

2003-04

College and University Professional  
Association for Human Resources

# Administrative Compensation Survey

*The  
benchmarking  
source for  
higher education  
administrative  
salaries*



## ACKNOWLEDGMENTS

Publication of the *2003-04 Administrative Compensation Survey* marks the survey's thirty-sixth year. This year's report contains salary comparisons for 173 administrative positions at 1,379 colleges and universities nationwide and includes six new positions, making it the key resource for salary-related decision-making in the higher education community.

We wish to express our appreciation to the members of our Survey Advisory Committee for their support. CUPA-HR would not be able to offer a tool so central to the needs of higher education administrators without their continuing insight and advice.

In the CUPA-HR National Office, our research department staff coordinated and reviewed all aspects of survey analysis and report production. To ensure the accuracy of data, the research staff worked closely with the many human resource and institutional research professionals responsible for completing the survey. The efforts of these individuals are greatly appreciated. We also want to thank Peerfocus, Inc., our partner and collaborator in Surveys Online.

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## 2003-04 ADMINISTRATIVE COMPENSATION SURVEY

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## INTRODUCTION

CUPA-HR's Administrative Compensation Survey (AdComp Survey) provides comprehensive and up-to-date salary data for college and university administrators. The survey was first administered in 1967 as a biennial survey. It has been conducted on an annual basis since 1978.

Human resource costs range from 65 to 85 percent of an institution's overall operating expenses. Data collected by this survey and our Mid-Level Administrative and Professional Salary Survey (Mid-Level Survey) are designed to help administrators effectively manage these costs by providing a broad range of salary data with which to evaluate current pay levels and plan compensation budgets.

Positions covered in the survey are selected on the basis of an analysis of administrative positions found at most higher education institutions. CUPA-HR's Administrative Compensation Survey Advisory Committee and other higher education associations review these positions annually.

This year's survey reports data on 173 positions. Six new positions were added this year:

- Director, Woman's Center
- Assistant Comptroller
- Restricted Funds Accountant
- Director, Student Health Services (Non-Medical Administrator)
- Assistant Director, Student Activities
- Assistant Director, Campus Recreation/Intramurals

If you believe we should cover additional positions, collect additional data, or make other improvements in our survey process, we welcome your suggestions. Our main objective is to meet the informational needs of CUPA-HR members in particular and of higher education institutions in general. Please send your suggestions to [rsizemore@cupahr.org](mailto:rsizemore@cupahr.org) and specify "AdComp Survey Suggestion" in the subject line.

## SURVEY CONTENT

The AdComp Survey collects salary and demographic data for selected administrative positions in colleges and universities. In general, positions at or above the director level are reported in this survey, while positions below the director level are reported in the Mid-Level Survey. Appendix B describes the positions included in the AdComp Survey.

The AdComp Survey collects both institution-specific and position-specific data. Institutional data are used primarily to create appropriate comparison groups. Data collected as part of the survey process are summarized below. Appendix A describes the survey in more detail.

### Institution-specific data

- Institution name
- 2000 Carnegie classification
- Affiliation
  - Public
  - Private independent
  - Private religious
  - Private for-profit
- Level of instruction
  - Undergraduate only
  - Graduate only
  - Both undergraduate and graduate

- Structure type:
  - Single unit institution
  - Single unit institution with multiple sites
  - Main campus heading a system of colleges or universities
  - Campus within a system
  - System of colleges and universities or community college administrative office
- 2003–04 Total operating budget
- Student enrollment for Fall 2003–04
  - Number of full-time students
  - Number of part-time students
  - Fall credit hours taken by part-time students
  - Full-time equivalent (FTE) student total
- Faculty size for Fall 2003–04
  - Number of full-time faculty
  - Standard fall full-time teaching load
  - Number of part-time faculty
  - Full-time equivalent (FTE) faculty total
- Faculty represented by a union

#### **Position-specific data**

- Current number of incumbents
- Annualized salary
- Years of service in this position (if position has one incumbent)
- Hiring source (if position has one incumbent)
  - Outside hire
  - Internal promotion
  - Don't know
- Sex (if position has one incumbent)
  - Female
  - Male
  - Unknown
- Minority status (if position has one incumbent)
  - Yes
  - No
  - Don't know

#### **SURVEY METHODOLOGY**

The *2003-04 AdComp Survey* was conducted entirely on the Web. Data were collected through Surveys Online, CUPA-HR's Web-based data collection and reporting system.

