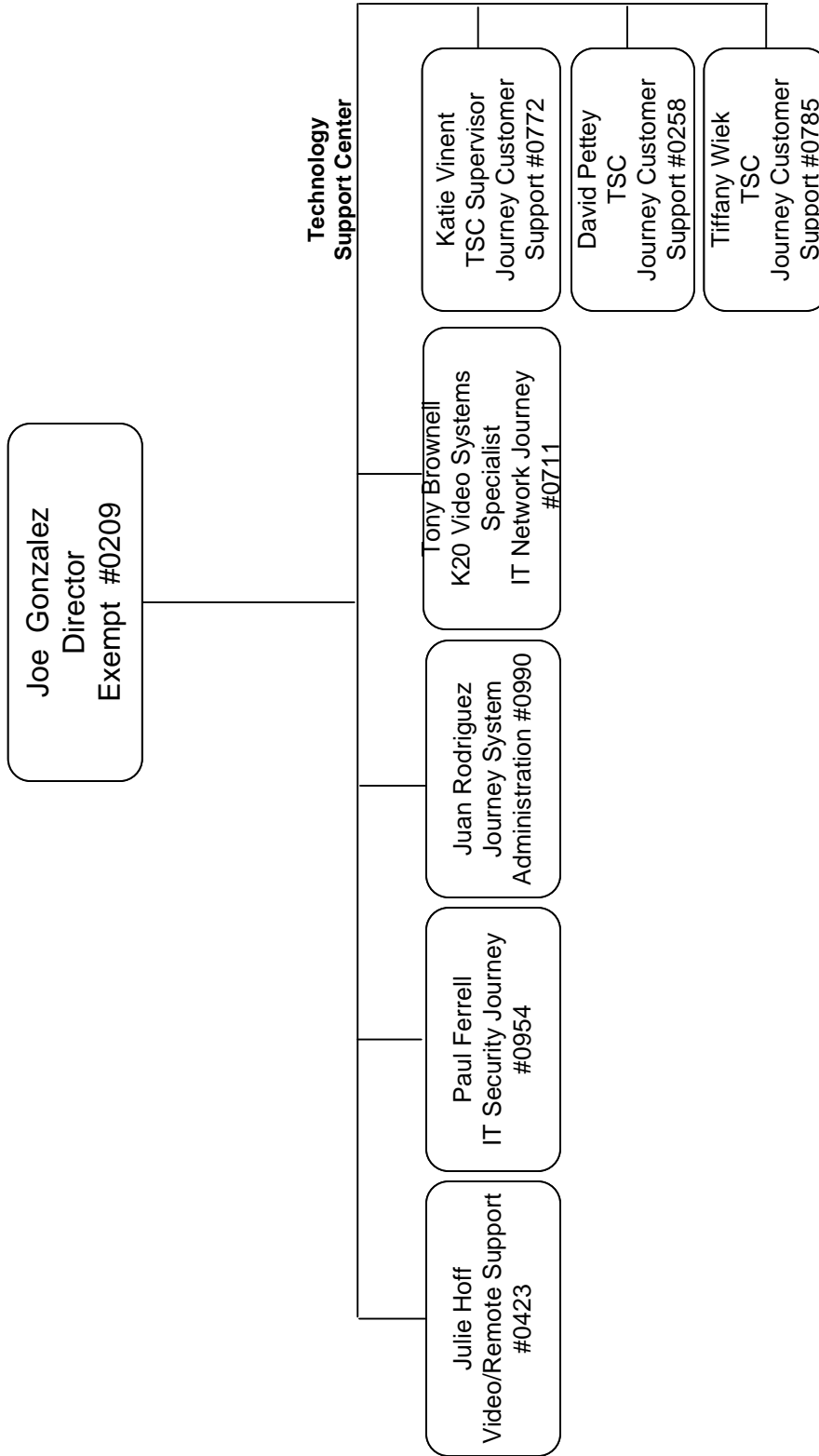
July 2022



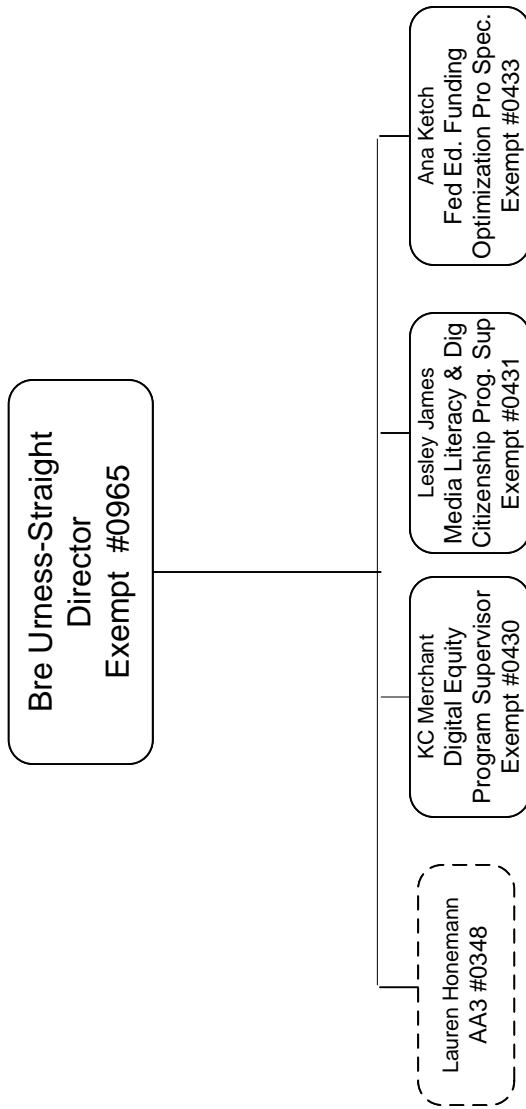
Application Services July 2022



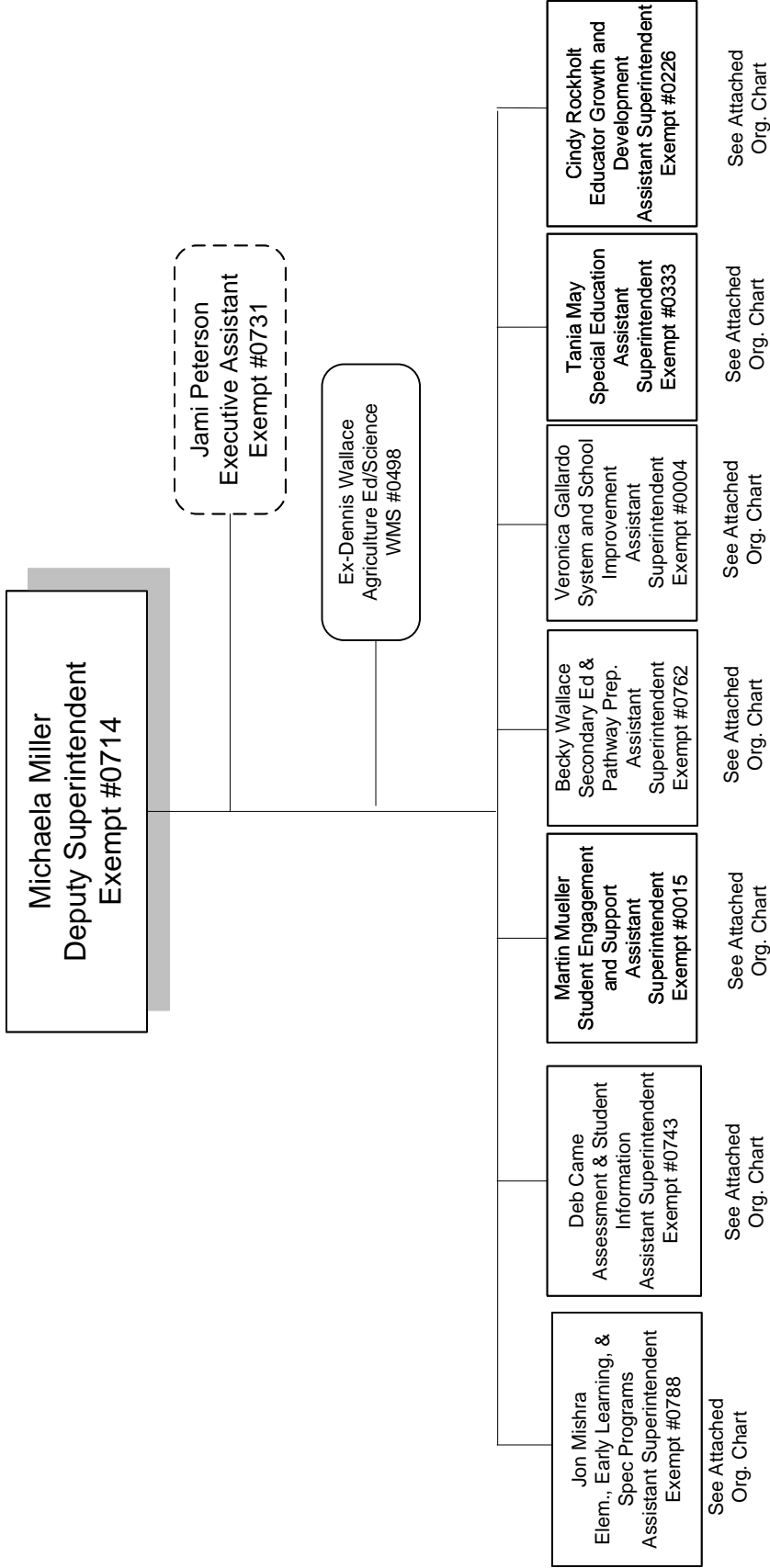
Network Operations July 2022



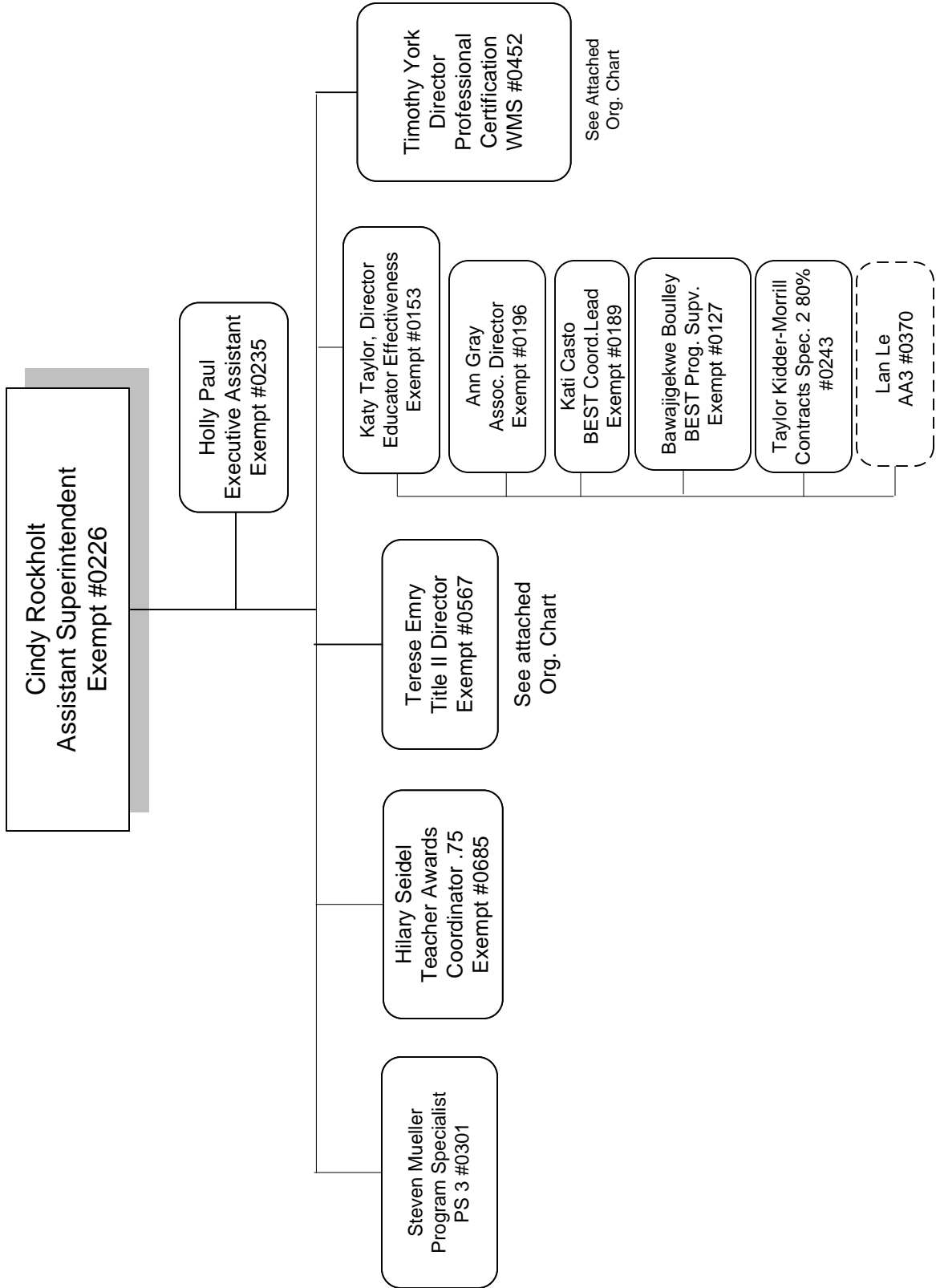
Education Technology July 2022



