

Table 17

Instructional Positions Per 1,000 Students in ADM¹
2003-2004

Code	School Division	Student ADM ²	Principals and Assistant Principals	Per 1,000 Students	Teachers	Per 1,000 Students	Teacher Substitutes	Technology Instructors ³	Per 1,000 Students	Teacher Aides	Per 1,000 Students	Guidance Counselors and Librarians	Per 1,000 Students	Guidance Counselor Substitutes	District-Wide Instructors	Per 1,000 Students	District-Wide Instructor Substitutes	Total Instructional Positions ⁴	Total Instructional Positions Per 1,000 Students ⁴
COUNTIES																			
001	Accomack	5,149	24.00	4.66	432.76	84.04	66.34	11.00	2.14	89.46	17.37	27.00	5.24	0.00	0.00	0.00	0.00	584.22	113.46
002	Albemarle	12,129	45.12	3.72	992.73	81.85	60.34	19.11	1.58	190.24	15.68	64.12	5.29	0.00	11.40	0.94	0.00	1,322.72	109.05
003	Alleghany	2,867	12.50	4.36	224.20	78.20	5.50	0.00	0.00	58.00	20.23	10.00	3.49	0.00	3.50	1.22	0.01	308.20	107.50
004	Amelia	1,658	7.75	4.67	161.25	97.24	12.00	0.00	0.00	43.00	25.93	10.75	6.48	0.00	8.00	4.82	0.00	230.75	139.15
005	Amherst	4,502	16.60	3.69	366.43	81.39	30.25	0.00	0.00	60.75	13.49	23.00	5.11	0.25	9.75	2.17	0.35	476.53	105.84
006	Appomattox	2,271	9.00	3.96	188.32	82.92	15.54	4.52	1.99	30.00	13.21	10.59	4.66	0.00	6.15	2.71	0.00	248.58	109.46
007	Arlington	18,017	68.50	3.80	1,805.88	100.23	117.10	29.70	1.65	220.72	12.25	102.36	5.68	0.00	138.00	7.66	0.65	2,365.16	131.27
008	Augusta	9,938	39.00	3.92	791.50	79.64	55.85	0.00	0.00	112.00	11.27	49.70	5.00	0.00	41.05	4.13	6.30	1,033.25	103.97
009	Bath	784	4.00	5.10	78.02	99.52	5.00	1.00	1.28	17.50	22.32	6.15	7.84	0.00	0.60	0.77	0.00	107.27	136.83
010	Bedford	10,671	39.00	3.65	765.50	71.74	31.61	19.54	1.83	147.80	13.85	50.60	4.74	0.00	11.72	1.10	0.00	1,034.16	96.91
011	Bland	912	4.00	4.38	76.50	83.85	9.00	0.00	0.00	18.00	19.73	4.00	4.38	0.00	0.00	0.00	0.00	102.50	112.35
012	Botetourt	4,745	18.00	3.79	342.69	72.22	39.08	0.00	0.00	77.00	16.23	26.00	5.48	0.00	5.50	1.16	0.00	469.19	98.87
013	Brunswick	2,258	10.00	4.43	192.90	85.42	6.00	0.00	0.00	44.00	19.48	10.00	4.43	0.00	14.00	6.20	0.00	270.90	119.96
014	Buchanan	3,621	13.00	3.59	330.00	91.12	44.00	11.00	3.04	56.50	15.60	10.00	2.76	0.00	0.00	0.00	0.00	420.50	116.11
015	Buckingham	2,137	10.93	5.11	178.80	83.66	12.41	1.00	0.47	42.33	19.81	4.25	1.99	0.05	7.35	3.44	0.45	244.66	114.48
016	Campbell	8,582	26.50	3.09	664.86	77.48	29.00	3.13	0.36	90.60	10.56	30.50	3.55	0.00	12.00	1.40	0.00	827.59	96.44
017	Caroline	3,498	12.00	3.43	266.51	76.19	28.23	2.10	0.60	72.00	20.58	18.53	5.30	0.00	10.51	3.00	0.00	381.65	109.11
018	Carroll	3,974	15.00	3.77	326.61	82.18	27.47	6.00	1.51	40.85	10.28	21.00	5.28	0.00	6.87	1.73	0.07	416.33	104.76
019	Charles City	858	5.00	5.83	86.00	100.21	6.75	0.00	0.00	21.00	24.47	5.00	5.83	0.00	2.00	2.33	0.00	119.00	138.66
020	Charlotte	2,162	7.02	3.25	153.45	70.97	11.40	4.00	1.85	29.80	13.78	9.00	4.16	0.00	7.60	3.51	0.10	210.87	97.52
021	Chesterfield	54,486	167.90	3.08	3,831.39	70.32	297.36	11.78	0.22	685.43	12.58	227.01	4.17	8.13	80.09	1.47	2.56	5,003.60	91.83
022	Clarke	2,031	4.60	2.26	151.27	74.48	10.95	2.22	1.09	41.74	20.55	16.86	8.30	0.00	7.94	3.91	0.48	224.63	110.60
023	Craig	697	3.10	4.45	56.70	81.36	3.10	0.25	0.36	14.60	20.95	4.00	5.74	0.00	1.25	1.79	0.00	79.90	114.66
024	Culpeper	6,153	20.00	3.25	525.00	85.32	0.25	0.00	0.00	108.00	17.55	17.00	2.76	0.00	0.00	0.00	37.00	670.00	108.89