The AdComp Survey was opened for data collection on September 15, 2003. For purposes of this report, it was closed on December 22, 2003. However, institutions were given the opportunity to submit data after that date for use in DataOnDemand (CUPA-HR's data mining tool) and Special Studies.

Institutional identification information, including name, Carnegie classification, affiliation, and level of instruction are preloaded and need to be updated only if they had changed. Additionally, basic institutional information (e.g., expenditures and enrollment) is only collected once for use with all salary surveys. Before 2002-03, this information was collected separately for the AdComp, Mid-Level, and Faculty surveys.

If available, last year's reported salary data were provided on this year's questionnaire to aid in survey completion. An interactive FTE calculation worksheet also was available to help institutions calculate full-time equivalent student enrollment and faculty figures.

Thousands of real-time and server-side validation checks are built into the questionnaire. These checks flag data that are significantly different from data reported last year by an institution, or that are extremely low or high. A final validation check flags computational and other potential errors. In order to submit its survey, an institution has to correct all "fatal" errors and correct or annotate all "serious" errors. The validation checks streamline the data cleaning process and allow significantly faster turnaround time for results.

All data submitted by institutions for the *2003-04 AdComp Survey* will be available online for the next three years. After that, the data will be archived, but still accessible upon request.

## ACCESSING SURVEY RESULTS

CUPA-HR's salary surveys are excellent support tools for your benchmarking and planning processes. Each of our surveys affords you the ability to compare your institution's salaries for specific positions to those of your peer institutions and to higher education as a whole, thus providing the basis for informed decisions. Results from the *2003-04 AdComp Survey* can be accessed in three ways.

- **Survey Report**

The survey report provides an easy-to-read, national-level summary of salaries by position. Salary data are shown for all institutions as a whole, and for groupings based on affiliation, budget size, student enrollment, and Carnegie classification. The report also includes salary comparisons by sex, minority status, hiring source (inside or outside hire), and median years of service. The survey report is published electronically in PDF format only.

*Salary Comparison Worksheet:* Appendix C contains a worksheet for calculating percentage ratios that you can use to compare salaries for specific positions at your institution to those reported by survey participants, overall and by groups of institutions most closely resembling yours in type and size. Dividing your institution's salaries by those reported in the survey will give you a good indication of how much more or less you are paying for the same position than other institutions.

- **DataOnDemand (DOD)**

DOD is a hands-on application that gives institutions and specified users direct access to survey data—from the date of purchase until January 31 of the following year. Users also have access to results for that survey from the prior two years. DOD is a great value as institutions can conduct their own analyses any time they want and as often as they want, using peer comparison groups that they create. Use of DOD is limited only by the four restrictions in place to protect confidentiality:

- No salary data are linked to a given institution (other than where a user has permission to see his or her own institution's data).
- No salary data are reported for positions with fewer than four incumbents.
- A comparison group must include a minimum of eight institutions that participated in the survey.
- Each comparison group created must differ by at least three institutions from all other existing and deleted comparison groups.

Users can create slide shows and presentations, and even download results to an Excel spreadsheet. To make using DOD even easier, we have created Single Position and

Multi-Position standard reports that should satisfy all or almost all informational needs. All users have to do is create a comparison group and select a position. Salary statistics include minimum, maximum, average, median, and 25th and 75th percentiles, and also quintiles (20th, 40th, 60th, and 80th percentiles), and can be calculated as weighted or nonweighted numbers. In addition to salary information, each standard report also provides a percentage indicator of an institution's salaries relative to those of its comparison group.

DOD users also can conduct their own informal *Geographical Statistical Area (GSA)* analyses by using the New Group Wizard to create comparison groups based on metropolitan statistical areas (see Special Studies below).