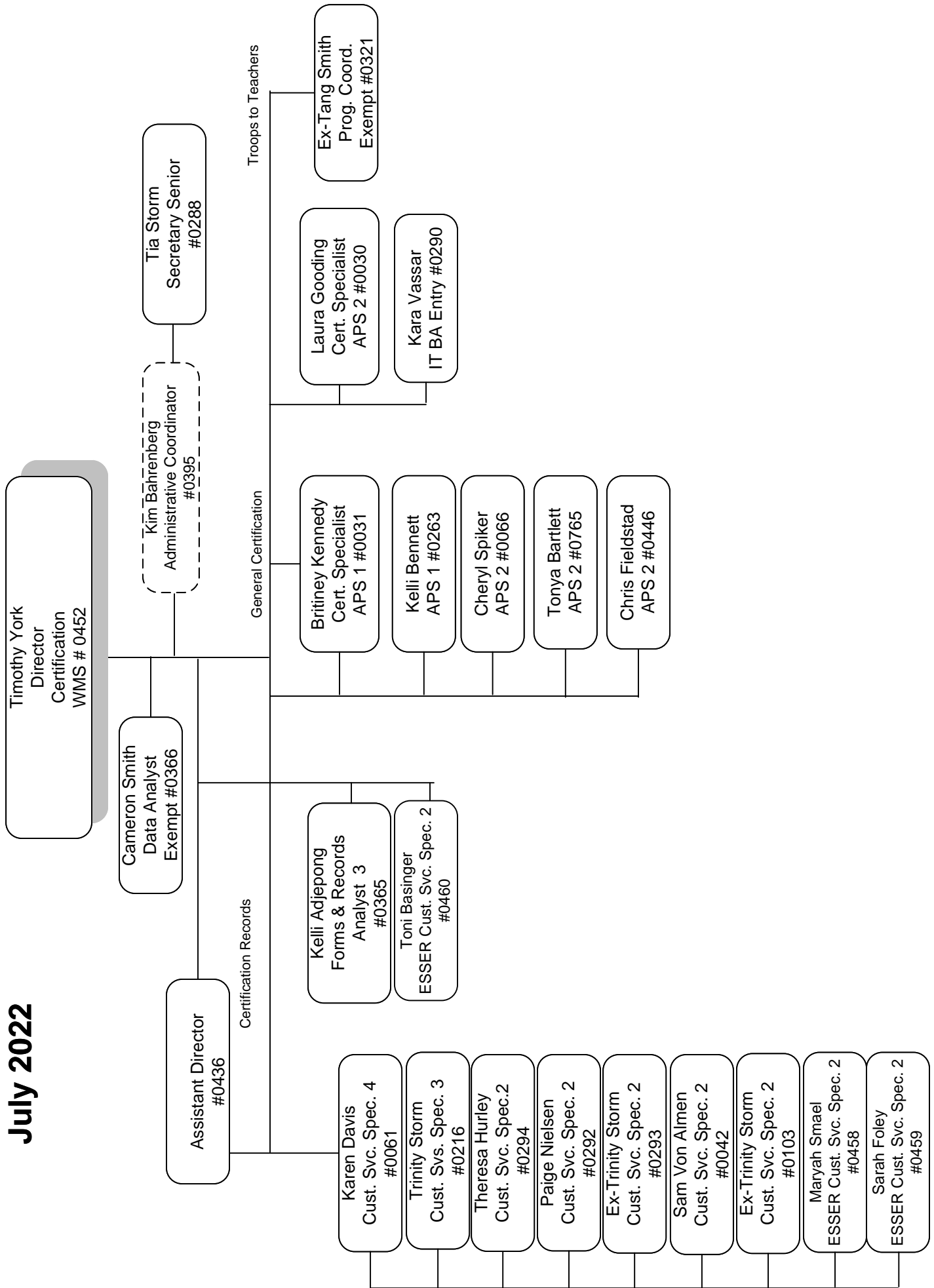
Deputy Superintendent July 2022



Educator Growth and Development July 2022

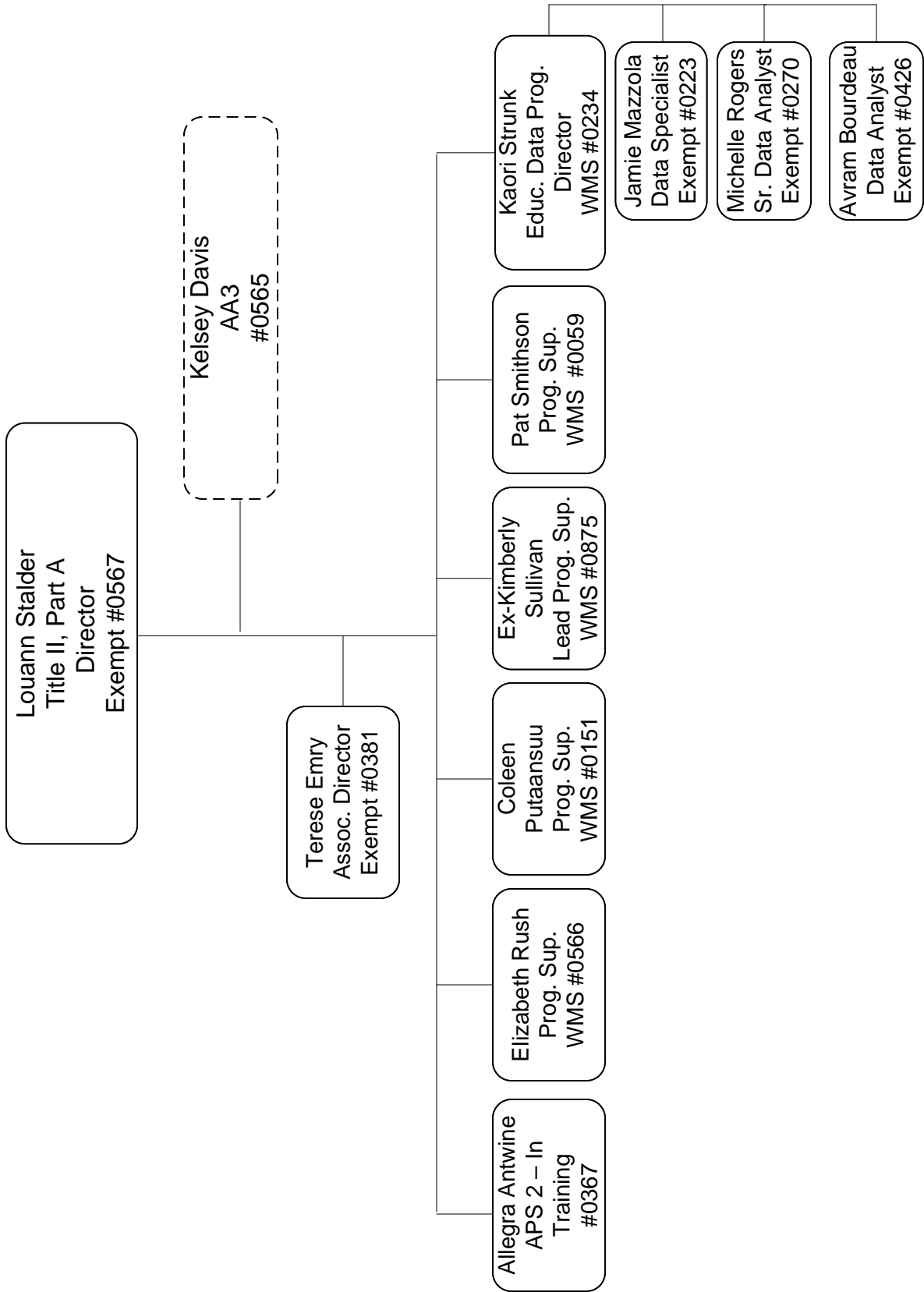


Professional Certification July 2022



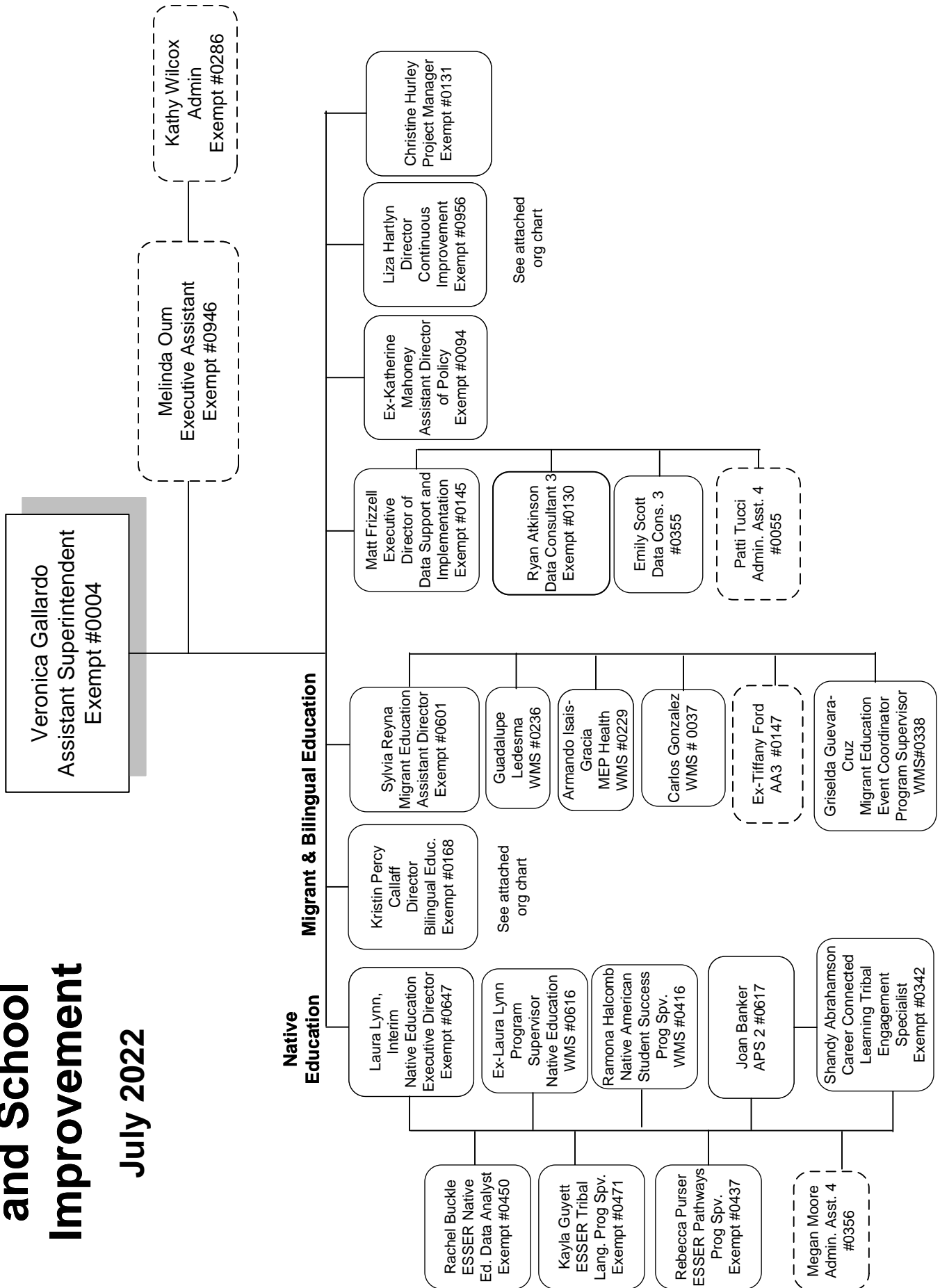
Title II, Part A

July 2022