025	Cumberland	1,319	6.00	4.55	117.15	88.79	11.32	0.00	0.00	30.00	22.74	5.00	3.79	0.00	5.00	3.79	0.00	163.15	123.66
026	Dickenson	2,583	9.00	3.48	213.50	82.64	37.25	0.00	0.00	18.00	6.97	15.00	5.81	0.00	6.00	2.32	0.50	261.50	101.22
027	Dinwiddie	4,425	13.00	2.94	320.00	72.31	34.10	5.00	1.13	38.00	8.59	22.00	4.97	0.00	11.00	2.49	0.75	409.00	92.42
028	Essex	1,579	6.00	3.80	132.75	84.07	9.32	0.00	0.00	29.50	18.68	7.00	4.43	0.00	4.50	2.85	0.00	179.75	113.83
029	Fairfax	161,179	516.90	3.21	12,541.04	77.81	884.55	31.74	0.20	1,771.22	10.99	820.02	5.09	0.98	487.22	3.02	8.04	16,168.14	100.31
030	Fauquier	10,281	38.00	3.70	815.76	79.34	80.80	5.65	0.55	163.60	15.91	44.80	4.36	0.00	8.50	0.83	0.00	1,076.31	104.68
031	Floyd	2,088	7.20	3.45	156.56	74.97	15.32	0.00	0.00	47.63	22.81	10.00	4.79	0.00	2.50	1.20	0.00	223.89	107.21
032	Fluvanna	3,484	11.75	3.37	241.64	69.36	13.23	3.00	0.86	39.84	11.44	12.21	3.50	0.00	6.03	1.73	0.00	314.47	90.26
033	Franklin	7,127	29.00	4.07	512.76	71.95	40.10	4.10	0.58	109.56	15.37	37.10	5.21	0.00	35.49	4.98	0.00	728.01	102.15
034	Frederick	11,243	38.72	3.44	902.35	80.26	86.87	0.00	0.00	155.51	13.83	65.61	5.84	0.73	18.37	1.63	0.23	1,180.56	105.01
035	Giles	2,531	8.04	3.18	184.61	72.93	11.08	4.77	1.88	52.07	20.57	11.31	4.47	0.00	4.29	1.69	0.05	265.09	104.73
036	Gloucester	6,109	19.00	3.11	460.02	75.31	32.29	2.34	0.38	90.50	14.82	30.18	4.94	0.00	11.58	1.90	0.48	613.62	100.45
037	Goochland	2,066	8.00	3.87	170.00	82.30	5.00	1.25	0.61	32.50	15.73	13.50	6.54	0.00	5.00	2.42	0.11	230.25	111.46
038	Grayson	2,222	14.50	6.53	196.77	88.56	12.67	2.83	1.27	31.44	14.15	15.18	6.83	0.00	2.34	1.05	0.00	263.06	118.40
039	Greene	2,607	14.36	5.51	246.76	94.64	25.81	0.00	0.00	88.00	33.75	11.00	4.22	0.00	4.00	1.53	0.00	364.12	139.65
040	Greensville	2,482	11.25	4.53	210.90	84.97	29.50	0.00	0.00	50.00	20.14	7.00	2.82	0.00	4.00	1.61	0.50	283.15	114.08
041	Halifax	5,877	21.00	3.57	524.00	89.16	53.00	0.00	0.00	173.60	29.54	20.30	3.45	0.00	6.00	1.02	0.00	744.90	126.75

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042	Hanover	17,794	54.25	3.05	1,386.48	77.92	103.78	0.00	0.00	240.75	13.53	76.80	4.32	0.41	24.92	1.40	1.13	1,783.20	100.21
043	Henrico	44,644	124.40	2.79	2,967.08	66.46	242.78	0.00	0.00	399.86	8.96	200.18	4.48	0.00	65.87	1.48	0.28	3,757.39	84.16
044	Henry	8,070	33.00	4.09	630.76	78.16	31.39	0.00	0.00	142.00	17.60	48.00	5.95	0.00	18.74	2.32	0.00	872.50	108.12
045	Highland	294	2.00	6.81	32.50	110.59	3.84	0.00	0.00	7.00	23.82	2.00	6.81	0.00	0.00	0.00	0.00	43.50	148.02
046	Isle Of Wight	4,969	18.00	3.62	359.26	72.30	28.11	0.00	0.00	49.01	9.86	19.00	3.82	0.00	5.83	1.17	0.00	451.10	90.78
047	James City ⁵	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
048	King George	3,133	9.00	2.87	242.66	77.46	24.01	1.00	0.32	38.80	12.39	12.50	3.99	0.00	1.19	0.38	0.15	305.15	97.41
049	King & Queen	841	4.10	4.88	77.45	92.12	0.14	0.00	0.00	17.25	20.52	6.65	7.91	0.00	6.80	8.09	0.00	112.25	133.51
050	King William	1,859	9.00	4.84	155.30	83.55	9.85	0.00	0.00	40.50	21.79	9.00	4.84	0.00	0.30	0.16	0.00	214.10	115.18
051	Lancaster	1,317	6.00	4.55	128.02	97.18	7.00	0.00	0.00	22.00	16.70	6.00	4.55	0.00	0.00	0.00	0.00	162.02	122.98
052	Lee	3,691	18.50	5.01	346.40	93.85	13.60	0.00	0.00	58.00	15.71	12.50	3.39	0.00	13.00	3.52	1.00	448.40	121.48