DOD is available to all higher education institutions, regardless of survey participation. Institutions may have multiple users for each DOD subscription. For maximum value, we recommend purchasing a survey report *and* access to DataOnDemand. We offer discount pricing for purchases of multiple reports and multiple subscriptions to DataOnDemand. Whether you are part of an institution, system, or consortium, you can use these discounts to reduce your overall costs.

- **Special Studies**

Special studies are custom reports produced by the CUPA-HR research staff, based upon selection criteria specified by you, but subject to the same restrictions noted above. Prior to DOD, custom analyses could only be done through special studies. We still conduct special studies upon request, but DOD provides a far greater value for the money. The format for special studies is the same as DOD standard reports. We do not offer discounts for special studies.

*Geographical Statistical Area (GSA) Report:* In addition to the above, CUPA-HR's research staff also can produce a GSA Report upon request. This report presents higher education-specific, geographically-based salary data as weighted averages within Metropolitan Statistical Areas (MSA), Primary Metropolitan Statistical Areas (PMSA), and Consolidated Metropolitan Statistical Areas (CMSA) as defined by the U.S. government. GSA reports are used by compensation administrators to review salary data pertinent to the local labor market and by international educators to determine prevailing wages for specific job codes as part of the H-1B Visa process. The format for the GSA report is the same as DOD standard reports.

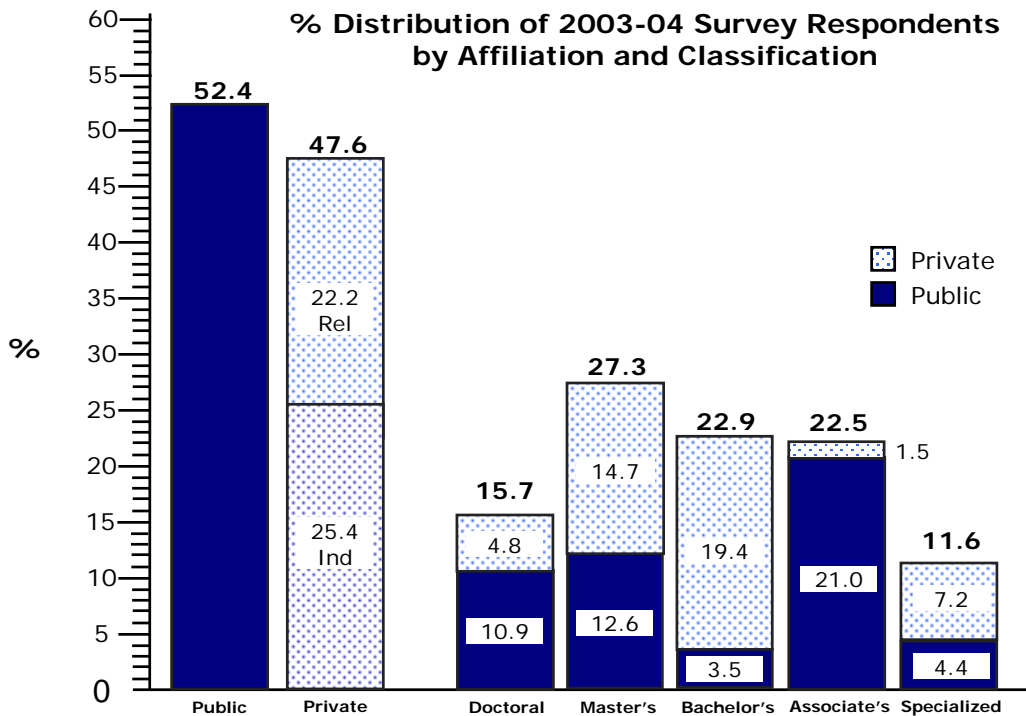
**Go to [www.cupahr.org](http://www.cupahr.org) to order DataOnDemand and Special Studies.**

## PROFILE OF 2003-04 PARTICIPATING INSTITUTIONS

This year's Administrative Compensation Survey was completed by 1,379 higher education institutions. Appendix D lists survey participants in alphabetical order, along with each institution's FICE Code, Carnegie classification, affiliation, structure, and state.