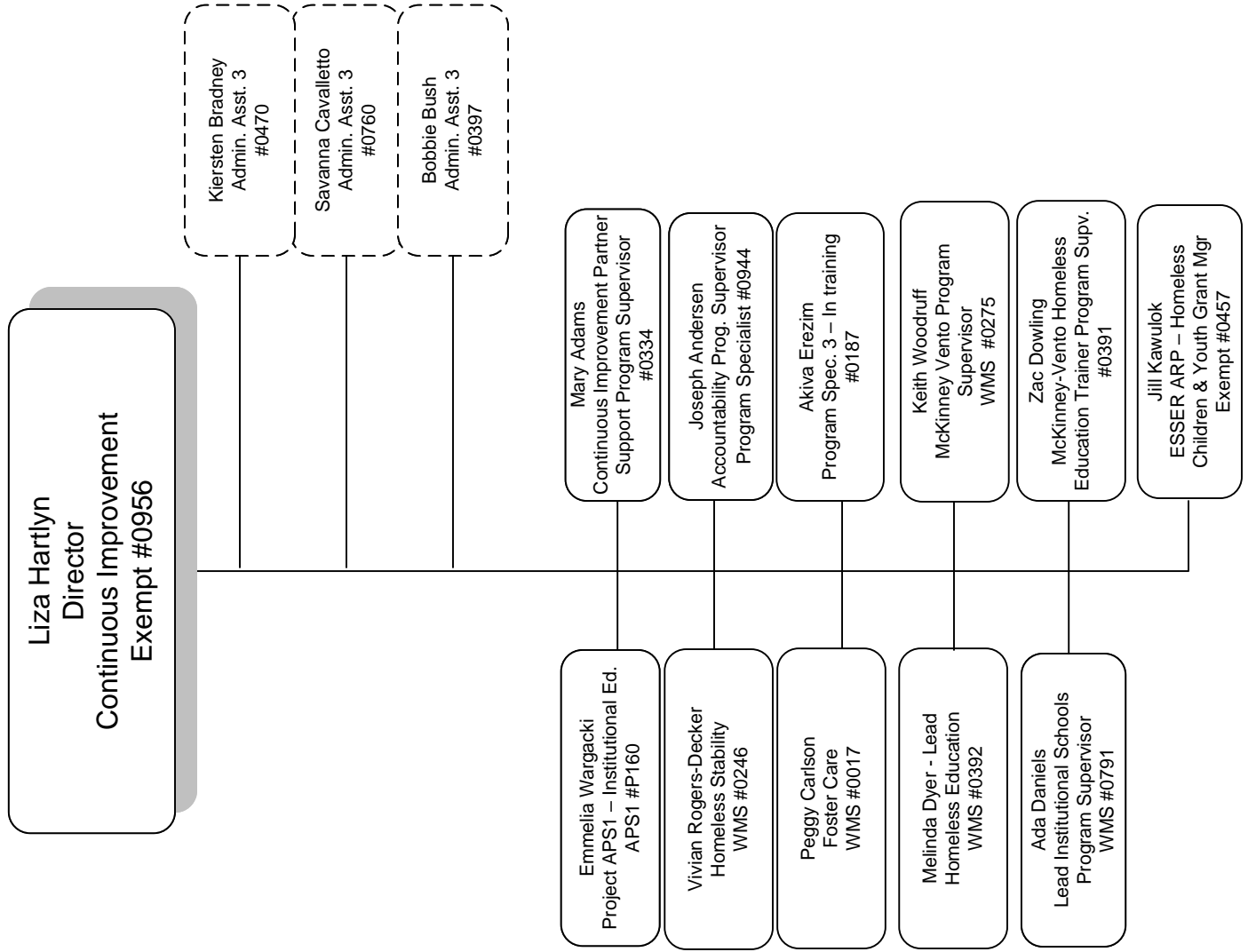


Office of System and School Improvement

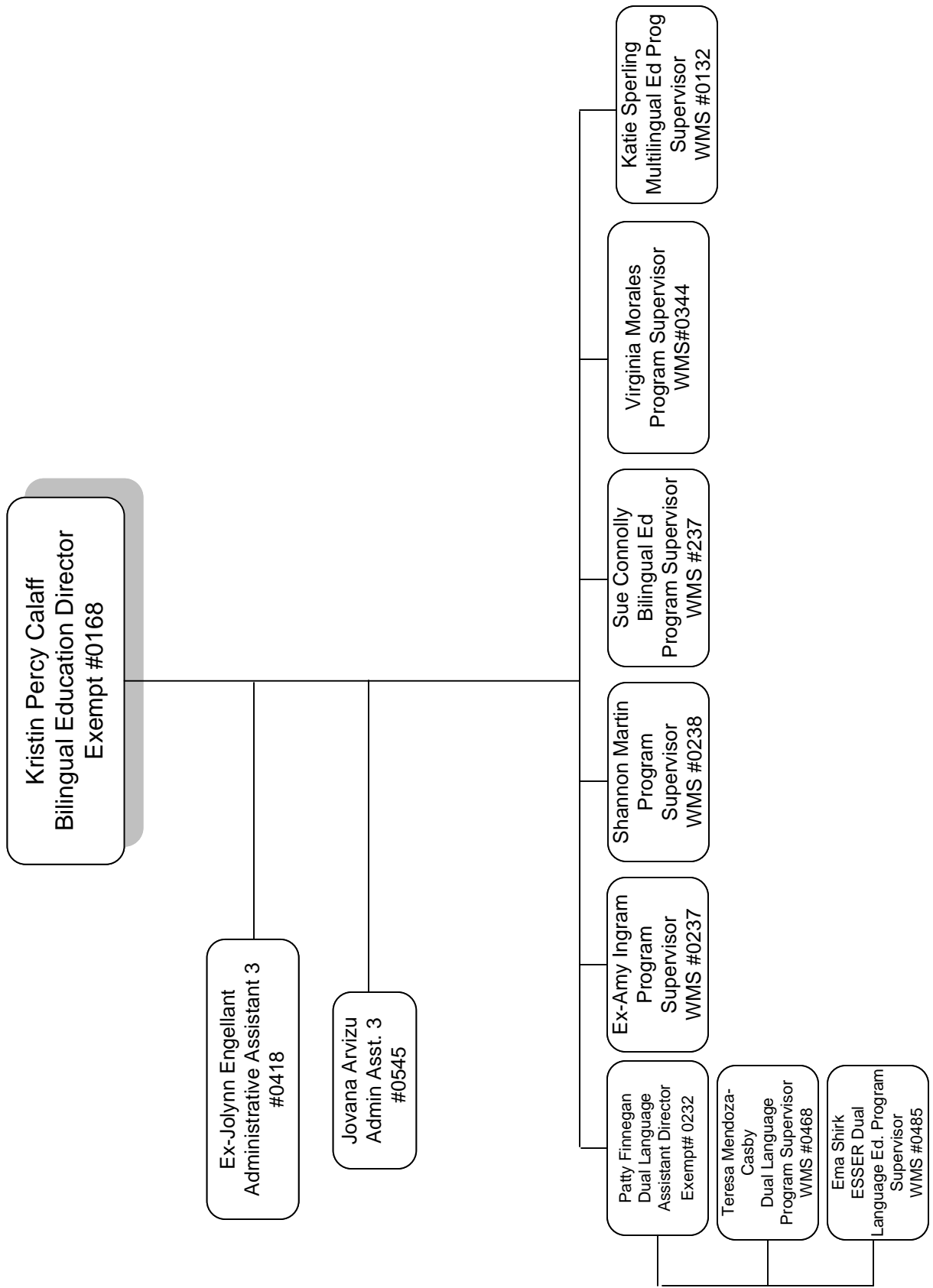
July 2022



Continuous Improvement July 2022

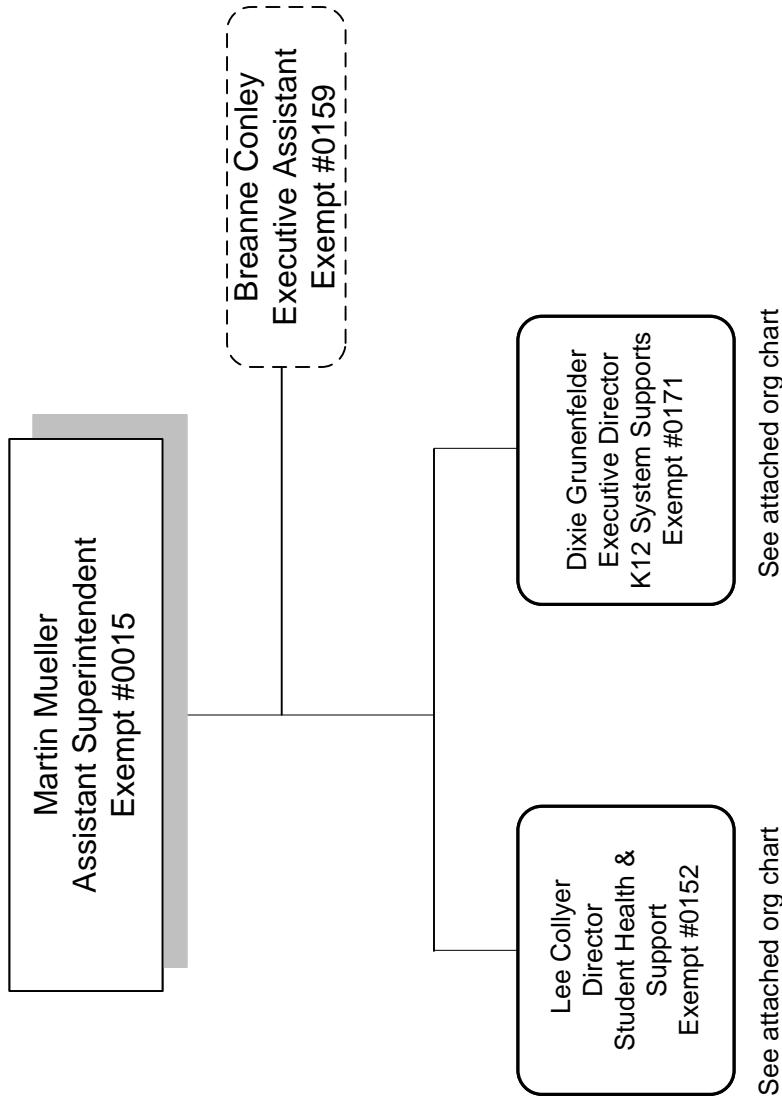


Bilingual Education July 2022

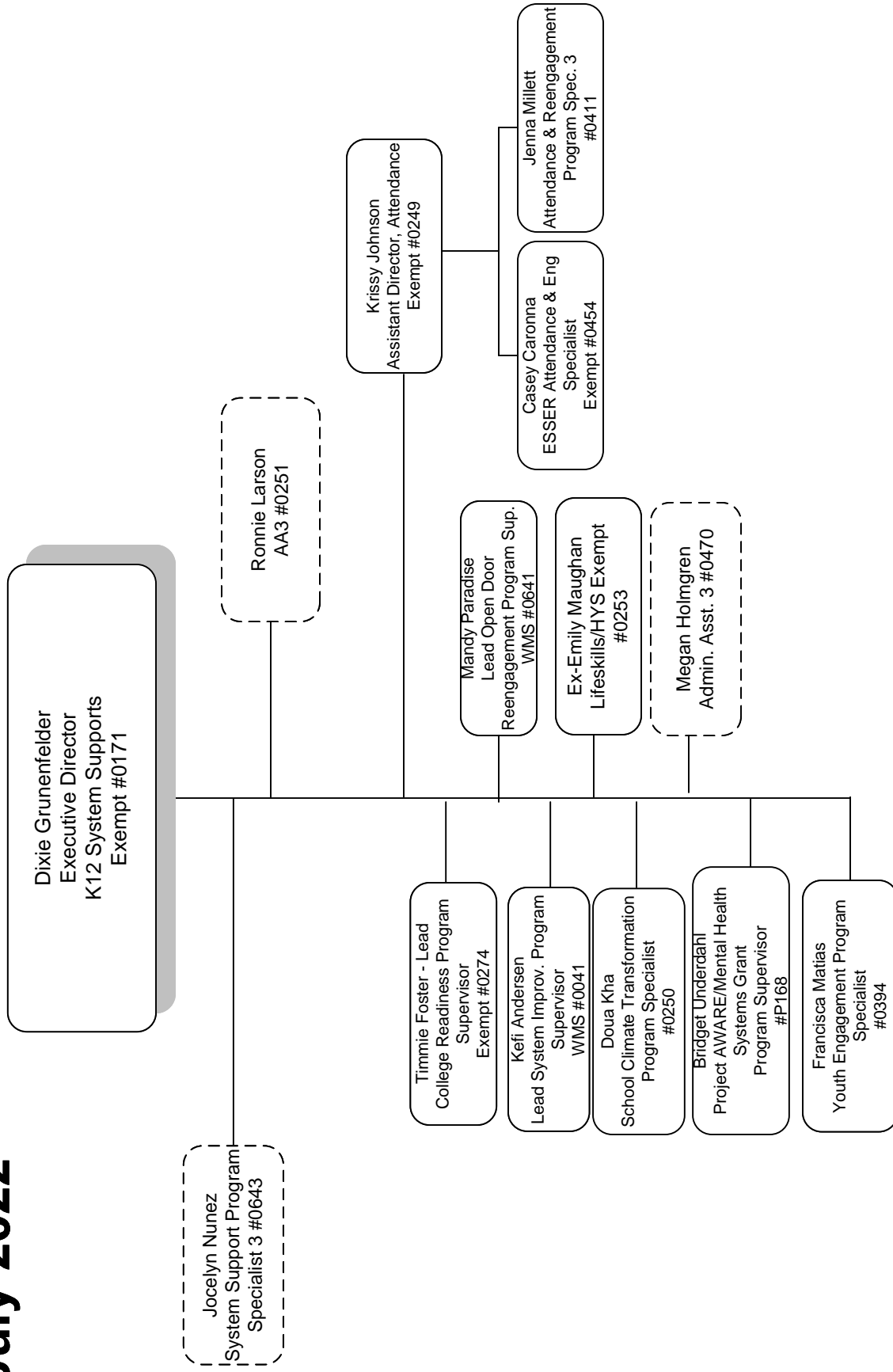