053	Loudoun	40,275	139.50	3.46	2,928.69	72.72	258.81	60.00	1.49	578.60	14.37	189.50	4.71	0.00	40.34	1.00	0.85	3,936.63	97.74
054	Louisa	4,233	16.00	3.78	328.20	77.54	26.13	6.00	1.42	79.00	18.66	18.00	4.25	0.00	5.00	1.18	0.00	452.20	106.83
055	Lunenburg	1,683	6.00	3.57	143.35	85.18	21.50	1.50	0.89	35.50	21.10	9.40	5.59	0.00	0.00	0.00	0.00	195.75	116.32
056	Madison	1,854	6.00	3.24	154.25	83.21	13.30	0.00	0.00	33.00	17.80	6.00	3.24	0.00	2.50	1.35	0.00	201.75	108.84
057	Mathews	1,281	5.00	3.90	97.38	76.04	4.00	0.30	0.23	44.00	34.36	7.00	5.47	0.00	1.00	0.78	0.00	154.68	120.78
058	Mecklenburg	4,767	20.50	4.30	385.00	80.76	23.75	12.00	2.52	74.00	15.52	23.00	4.82	0.30	13.00	2.73	0.00	527.50	110.65
059	Middlesex	1,292	5.00	3.87	109.75	84.94	8.83	0.00	0.00	28.50	22.06	7.00	5.42	0.00	4.00	3.10	0.00	154.25	119.38
060	Montgomery	9,303	33.51	3.60	764.40	82.17	36.62	0.00	0.00	200.29	21.53	51.50	5.54	1.67	27.44	2.95	0.37	1,077.14	115.79
062	Nelson	1,983	8.00	4.03	166.90	84.17	10.00	0.00	0.00	25.00	12.61	6.00	3.03	0.00	5.00	2.52	0.00	210.90	106.35
063	New Kent	2,508	8.00	3.19	189.70	75.63	23.47	2.00	0.80	46.16	18.40	10.00	3.99	0.00	3.32	1.32	0.06	259.18	103.33
065	Northampton	1,997	9.00	4.51	168.75	84.48	20.28	1.00	0.50	71.00	35.55	10.00	5.01	0.00	1.96	0.98	0.00	261.71	131.02
066	Northumberland	1,434	6.00	4.19	104.00	72.54	0.00	0.00	0.00	35.00	24.41	6.00	4.19	0.00	0.00	0.00	15.00	151.00	105.33
067	Nottoway	2,291	9.00	3.93	190.04	82.93	12.11	0.00	0.00	30.51	13.31	11.00	4.80	0.00	10.50	4.58	0.53	251.05	109.56
068	Orange	4,019	15.00	3.73	315.63	78.54	21.50	3.94	0.98	62.00	15.43	20.40	5.08	0.00	0.00	0.00	0.00	416.97	103.76
069	Page	3,488	11.00	3.15	257.56	73.84	28.67	16.00	4.59	79.00	22.65	15.75	4.52	0.00	9.76	2.80	0.12	389.07	111.54
070	Patrick	2,578	10.28	3.99	191.76	74.39	10.20	7.96	3.09	56.74	22.01	12.20	4.73	0.00	9.46	3.67	0.00	288.40	111.88
071	Pittsylvania	8,956	34.60	3.86	723.92	80.83	37.77	0.00	0.00	105.02	11.73	50.47	5.64	0.07	7.26	0.81	0.02	921.27	102.86
072	Powhatan	3,965	12.00	3.03	307.02	77.44	26.24	0.50	0.13	105.50	26.61	16.20	4.09	0.00	4.00	1.01	0.00	445.22	112.29
073	Prince Edward	2,722	9.20	3.38	207.17	76.10	23.00	3.00	1.10	42.80	15.72	9.00	3.31	0.00	8.00	2.94	0.05	279.17	102.54
074	Prince George	5,992	19.00	3.17	411.30	68.64	32.00	7.00	1.17	57.00	9.51	26.50	4.42	0.00	0.00	0.00	0.00	520.80	86.91
075	Prince William	61,592	203.50	3.30	3,737.02	60.67	201.25	3.80	0.06	386.18	6.27	249.50	4.05	0.50	43.00	0.70	3.12	4,623.00	75.06
077	Pulaski	4,874	22.75	4.67	395.75	81.19	20.00	11.00	2.26	110.40	22.65	30.00	6.15	0.00	4.50	0.92	0.00	574.40	117.84
078	Rappahannock	1,024	4.00	3.90	85.60	83.56	9.86	0.00	0.00	25.00	24.41	5.00	4.88	0.00	0.00	0.00	0.00	119.60	116.76
079	Richmond	1,211	6.00	4.96	85.93	70.98	3.64	0.00	0.00	17.53	14.48	6.00	4.96	0.00	1.41	1.16	0.00	116.87	96.53
080	Roanoke	14,220	58.76	4.13	1,105.18	77.72	44.68	4.00	0.28	206.87	14.55	84.69	5.96	0.00	11.71	0.82	0.00	1,471.21	103.46
081	Rockbridge	2,911	13.00	4.47	256.08	87.96	17.40	9.63	3.31	37.00	12.71	19.65	6.75	0.00	8.70	2.99	0.00	344.06	118.18
082	Rockingham	10,768	43.00	3.99	868.58	80.66	57.90	7.00	0.65	139.22	12.93	54.00	5.01	0.00	14.96	1.39	0.00	1,126.76	104.64
083	Russell	4,080	19.50	4.78	311.40	76.32	21.50	5.00	1.23	48.90	11.99	18.00	4.41	0.00	17.00	4.17	0.00	419.80	102.89