The chart and table below describe this year's respondents. Public institutions comprise 52.4% (723) of the 2003–04 respondents, and private institutions 47.6% (656). The latter includes slightly more independent (25.4%) than religiously affiliated (22.2%) institutions.

In terms of classification, Master's Colleges and Universities are the largest group of participants at 27.3% (376), with private institutions making up slightly more than half of the group (14.7%). Baccalaureate and Associate's Colleges each comprise about 23% of the respondents; the former are almost all private and the latter are almost all public. Doctoral institutions make up 15.7% (217) of the respondents; more than two-thirds are public. Specialized institutions (which include system offices) are the smallest segment of respondents at 11.6% (160). The slightly lower number of survey participants this year is almost all attributable to fewer respondents from specialized institutions.



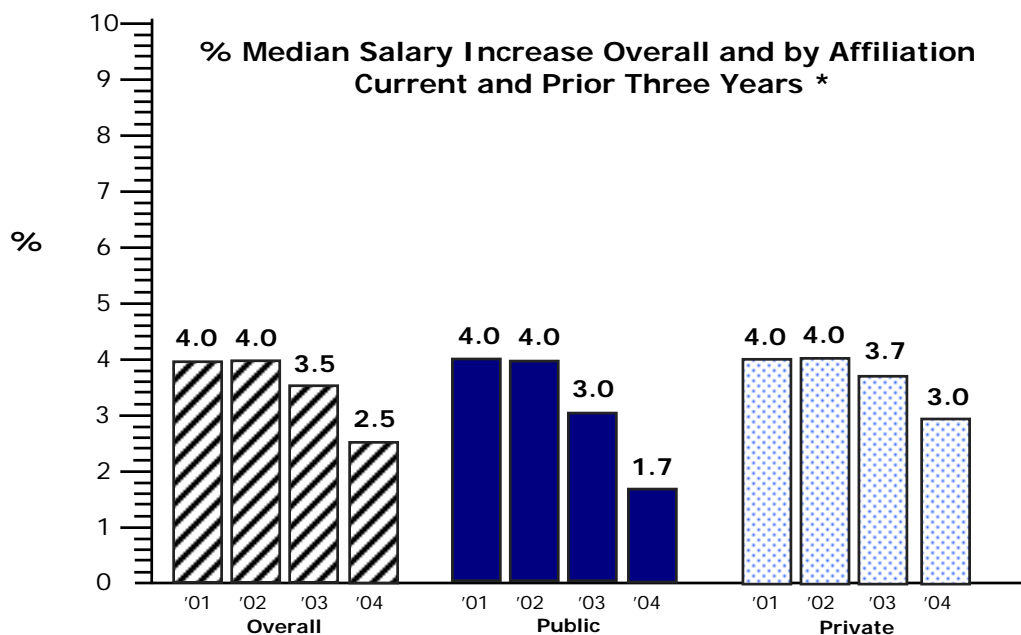
**N Distribution of 2003-04 Survey Respondents  
by Affiliation and Classification**

	Doctoral	Master's	Bachelor's	Associate's	Specialized	Total
Public	150	174	49	290	60	723
Private	67	202	267	20	100	656
Total	217	376	316	310	160	1379

## 2003–04 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 91% (1,251) of the institutions participating in the *2003–04 AdComp Survey* also completed the 2002–03 survey. A position-by-position analysis of the salaries reported by these institutions in both years shows that the median salary increase for all jobs was 2.5% this year. The overall median salary increase was greater at private than at public institutions (3.0% versus 1.7%). As the chart below shows, this year's increases are lower than increases last year, which were less than increases in 2001-02. This downward trend undoubtedly continues to reflect the economic conditions of the last several years.<sup>1</sup>

Despite the downward trend, the survey shows that the overall median salary increase outpaced inflation for the seventh consecutive year, but only barely. According to the Bureau of Labor Statistics, the September 2003 Consumer Price Index for all urban consumers [CPI-U] was 2.3% higher than in September 2002.