Office of Student Engagement and Support

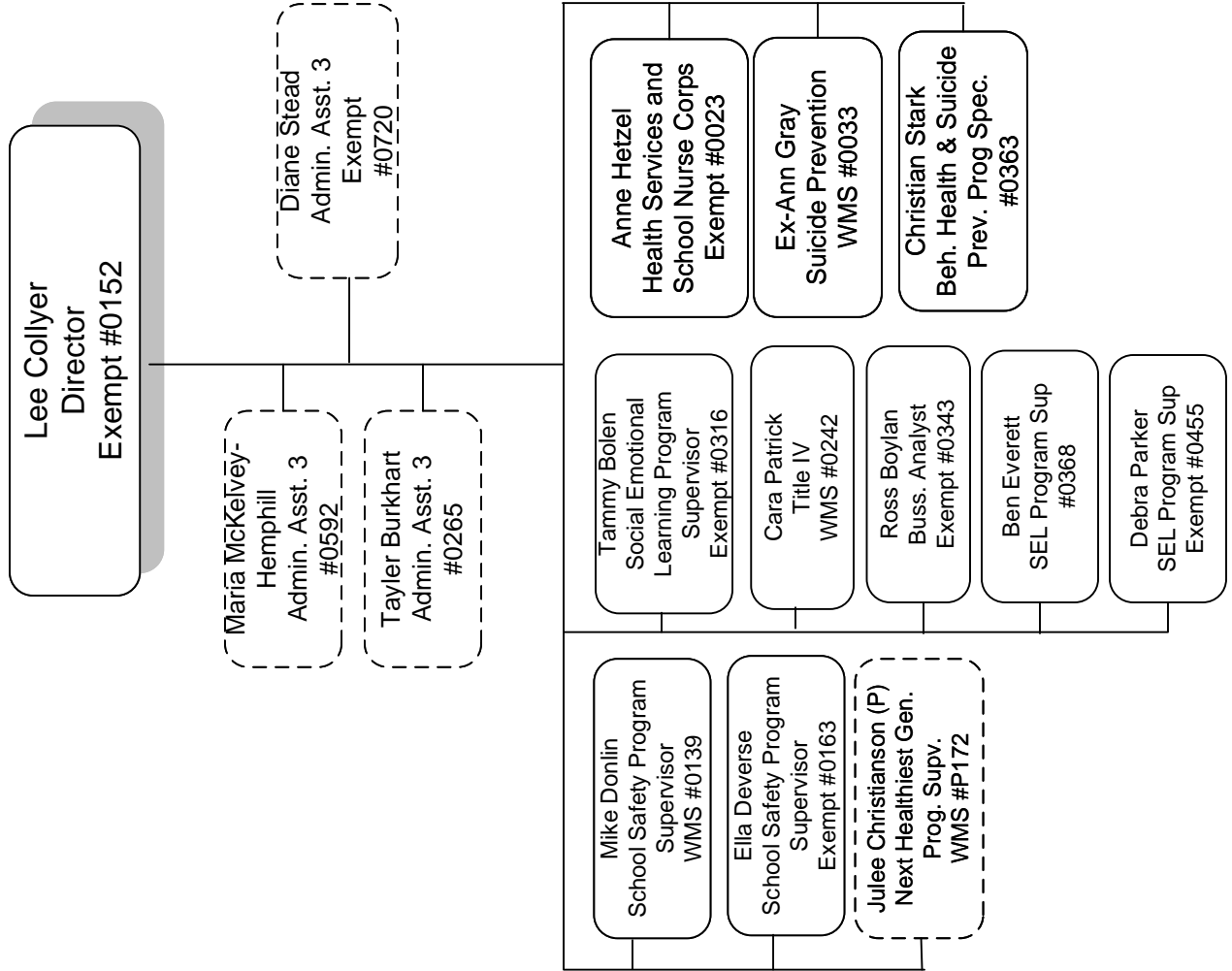
July 2022



K12 System and Supports July 2022

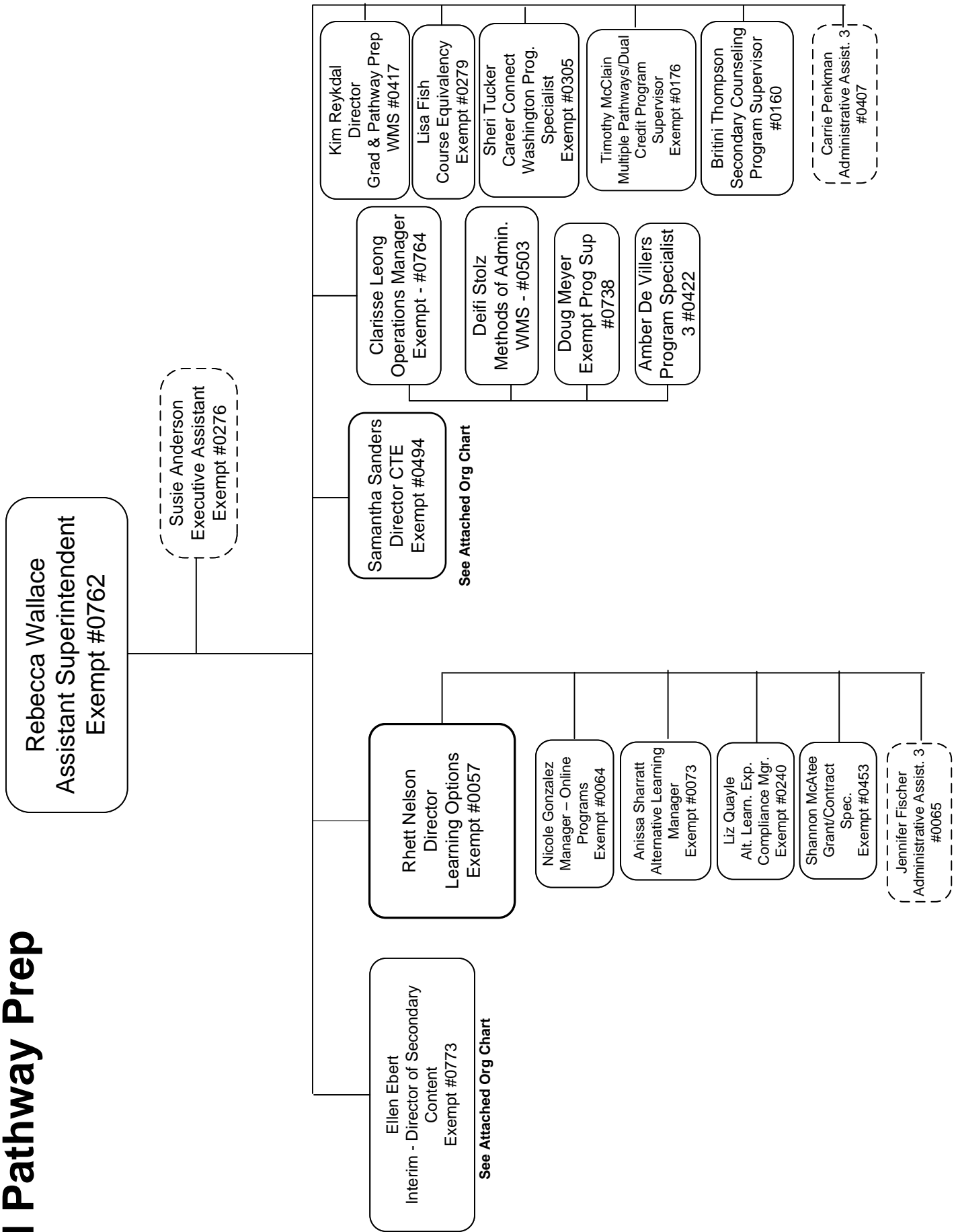


Student Support July 2022



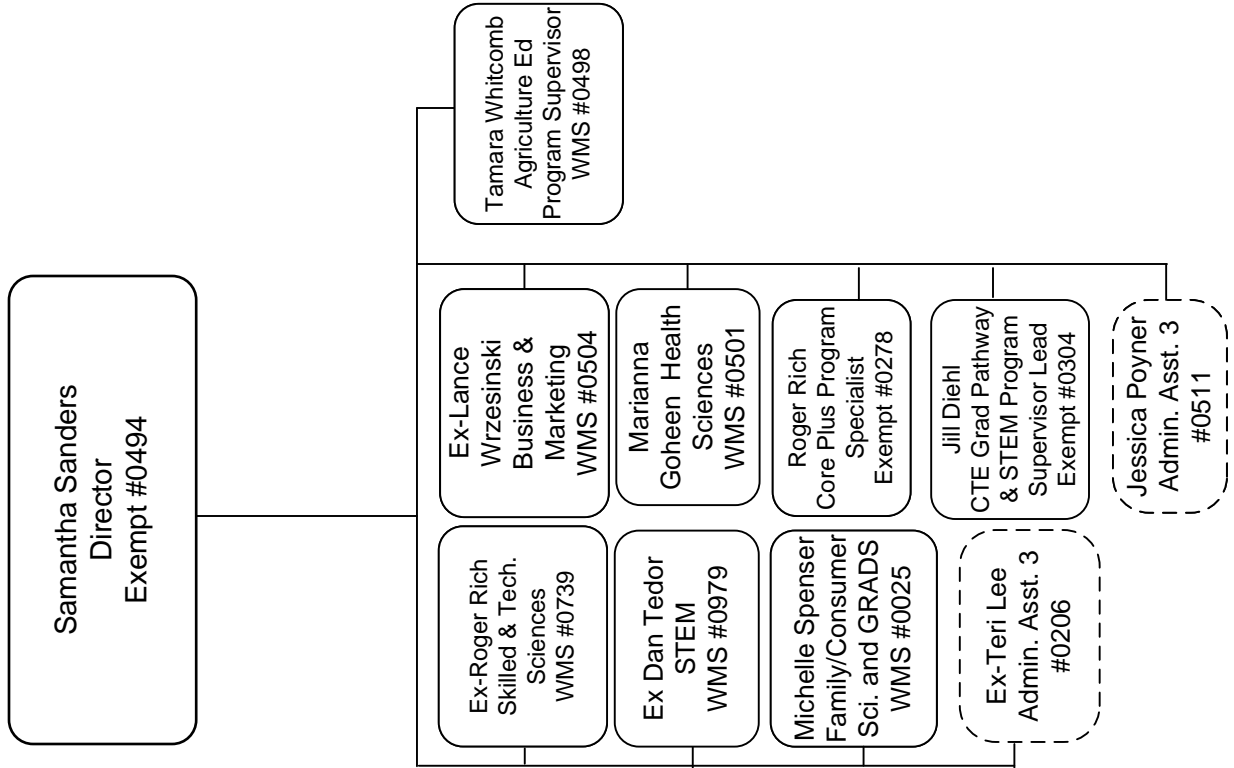
Secondary Education and Pathway Prep

July 2022