084	Scott	3,719	17.00	4.57	289.00	77.71	9.00	1.00	0.27	24.50	6.59	19.50	5.24	0.00	0.50	0.13	0.00	351.50	94.51
085	Shenandoah	5,721	21.00	3.67	437.68	76.50	48.00	0.00	0.00	108.50	18.96	26.00	4.54	0.00	3.00	0.52	0.00	596.18	104.20
086	Smyth	4,922	28.65	5.82	423.53	86.04	10.00	2.75	0.56	52.50	10.67	26.50	5.38	0.00	23.00	4.67	0.50	556.93	113.15

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087	Southampton	2,762	10.15	3.67	221.10	80.04	15.10	0.00	0.00	47.80	17.30	14.00	5.07	0.00	0.15	0.05	0.00	293.20	106.14
088	Spotsylvania	21,888	63.86	2.92	1,581.74	72.27	130.87	10.50	0.48	309.72	14.15	96.19	4.39	0.00	34.38	1.57	0.00	2,096.39	95.78
089	Stafford	24,601	66.62	2.71	1,611.12	65.49	125.20	16.62	0.68	393.90	16.01	95.00	3.86	2.82	45.67	1.86	0.63	2,228.93	90.60
090	Surry	1,067	7.00	6.56	112.46	105.35	8.18	0.00	0.00	28.00	26.23	6.00	5.62	0.00	3.84	3.60	0.00	157.30	147.36
091	Sussex	1,343	7.00	5.21	111.97	83.35	6.64	0.00	0.00	30.00	22.33	8.50	6.33	0.00	6.50	4.84	0.00	163.97	122.06
092	Tazewell	6,934	24.00	3.46	534.00	77.02	23.00	4.00	0.58	62.00	8.94	41.00	5.91	0.00	0.00	0.00	0.00	665.00	95.91
093	Warren	5,062	19.00	3.75	360.96	71.30	41.92	0.00	0.00	94.00	18.57	21.00	4.15	0.00	2.63	0.52	0.00	497.59	98.29
094	Washington	7,133	30.50	4.28	587.47	82.36	69.00	0.00	0.00	34.05	4.77	35.60	4.99	0.01	28.00	3.93	6.80	715.62	100.33
095	Westmoreland	1,902	8.00	4.21	153.00	80.45	11.00	0.00	0.00	20.00	10.52	10.00	5.26	0.00	8.00	4.21	0.00	199.00	104.64
096	Wise	6,625	31.67	4.78	507.14	76.55	30.91	9.66	1.46	103.00	15.55	35.78	5.40	0.39	50.12	7.57	1.28	737.37	111.30
097	Wythe	4,205	17.00	4.04	328.93	78.22	26.19	0.00	0.00	64.84	15.42	26.50	6.30	0.16	6.45	1.53	0.58	443.72	105.52
098	York	12,389	42.00	3.39	788.20	63.62	78.28	17.93	1.45	224.33	18.11	51.00	4.12	0.00	2.50	0.20	0.00	1,125.96	90.89
CITIES																			
101	Alexandria	10,697	40.66	3.80	1,078.45	100.82	119.00	3.56	0.33	240.10	22.45	54.50	5.09	0.00	87.50	8.18	0.20	1,504.77	140.67
102	Bristol	2,322	9.50	4.09	205.76	88.63	9.61	0.00	0.00	29.65	12.77	13.50	5.81	0.00	7.00	3.02	0.00	265.41	114.32
103	Buena Vista	1,081	6.50	6.02	85.28	78.92	5.43	5.00	4.63	11.00	10.18	8.00	7.40	0.00	1.84	1.70	0.00	117.62	108.85
104	Charlottesville	4,180	18.08	4.33	409.67	98.00	28.46	0.00	0.00	115.91	27.73	26.01	6.22	0.00	13.00	3.11	0.00	582.67	139.39
106	Colonial Heights	2,783	9.50	3.41	221.60	79.62	19.50	0.00	0.00	46.50	16.71	13.00	4.67	0.00	3.50	1.26	0.00	294.10	105.67
107	Covington	881	4.00	4.54	75.99	86.24	4.20	1.00	1.13	17.00	19.29	5.50	6.24	0.00	2.75	3.12	0.00	106.24	120.57
108	Danville	7,038	24.59	3.49	590.28	83.87	60.41	0.00	0.00	104.40	14.83	37.14	5.28	0.00	42.81	6.08	2.44	799.22	113.56
109	Falls Church	1,838	8.00	4.35	169.51	92.23	13.85	1.38	0.75	53.22	28.96	11.40	6.20	0.00	1.57	0.85	0.00	245.08	133.34
110	Fredericksburg	2,370	8.25	3.48	209.50	88.38	17.00	0.00	0.00	44.50	18.77	10.25	4.32	0.00	14.00	5.91	2.50	286.50	120.87
111	Galax	1,328	6.00	4.52	98.57	74.20	6.65	3.20	2.41	11.61	8.74	5.99	4.51	0.00	3.53	2.66	0.08	128.90	97.03
112	Hampton	22,654	87.31	3.85	1,740.04	76.81	190.45	26.88	1.19	388.47	17.15	133.19	5.88	0.00	48.94	2.16	0.00	2,424.83	107.04
113	Harrisonburg	4,051	14.70	3.63	364.60	90.00	23.31	3.50	0.86	94.93	23.43	18.50	4.57	0.16	17.03	4.20	0.84	513.26	126.70