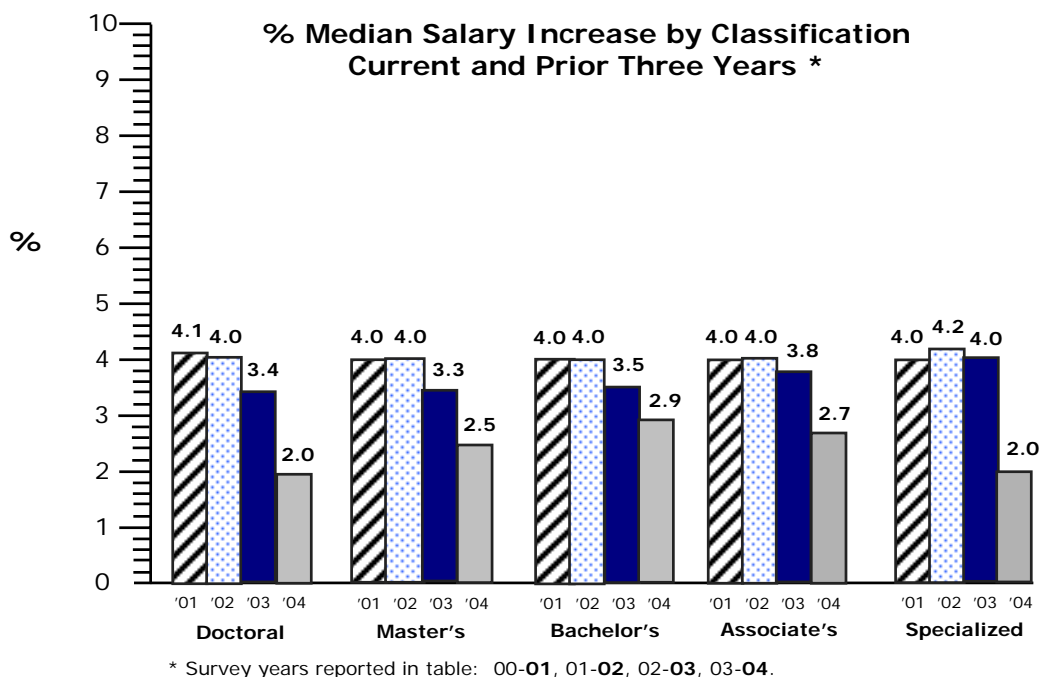


\* Survey years reported in table: 00-01, 01-02, 02-03, 03-04.

<sup>1</sup> **Method of Calculating Median Salary Increase.** Starting with the 2002-03 salary survey, percent change is calculated for each pair of salaries reported by institutions both current year and last, and the median of those percent change figures found. In surveys before 2002-03, the percent change figure was based on a comparison of the median salary for the same set of positions in two different years. Effectively, we went from reporting the percent change of the medians to reporting the median of the percent changes. The current method is more conservative, but also more accurate as the number is based on position specific increases, rather than on an aggregate change. For the purposes of this report, the percent change figures for '01 and '02 were recalculated using the current method.

## 2003–04 SALARY INCREASES: BY CLASSIFICATION

Salary increases by classification were largest at Baccalaureate Colleges (2.9%) and second largest at Associate’s Colleges (2.7%). Doctoral institutions had the smallest increase at 2.0%. Increases were smaller this year than in the previous three years across all categories.