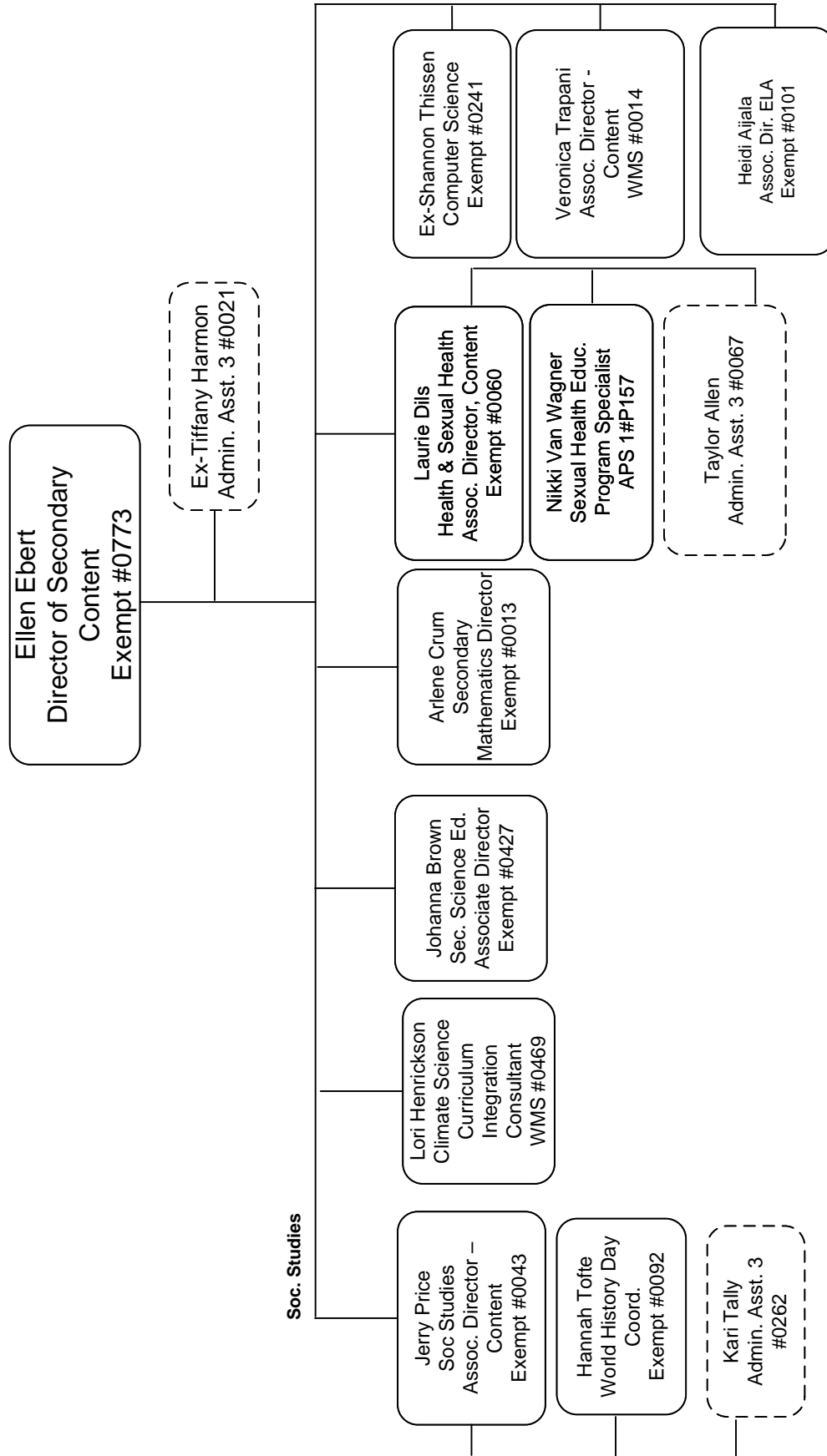
Career and Technical Education

July 2022



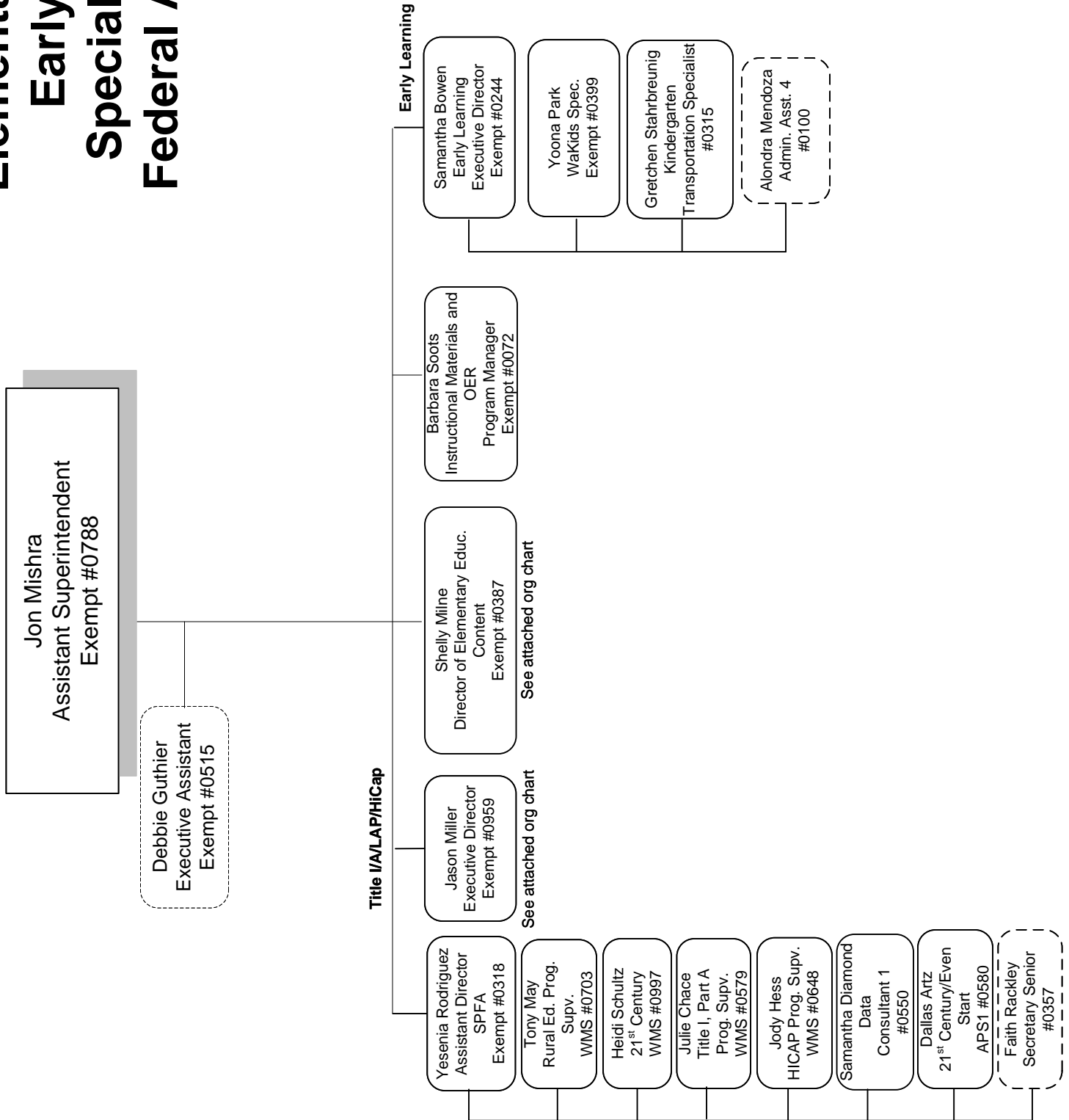
Secondary Content

July 2022



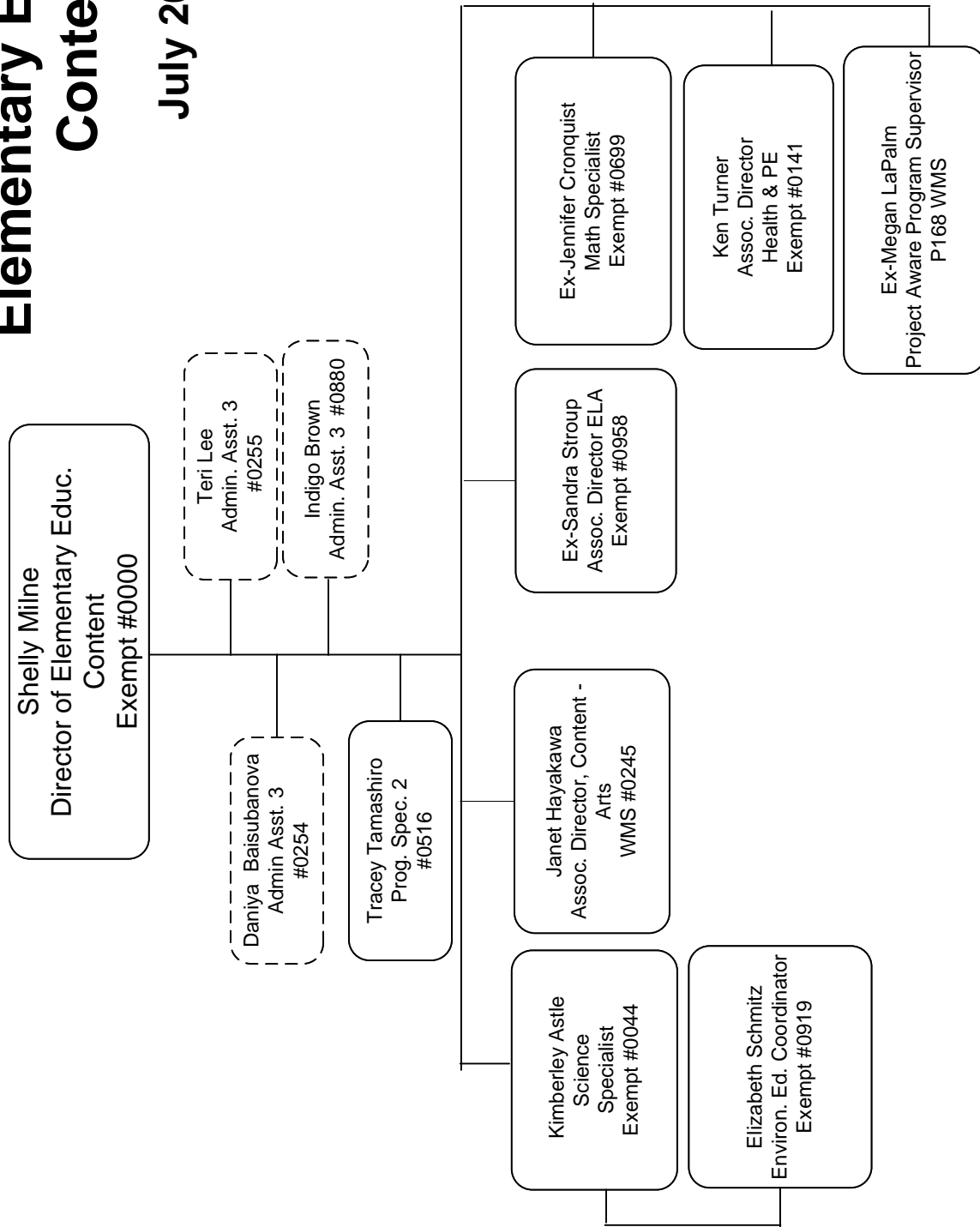
Elementary Education, Early Learning, Special Programs & Federal Accountability