114	Hopewell	3,841	13.50	3.51	296.40	77.17	23.45	1.00	0.26	66.00	17.18	16.00	4.17	0.00	20.00	5.21	2.40	412.90	107.50
115	Lynchburg	8,666	33.40	3.85	723.45	83.48	55.23	10.50	1.21	183.34	21.16	47.78	5.51	0.00	83.74	9.66	1.67	1,082.21	124.89
116	Martinsville	2,536	11.00	4.34	219.12	86.40	29.50	1.00	0.39	43.00	16.96	13.00	5.13	0.00	1.00	0.39	0.00	288.12	113.61
117	Newport News	30,460	127.70	4.19	2,206.70	72.45	208.10	0.50	0.02	384.50	12.62	136.70	4.49	0.00	114.00	3.74	0.00	2,970.10	97.51
118	Norfolk	33,852	106.60	3.15	2,806.60	82.91	242.70	3.00	0.09	484.10	14.30	148.95	4.40	2.55	260.00	7.68	8.03	3,809.25	112.53
119	Norton	681	4.20	6.17	61.35	90.08	5.00	0.00	0.00	14.00	20.56	2.00	2.94	0.00	0.00	0.00	0.00	81.55	119.74
120	Petersburg	5,099	25.00	4.90	418.06	81.98	32.25	0.00	0.00	59.00	11.57	26.00	5.10	0.00	34.00	6.67	1.65	562.06	110.22
121	Portsmouth	15,545	64.36	4.14	1,227.35	78.96	115.23	40.58	2.61	382.05	24.58	85.53	5.50	0.00	49.49	3.18	2.75	1,849.36	118.97
122	Radford	1,520	5.00	3.29	119.68	78.76	5.98	0.00	0.00	15.11	9.94	8.50	5.59	0.00	5.33	3.51	0.09	153.62	101.10
123	Richmond City	23,768	124.00	5.22	1,955.00	82.25	153.00	21.00	0.88	326.00	13.72	149.00	6.27	0.00	210.00	8.84	8.00	2,785.00	117.17
124	Roanoke City	12,671	49.07	3.87	1,044.81	82.46	109.48	7.36	0.58	273.52	21.59	88.47	6.98	0.00	83.22	6.57	0.00	1,546.45	122.05
126	Staunton	2,622	9.00	3.43	249.97	95.33	35.67	0.00	0.00	52.50	20.02	16.00	6.10	0.00	30.50	11.63	0.56	357.97	136.52
127	Suffolk	12,928	42.00	3.25	890.34	68.87	49.56	30.50	2.36	287.65	22.25	54.00	4.18	0.00	17.20	1.33	0.00	1,321.69	102.23
128	Virginia Beach	74,880	242.00	3.23	5,156.85	68.87	361.58	0.00	0.00	1,060.88	14.17	312.25	4.17	3.20	96.62	1.29	0.00	6,868.60	91.73
130	Waynesboro	2,902	12.00	4.13	226.04	77.89	12.24	0.00	0.00	44.80	15.44	15.00	5.17	0.04	7.76	2.67	0.16	305.60	105.30
131	Williamsburg	8,895	28.00	3.15	663.67	74.61	41.92	14.00	1.57	137.50	15.46	36.50	4.10	0.69	42.50	4.78	1.68	922.17	103.68

Table 17
 Instructional Positions Per 1,000 Students in ADM¹
 2003-2004

Code	School Division	Student ADM ²	Principals and Assistant Principals	Per 1,000 Students	Teachers	Per 1,000 Students	Teacher Substitutes	Technology Instructors ³	Per 1,000 Students	Teacher Aides	Per 1,000 Students	Guidance Counselors and Librarians	Per 1,000 Students	Guidance Counselor Substitutes	District-Wide Instructors	Per 1,000 Students	District-Wide Instructor Substitutes	Total Instructional Positions ⁴	Total Instructional Positions Per 1,000 Students ⁴
132	Winchester	3,529	11.69	3.31	304.79	86.37	25.36	4.00	1.13	80.40	22.78	19.30	5.47	0.16	17.20	4.87	0.00	437.38	123.94
134	Fairfax City ⁵	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
135	Franklin	1,377	7.20	5.23	114.88	83.46	9.64	0.00	0.00	22.83	16.59	6.50	4.72	0.00	7.55	5.48	0.52	158.96	115.48
136	Chesapeake	39,363	140.65	3.57	2,687.96	68.29	307.07	14.25	0.36	648.00	16.46	164.20	4.17	4.32	140.32	3.56	3.74	3,795.38	96.42
137	Lexington	477	2.00	4.19	38.50	80.63	2.10	1.00	2.09	5.00	10.47	4.00	8.38	0.00	0.00	0.00	0.00	50.50	105.77
138	Emporia ⁵	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
139	Salem	3,886	13.00	3.35	281.63	72.48	15.80	5.41	1.39	60.72	15.63	18.50	4.76	0.00	4.00	1.03	0.00	383.26	98.64
140	Bedford City ⁵	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
142	Poquoson	2,434	9.67	3.97	180.25	74.06	4.72	4.00	1.64	36.00	14.79	10.99	4.52	0.00	1.25	0.51	0.00	242.16	99.49