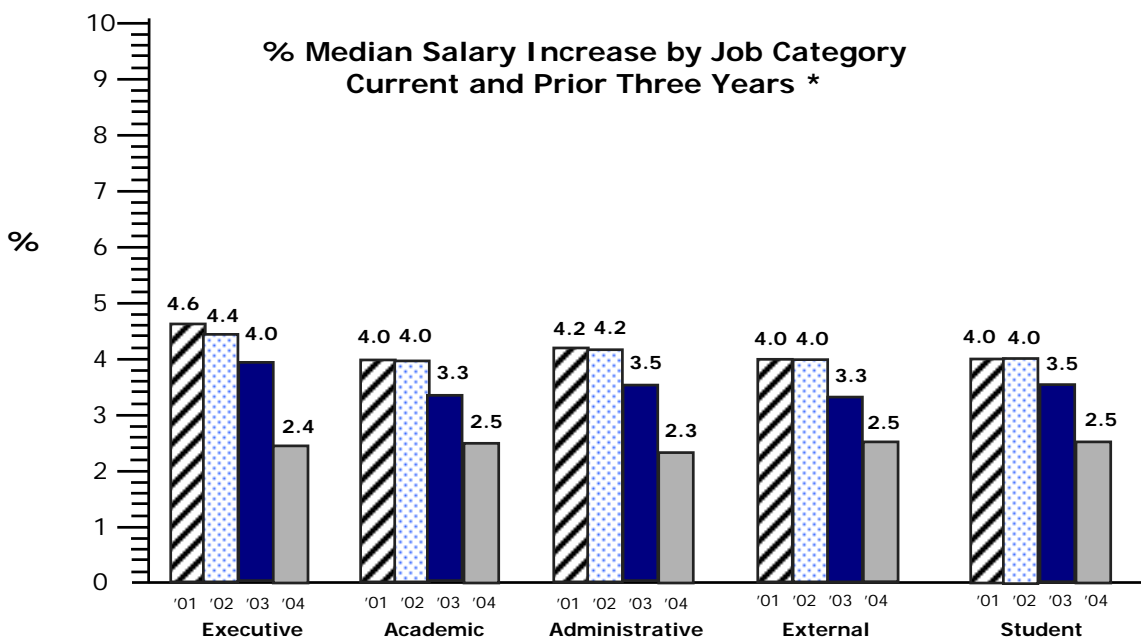
As the table below shows, increases were greater this year at private than at public institutions across all categories. Only public community colleges at 2.7% came close to the average increase at private institutions.

### % Median Salary Increase '02-'03 to '03-'04 by Classification and Affiliation

	Doctoral	Master's	Bachelor's	Associate's	Specialized
Public	1.5	1.2	0.0	2.7	0.0
Private	3.0	3.0	3.0	3.0	3.0

## 2003–04 SALARY INCREASES: BY JOB CATEGORY

Salary increases were effectively the same across all job categories, with a range of 2.3% to 2.5%. In all categories, increases were less than in the previous three years.



\* Survey years reported in table: 00-01, 01-02, 02-03, 03-04.

As the table below shows, increases this year at private institutions were higher than those at public institutions for all job categories. Differentials ranged from a low of 1.1 percentage points for Academic positions to 1.6 percentage points for Executive positions.

### % Median Salary Increase '02-'03 to '03-'04 by Job Category and Affiliation

	Executive	Academic	Administrative	External	Student
Public	1.6	1.9	1.6	1.7	1.5
Private	3.2	3.0	3.0	3.0	3.0

## DATA SPECIFICATIONS

Respondents were asked to observe the following specifications in reporting their data:

- Salaries are those in effect as of September 15, 2003.
- Salaries are at an annualized, full-time rate; they reflect only actual cash earnings (except for housing positions), excluding any services contributed without charge.
- Enrollment and budget figures are for the operating year 2003–04.
- Enrollment is stated in terms of full-time equivalent students.
- Budget figures represent total institutional budget, including research funds, student aid, and auxiliary enterprises but excluding capital funds.

## DEFINITIONS

**Budget Quartiles:** Tables 1-4 present median salaries by budget quartile. To compute the quartiles, the budgets reported by each institution were ranked from low to high. One-quarter of the institutions were then included in each quartile. The budget ranges for each quartile are listed in the column headings.

**Enrollment Quartiles:** Tables 5-8 present median salaries by enrollment quartile. To compute the quartiles, the enrollments reported by each institution were ranked from low to high. One-quarter of the institutions were then included in each quartile. The enrollment ranges for each quartile are listed in the column headings.

**Median (50<sup>th</sup> percentile):** Much of the salary data in these tables are reported in terms of median salary—that is, 50% of reported salaries are below this value and 50% are above. The median is considered a more reliable measure than the mean (arithmetic average) in distributions containing a few extremely high or low numbers.