July 2022

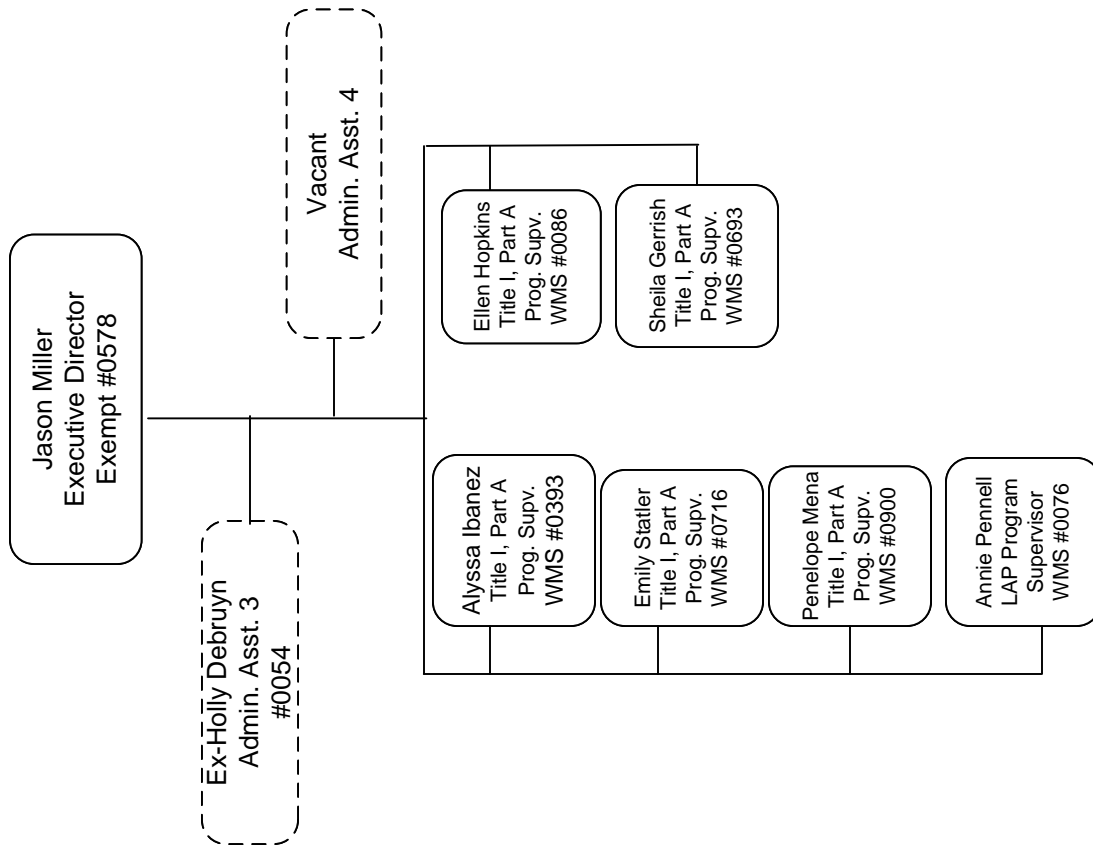


Elementary Education Content

July 2022



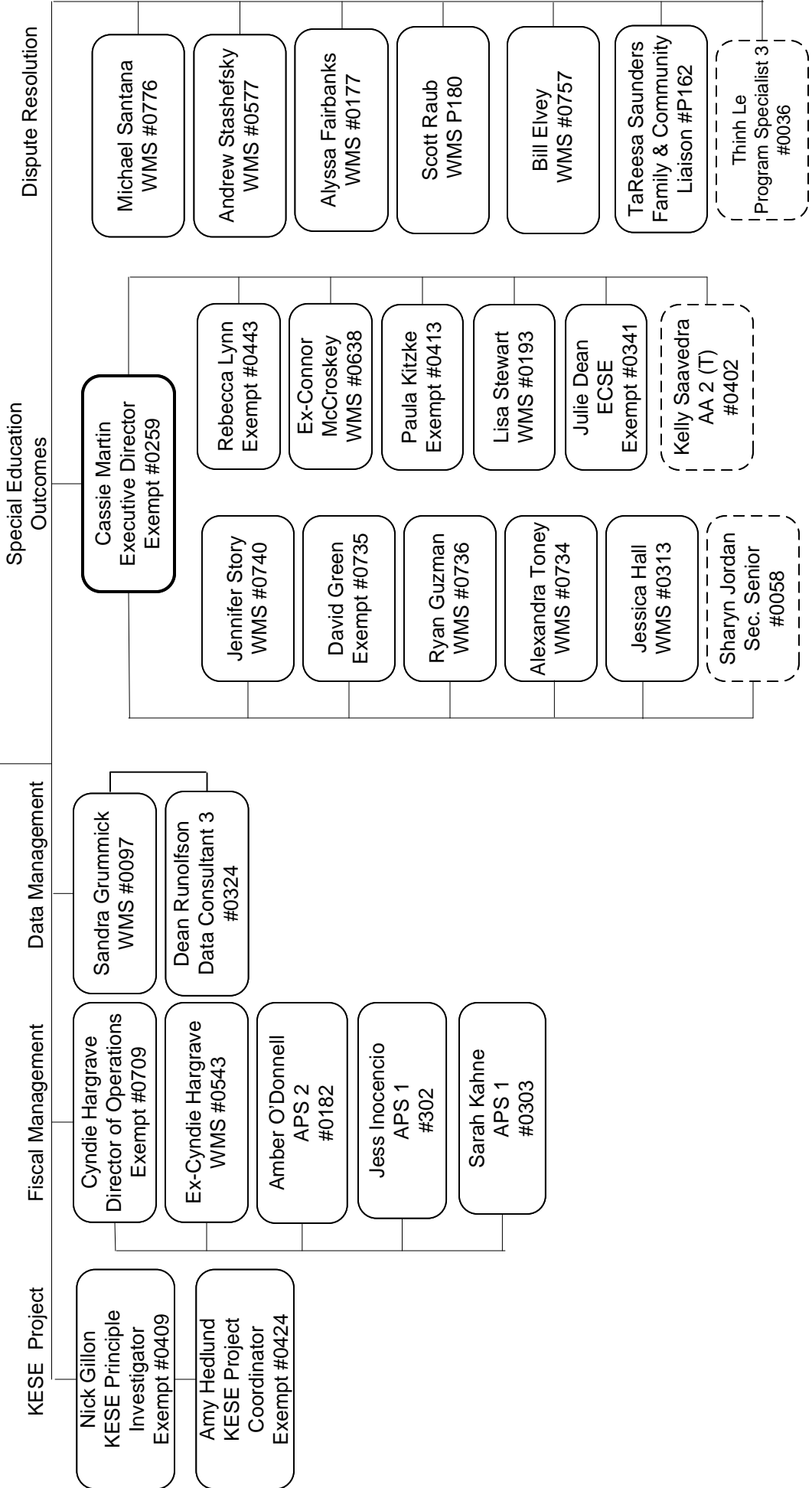
Title I LAP July 2022



Special Education July 2022

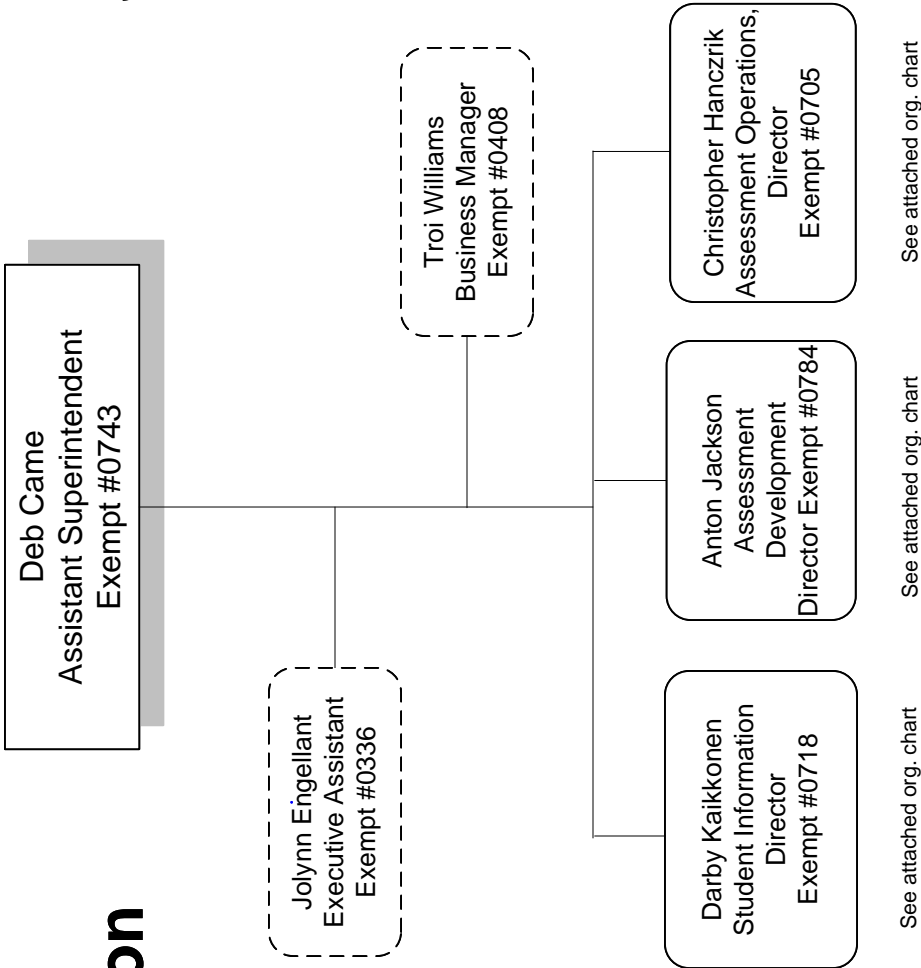
Tania May
Assistant Superintendent
Exempt #0333