143	Manassas	6,591	19.00	2.88	482.73	73.24	42.50	1.00	0.15	69.50	10.54	26.50	4.02	0.00	7.00	1.06	0.04	605.73	91.90
144	Manassas Park	2,180	8.00	3.67	173.06	79.39	6.33	5.00	2.29	12.83	5.89	11.00	5.05	0.05	4.01	1.84	0.11	213.90	98.13
TOWNS																			
202	Colonial Beach	574	2.00	3.48	45.00	78.37	3.00	0.00	0.00	10.00	17.41	3.00	5.22	0.00	10.00	17.41	0.00	70.00	121.90
207	West Point	763	2.00	2.62	83.00	108.83	1.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.62	0.00	87.00	114.08
State (School divisions only)		1,160,757	4,128.17	3.56	88,206.80	75.99	6,815.56	620.74	0.53	16,520.84	14.23	5,538.24	4.77	27.64	3,104.47	2.67	128.56	118,119.26	101.76

Table 17

 Instructional Positions Per 1,000 Students in ADM¹
 2003-2004

Code	School Division	Student ADM ²	Principals and Assistant Principals	Per 1,000 Students	Teachers	Per 1,000 Students	Teacher Substitutes	Technology Instructors ³	Per 1,000 Students	Teacher Aides	Per 1,000 Students	Guidance Counselors and Librarians	Per 1,000 Students	Guidance Counselor Substitutes	District-Wide Instructors	Per 1,000 Students	District-Wide Instructor Substitutes	Total Instructional Positions ⁴	Total Instructional Positions Per 1,000 Students ⁴
GOVERNOR'S SCHOOLS																			
260	Central Virginia		0.60		6.20		0.18	0.00		0.00		0.00		0.00	0.00		0.00		6.98
261	Southwest Virginia		1.00		6.00		0.00	0.50		0.00		1.00		0.00	0.00		0.00		8.50
262	Governor's School for the Arts		0.00		22.50		0.04	0.00		0.00		0.00		0.00	0.00		0.00		22.54
263	Roanoke Valley		1.00		12.88		0.00	0.00		0.00		1.10		0.00	0.00		0.00		14.98
264	New Horizons		0.00		7.50		0.07	0.00		0.00		0.00		0.00	0.00		0.00		7.57
265	Shenandoah Valley		1.00		10.75		0.25	0.00		0.00		0.00		0.00	0.00		0.00		12.00
266	Global Economics and Technology		0.00		12.00		0.07	0.00		0.00		0.00		0.00	0.00		0.00		12.07
267	Appomattox Regional		3.00		29.00		1.00	1.00		0.00		3.00		0.00	0.00		0.00		37.00
268	A. Linwood Holton		0.00		4.00		0.00	0.00		0.00		0.00		0.00	0.00		0.00		4.00
269	Chesapeake		0.00		8.00		0.10	0.00		0.00		0.00		0.00	0.00		0.00		8.10
270	Commonwealth		0.00		21.36		0.00	0.00		0.00		0.00		0.00	0.00		0.00		21.36
271	Maggie L. Walker		3.00		49.50		2.38	0.00		0.00		5.00		0.00	0.00		0.00		59.88
272	Thomas Jefferson High School		3.18		108.88		6.73	0.00		4.00		10.01		0.00	0.00		0.00		132.80
273	Blue Ridge		0.00		0.88		0.00	0.00		0.00		0.00		0.00	0.00		0.00		0.88
274	Jackson River		0.00		0.00		0.00	0.00		0.00		0.00		0.00	0.00		0.00		0.00
276	Piedmont		0.00		10.00		0.00	0.00		0.00		0.00		0.00	0.00		0.00		10.00
SPECIAL EDUCATION PROGRAMS																			
280	Coop Center For Exceptional Children		0.00		13.00		0.80	0.00		11.00		0.00		0.00	0.00		0.00		24.80
281	Middle Peninsula Regional Special Education Center		0.00		4.00		0.57	0.00		6.00		0.00		0.00	0.00		0.00		10.57
282	Laurel Regional Program		1.00		25.10		0.92	0.00		14.00		0.00		0.00	0.00		0.00		41.02
283	Northern Neck Regional Program		0.00		12.00		1.62	0.00		17.00		0.00		0.00	0.00		0.00		30.62
284	Northwestern Regional Education Programs		2.00		27.32		1.78	0.00		25.58		0.00		0.00	3.21		0.00		59.89
285	New Horizons Regional Education Center		0.00		46.00		11.70	0.00		71.00		0.00		0.00	0.00		0.00		128.70
286	Piedmont Regional Education		2.00		58.42		0.08	0.00		72.44		0.00		0.00	0.00		0.00		132.94