**Percentile Ranks:** Salary data also are expressed in these tables as percentile figures for each position. To compute percentiles, the salaries reported by each institution were ranked from low to high, and then split at the following points.

- 20<sup>th</sup> percentile: 20% of all reported salaries equal or fall below this value.
- 40<sup>th</sup> percentile: 40% of all reported salaries equal or fall below this value.
- 60<sup>th</sup> percentile: 60% of all reported salaries equal or fall below this value.
- 80<sup>th</sup> percentile: 80% of all reported salaries equal or fall below this value.

### How to Order the Full Report, DataOnDemand, and Special Studies

Go to CUPA-HR's home page at [www.cupahr.org](http://www.cupahr.org) and find the heading "Order Salary Survey Results." Below this heading the following items may be selected:

- 2003-04 Pricing and Order Form for Reports and DataOnDemand
- 2003-04 Order Form for Special Studies/GSA Reports
- 2003-04 Respondent List for Each Survey
- 2003-04 Executive Summary Reports with National Level Data

**TABLE 1 - MEDIAN SALARY BY BUDGET QUARTILES FOR ALL INSTITUTIONS**

CUPA-HR 2003-04 ADCOMP SURVEY  * 4 cases of fewer	SALARIES WITHIN BUDGET QUARTILE FOR ALL INSTITUTIONS				ALL INSTITUTIONS	
	QUARTILE 1 <=\$23.6 MIL	QUARTILE 2 \$23.6-\$48.2 MIL	QUARTILE 3 \$48.2-\$119.0 MIL	QUARTILE 4 >=\$119.0 MIL	MEDIAN BUDGET \$48.2	Number of Cases
	Median Salary in \$	Median Salary in \$	Median Salary in \$	Median Salary in \$	Median Salary in \$	
<b>EXECUTIVE</b>						
101.00 CEO of a System	140,000	141,930	170,696	270,000	220,000	95
101.10 Assistant to the CEO System	*	*	*	90,826	89,605	48
102.00 CEO Single Unit	129,475	155,250	193,563	254,016	171,250	1228
102.10 Assist to CEO Single Unit	55,216	63,018	74,904	101,750	79,319	489
103.00 Executive Vice President	94,143	115,265	129,500	201,008	142,308	225
<b>ACADEMIC</b>						
201.00 Chf Academic Off	90,656	108,160	135,000	190,000	122,525	1208
201.10 Assoc Chf Academic Off	65,725	77,250	92,000	124,236	91,809	616
202.00 Chf Hlth Prof Off	82,500	77,254	*	316,791	245,280	62
203.00 Dir, Lib Services	51,450	62,899	78,228	114,388	71,466	1066
203.20 Acquisitions Librarian	37,364	41,957	48,328	60,218	49,833	399
203.30 Chf Technical Services Librarian	37,336	43,694	51,799	70,484	51,265	517
203.40 Chf Public Services Librarian	38,995	43,139	52,674	69,178	52,851	451
204.00 Dir, Institutional Res	50,253	57,396	68,912	86,987	69,390	777
204.10 Assoc Dir, Institutional Res	40,812	45,584	48,931	63,720	54,526	222
205.00 Dir, Educal Media Services	40,600	47,272	55,210	75,000	56,975	402
206.00 Dir, Learning Resources Ctr	44,066	45,009	51,249	66,080	52,582	265
207.00 Dir, International Educ	50,909	55,660	64,260	82,440	70,648	261
207.10 Dir, International Studies Educ	50,835	45,000	56,033	67,225	57,388	194
208.00 Dir, Academic Computing	48,804	57,320	70,500	95,201	72,000	354
208.10 Assoc Dir, Academic Computing	41,715	53,013	58,054	80,271	65,304	105
209.00 Dir, Sponsored Res and Progs	51,000	58,613	65,355	85,353	74,529	376