Beverly Mitchell
Executive Assistant
Exempt #0696



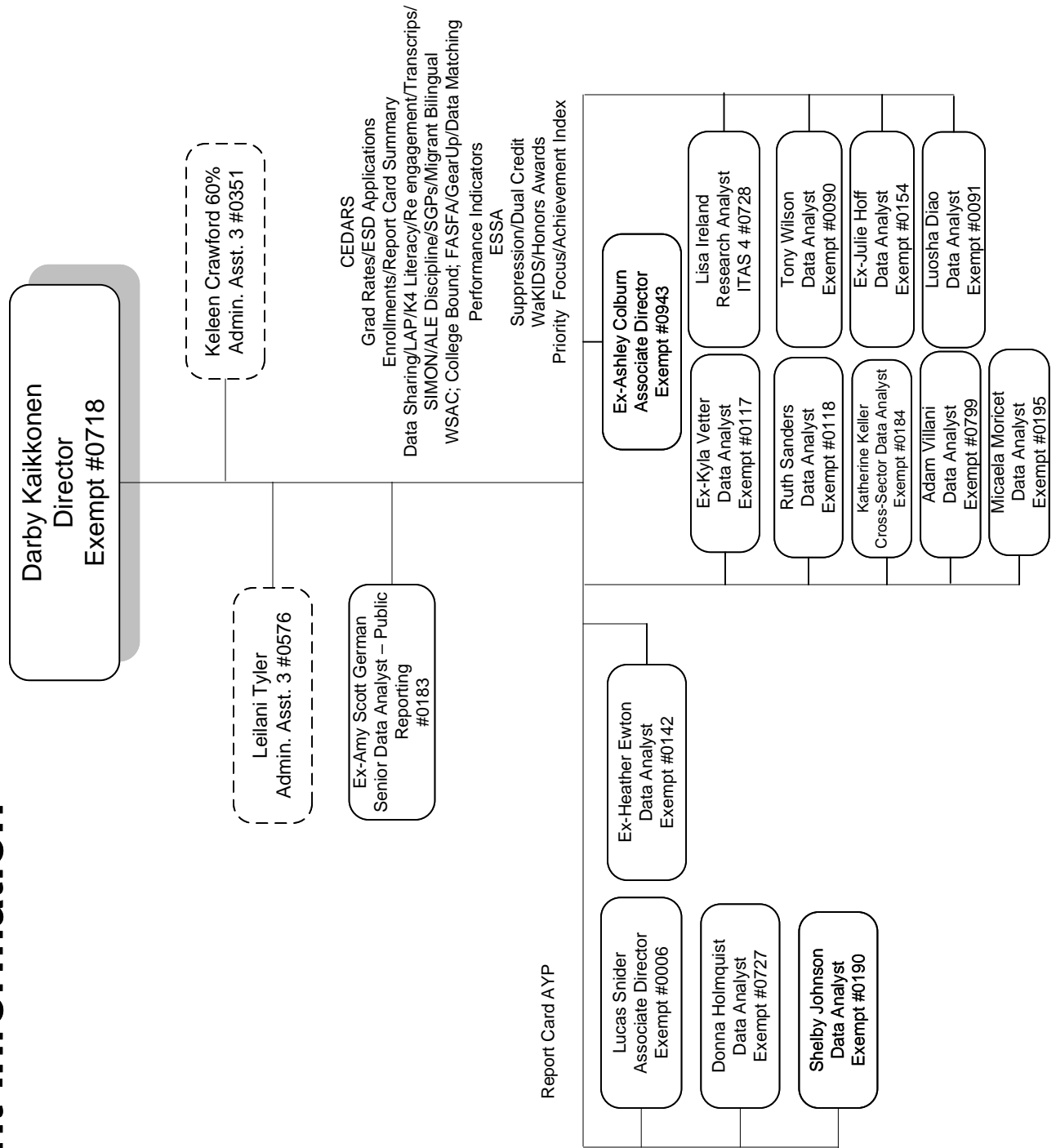
Assessment & Student Information

July 2022



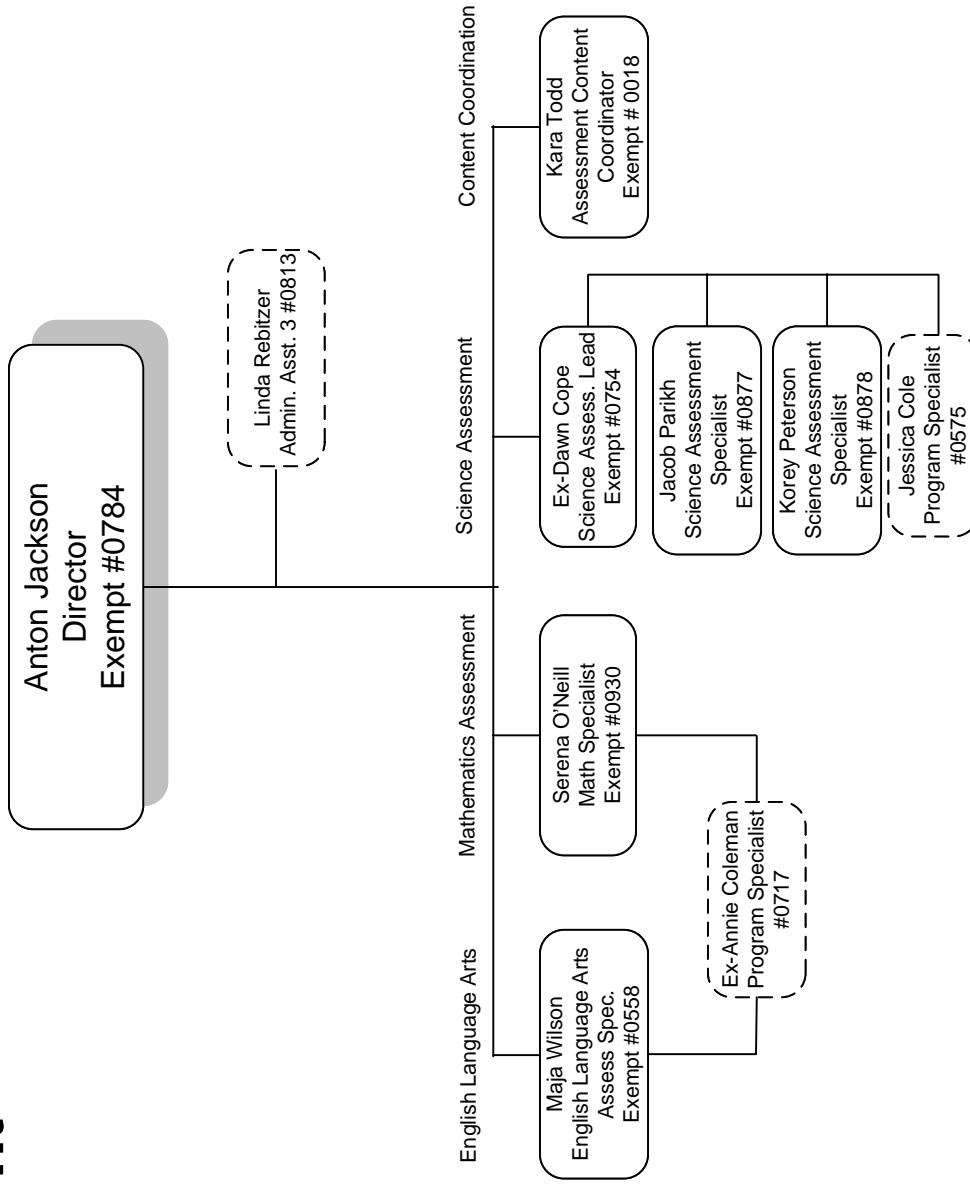
Student Information

July 2022



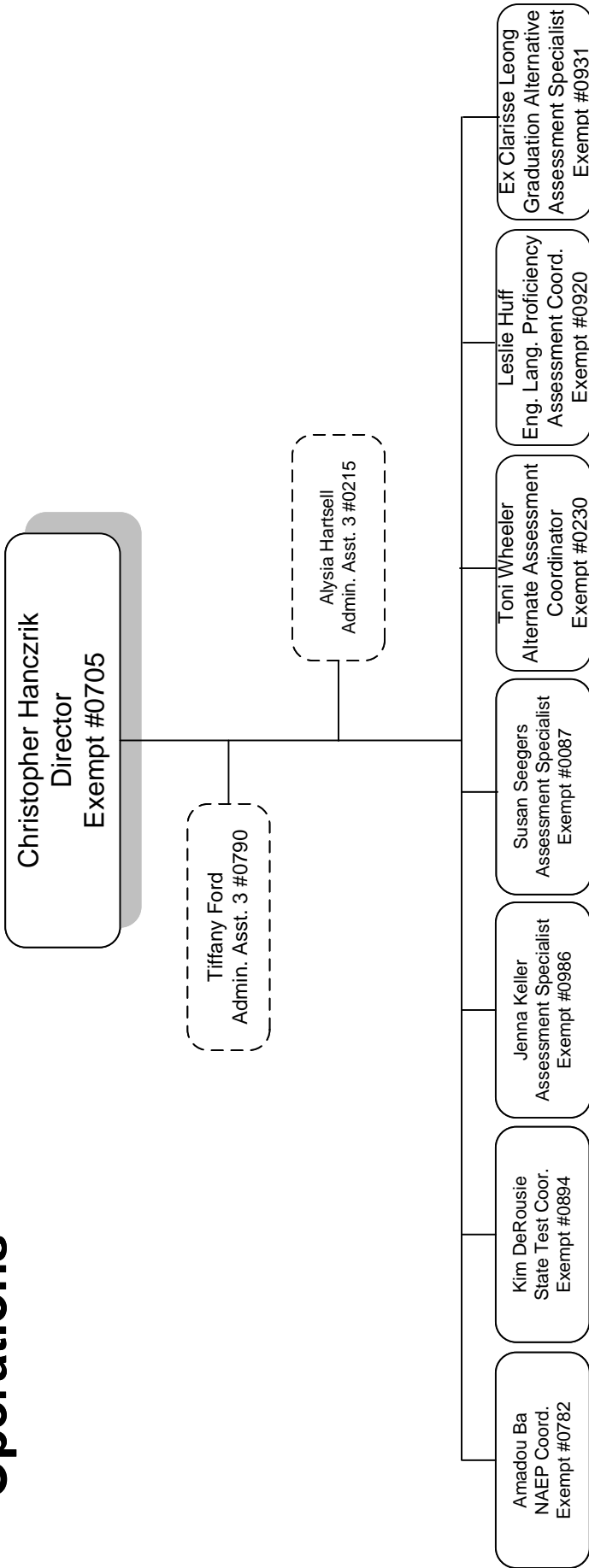
Assessment Development

July 2022

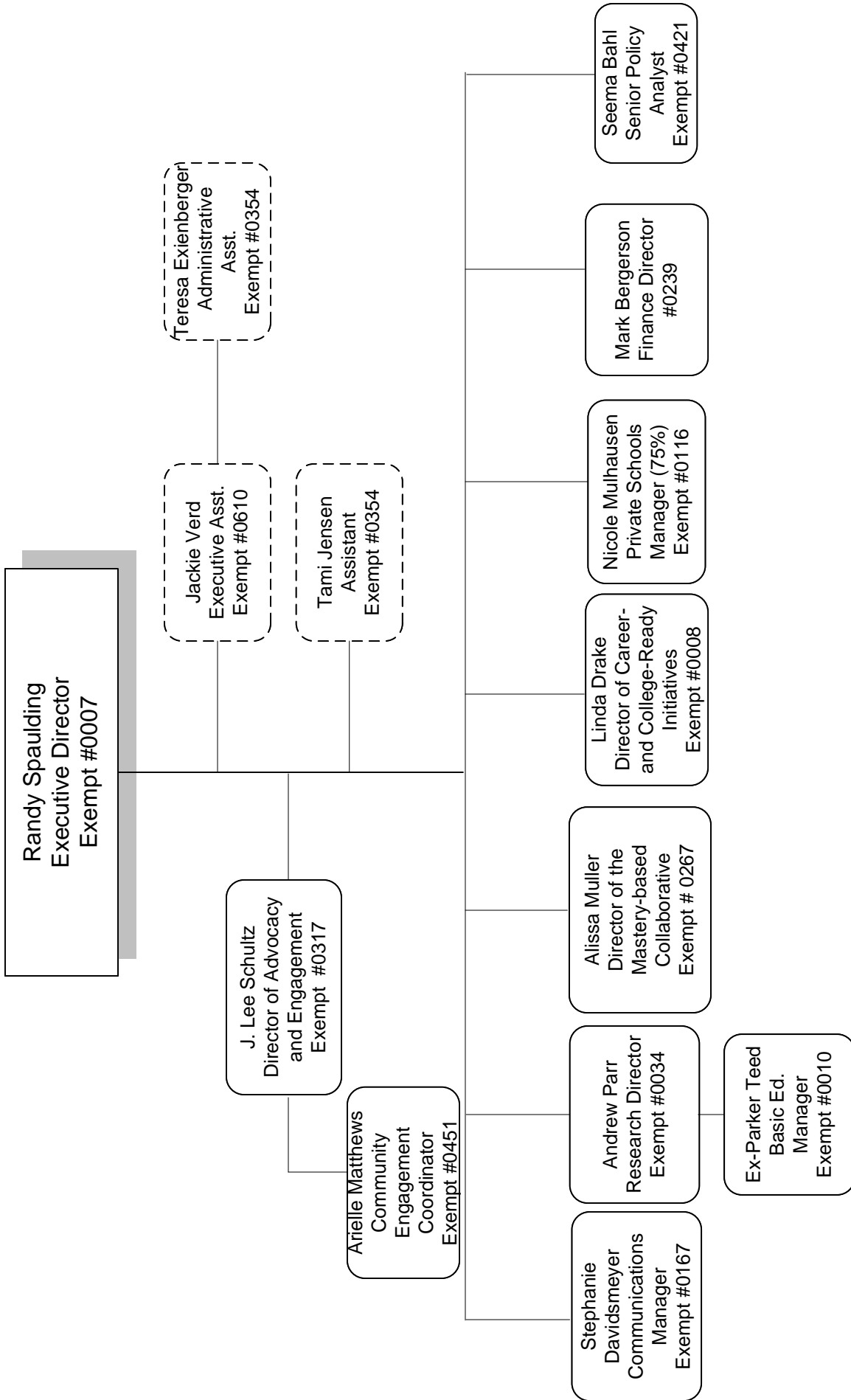


Assessment Operations

July 2022