287	Shenandoah Valley Regional		0.00		45.00		5.77	0.00		53.00		0.00		0.00	0.00		0.00		103.77
288	Southeastern Coop Education Program		23.00		210.00		78.00	0.00		142.00		0.00		0.00	10.00		0.00		463.00
290	Northern Virginia Regional Special Education Program		6.50		169.40		0.00	0.00		138.70		0.00		0.00	0.00		0.00		314.60
292	Henry County/Martinsville Regional Program		0.00		5.00		0.00	0.00		12.00		0.00		0.00	0.00		0.00		17.00
299	Roanoke Valley Regional Special Education		0.30		12.50		0.28	0.00		70.00		0.00		0.00	0.40		0.00		83.48
VOCATIONAL TECHNICAL CENTERS																			
301	Charlottesville-Albemarle Technical Education Center		2.00		11.50		0.00	1.00		3.00		0.00		0.00	0.00		0.00		17.50
302	Jackson River Technical Center		1.75		11.00		0.75	1.00		2.10		0.00		0.00	0.90		0.00		17.50
304	Massanutten Technical Center		3.00		21.00		4.25	0.00		1.00		1.00		0.00	16.70		0.37		47.32
306	Valley Vocational Technical Center		4.00		35.50		1.34	0.00		0.00		2.00		0.00	20.00		0.00		62.84
307	New Horizons Technical Center		2.85		26.50		1.40	0.00		0.00		0.00		0.00	6.90		0.00		37.65
308	Pruden Center for Industry and Technology		2.00		17.00		1.00	0.00		0.00		2.00		0.00	8.00		0.00		30.00
309	Rowanty Vocational Technical Center		2.37		14.00		0.68	0.00		0.00		0.00		0.00	0.00		0.00		17.05
310	Northern Neck Technical Center		2.00		14.50		1.50	0.00		0.00		0.00		0.00	0.00		0.00		18.00
311	Amelia-Nottoway Vocational Center		0.40		2.00		0.20	0.00		0.00		0.00		0.00	1.50		0.00		4.10

Table 17

Instructional Positions Per 1,000 Students in ADM¹
2003-2004

Code	School Division	Student ADM ²	Principals and Assistant Principals	Per 1,000 Students	Teachers	Per 1,000 Students	Teacher Substitutes	Technology Instructors ³	Per 1,000 Students	Teacher Aides	Per 1,000 Students	Guidance Counselors and Librarians	Per 1,000 Students	Guidance Counselor Substitutes	District-Wide Instructors	Per 1,000 Students	District-Wide Instructor Substitutes	Total Instructional Positions ⁴	Total Instructional Positions Per 1,000 Students ⁴
OTHER PROGRAMS																			
401	Lynchburg City Secondary Alternative		0.00		5.00		0.14	0.00		4.00		0.00		0.00	0.00		0.00		9.14
402	Enterprise Academy		2.00		21.00		0.00	0.00		2.00		2.00		0.00	0.00		0.00		27.00
403	Tidewater Regional Alternative Education Project		2.45		14.00		1.00	0.00		8.00		0.00		0.00	0.00		0.00		25.45
404	Regional Alternative Plus Self Project		0.00		2.26		0.00	0.00		1.06		0.00		0.00	0.00		0.00		3.32
405	Transition Support Resource Center		0.00		2.60		0.00	0.00		0.00		1.00		0.00	0.00		0.00		3.60
406	Project Return		0.00		4.84		0.00	0.00		0.00		0.00		0.00	0.00		0.00		4.84
407	Behavior Disordered Youth Alternative Education Program		0.00		7.00		0.00	0.00		0.88		0.00		0.00	0.00		0.00		7.88
408	Petersburg Regional Alternative		0.50		1.00		0.00	0.00		1.15		1.00		0.00	0.00		0.00		3.65
409	Pittsylvania County Regional Alternative Program		0.50		4.00		0.06	0.00		0.00		0.50		0.00	0.00		0.00		5.06
410	Project Return		0.00		1.41		0.00	0.00		0.00		0.00		0.00	0.00		0.00		1.41
411	Crossroads Alternative		0.00		3.00		0.02	0.00		1.00		0.00		0.00	0.00		0.00		4.02
412	Metro Richmond Alternative Education		0.00		4.50		0.00	0.00		2.00		0.00		0.00	0.00		0.00		6.50
413	Stafford County Regional Alternative Education		0.00		5.85		0.93	0.00		2.58		0.00		0.00	0.00		0.00		9.36