State Board of Education July 2022



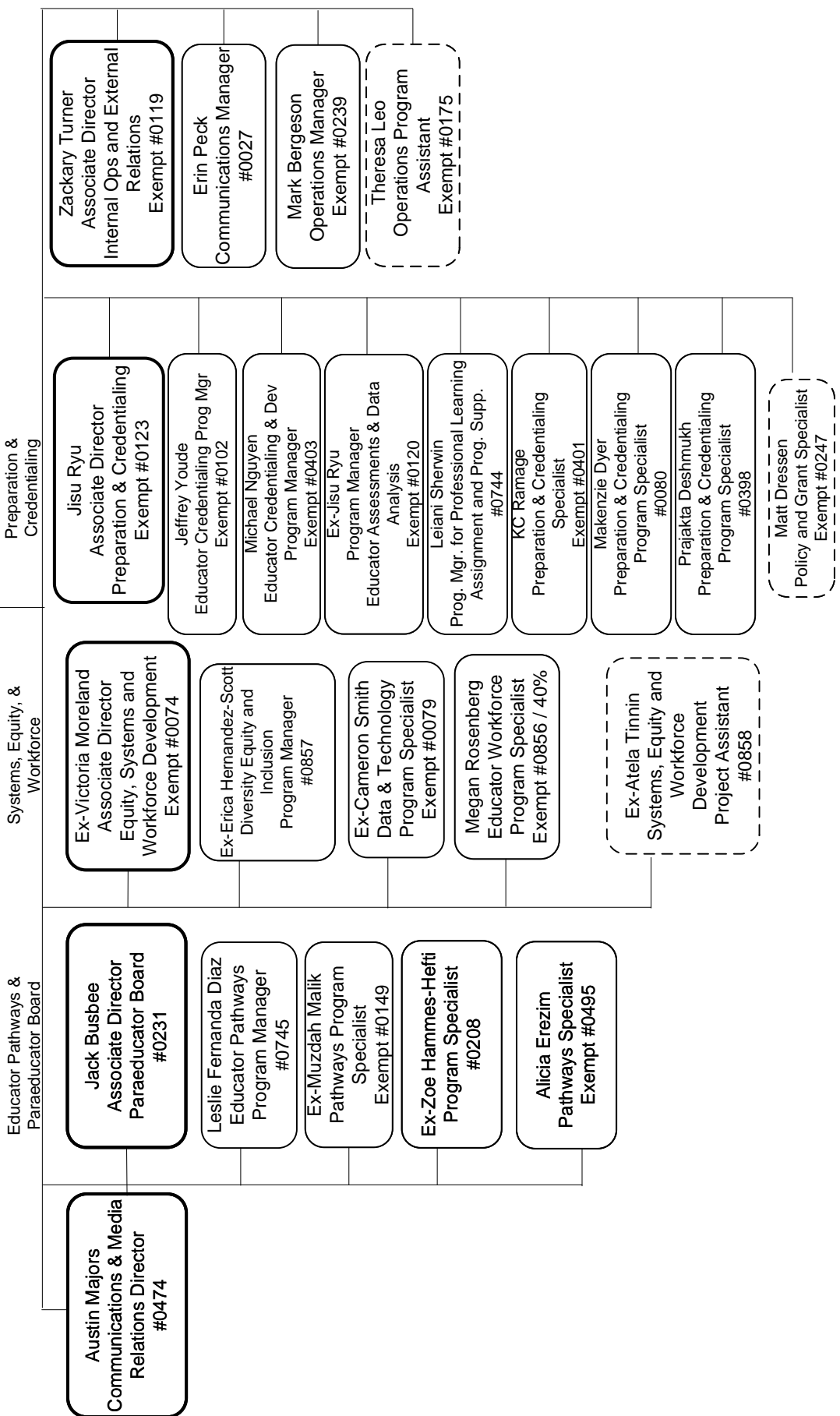
16 Board Members

Professional Educator Standards Board (PESB)

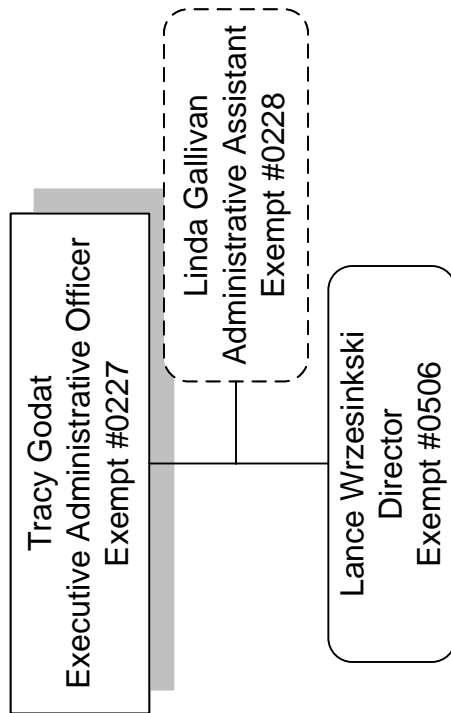
July 2022

Erica Hernandez
Interim Executive Director
Exempt #0741

Stefanie Cady
Executive Assistant
Exempt #0078



Financial Education Public Policy Partnership July 2022



Charter School Commission July 2022