414	Southside L.I.N.K. Project		0.58		4.81		0.00	0.00		0.00		0.00		0.00	0.00		0.00		5.39
415	King William Regional Alternative Education		0.00		17.50		0.00	0.00		0.00		0.00		0.00	0.00		0.00		17.50
416	New Dominion School		2.20		14.10		0.75	0.00		3.75		1.00		0.00	0.00		0.00		21.80
417	Project Bridge		0.00		9.00		0.00	0.00		2.00		0.00		0.00	0.00		0.00		11.00
418	Wythe County Regional Alternative		0.00		2.00		0.16	0.00		2.10		0.00		0.00	0.00		0.00		4.26
420	On The Right Track Regional Alternative Education		0.60		5.50		0.00	0.00		0.00		1.00		0.00	0.00		0.00		7.10
421	Northern Neck Regional Alternative Education		0.00		3.00		0.11	0.00		1.00		0.00		0.00	0.00		0.00		4.11
422	Shenandoah Valley Regional Alternative Education		0.00		7.00		1.16	0.00		2.50		0.00		0.00	0.00		0.00		10.66
423	Breaking Barriers Alternative Education		1.00		1.08		0.00	0.00		0.00		0.00		0.00	0.00		0.00		2.08
424	Joy Ranch Regional Alternative Education		0.00		3.25		0.01	0.00		1.00		0.00		0.00	0.00		0.00		4.26
426	Regional Learning Academy		0.00		3.70		0.17	0.00		0.80		0.00		0.00	0.00		0.00		4.67
427	The Regional Community Alternative Education Continuum		2.00		5.00		0.00	0.00		1.00		0.00		0.00	0.00		0.00		8.00
428	Project Renew		0.00		1.00		0.00	0.00		0.00		0.00		0.00	0.00		0.00		1.00
429	Renaissance		0.00		7.00		0.00	0.00		0.00		0.00		0.00	0.00		0.00		7.00
430	R.E.Cook Regional Alternative		0.50		5.05		0.00	0.00		1.00		0.00		0.00	0.00		0.00		6.55
State (School divisions plus regional programs)			4,208.45		89,462.44		6,943.53	624.24		17,201.48		5,569.85		27.64	3,172.08		128.93		127,338.64

¹ Positions paid from state, local, and federal funds.² The Average Daily Membership (ADM) calculated at the end of the school year of pupils served in the school division. ADM is not reported separately for Governor's Schools, Special Education Programs, Vocational Technical Centers, and Other Programs.³ The Technology Instructors positions only include instructional positions and not instructional support positions. Technology instructional support positions are located on Table 18 beginning in 2003-2004.⁴ Does not include Substitute positions.⁵ The students from these school divisions are served by another school division. James City County students are served by the Williamsburg School Division, Fairfax City students are served by the Fairfax County School Division, Emporia City students are served by the Greensville County School Division, and Bedford City students are served by the Bedford County School Division.**NOTE:** Table 17 represents the number of instructional positions per 1,000 students in end-of-year ADM. The table contains data for principals and assistant principals, teachers, technology instructors, teacher aides, guidance counselors, librarians, and district-wide instructors based upon positions reported in school divisions' Annual School Reports. District-wide positions include Summer School, Adult Education, Preschool, and other non-regular day and non-LEA instructional positions. The statewide figures represent the sum of all school division and regional program positions, while the statewide positions per 1,000 students represent the number of positions for every 1,000 students using statewide ADM and positions for school divisions only.