210.00 Dean of Architecture	*	101,899	108,355	150,950	142,165	73
211.00 Dean of Agriculture	70,657	*	106,903	160,914	139,013	76
212.00 Dean of Arts and Letters	72,644	79,052	96,156	125,732	98,491	118
213.00 Dean of Arts and Sciences	66,340	81,500	102,000	147,792	106,996	459
214.00 Dean of Business	66,667	84,580	110,770	170,642	118,831	625
215.00 Dean of Communications	62,593	62,720	96,107	137,608	100,000	96
216.00 Dean of Continuing Educ	66,948	74,558	86,414	117,400	89,053	340
217.00 Dean of Dentistry	*	*	*	223,065	218,514	52
218.00 Dean of Educ	64,725	80,591	98,455	130,447	105,045	454
219.00 Dean of Engineering	69,780	79,546	125,000	179,344	161,628	223
221.00 Dean of External Degree Progs	65,487	74,920	99,585	114,928	86,520	33
222.00 Dean of Fine Arts	73,000	75,031	97,675	129,469	111,296	153
223.00 Dean of Graduate Progs	68,979	81,700	93,641	127,582	105,896	333
224.00 Dean of Hlth-Related Prof	67,078	77,212	93,445	136,303	98,237	236
225.00 Dean of Home Economics	*	*	85,426	146,520	134,700	27
226.00 Dean of Humanities	57,373	73,905	85,000	134,267	80,000	145
227.00 Dean of Instruction	74,436	80,000	80,557	*	79,998	45
228.00 Dean of Law	193,268	*	185,000	212,925	205,490	134
229.00 Dean Lib/Info Sciences	71,001	72,000	87,340	129,904	109,190	101
230.00 Dean of Mathematics	68,803	73,000	84,572	121,450	79,115	91
231.00 Dean of Medicine	*	*	*	312,000	307,518	65
232.00 Dean of Music	*	67,915	83,090	128,427	109,750	66
233.00 Dean of Nursing	69,257	76,155	91,709	144,162	100,000	257
234.00 Dean of Occ Stds/Voc Educ	70,071	74,542	85,348	113,839	77,590	143
235.00 Dean of Pharmacy	*	*	146,642	174,000	166,025	63
236.00 Dean of Public Hlth	*	*	*	216,650	223,610	34
237.00 Dean of Sciences	56,968	77,192	93,448	141,569	96,295	220
238.00 Dean of Social Sciences	66,476	71,353	89,679	138,000	85,034	131
239.00 Dean of Social Work	*	85,500	90,229	140,059	128,192	70
240.00 Dean of Special Progs	62,399	71,828	76,376	98,067	73,358	66
241.00 Dean of Undergraduate Progs	60,000	68,446	95,000	120,029	103,000	87
242.00 Dean of Veterinary Medicine	*	*	*	180,200	179,350	26
243.00 Dir, Continuing Educ	52,000	54,590	59,559	83,559	60,676	426
244.00 Chf Res Off	*	96,024	110,435	174,350	166,100	162
245.00 Chf Technology Transfer Off	*	*	*	128,558	129,224	91
245.10 Senior Technology Licensing Off	*	*	*	86,768	85,859	57
250.00 Dean of Honors Prog	*	67,955	73,720	102,157	88,853	111
251.00 Dean of Coop Extension	*	65,765	*	133,345	119,995	33
260.00 Dir, Distance Learning	46,654	55,788	61,200	78,219	61,355	259
<b>ADMINISTRATIVE</b>						
301.00 Chf Business Off	85,000	103,900	127,066	164,380	118,205	986
301.01 Chf Administration Off	81,424	91,133	114,453	152,859	110,021	240
301.02 Chf Financial Off	72,158	80,166	99,991	130,000	100,000	475
301.03 Chf Investment Off	*	*	93,912	137,200	110,010	95
301.10 Dir, Environ Hlth and Safety	56,124	47,568	56,656	80,000	70,654	305
301.20 Dir, Telecom / Networking	47,406	56,505	65,632	86,058	72,788	424
302.00 Chf Planning Off	80,000	85,000	99,317	121,768	99,950	125
303.00 Chf Budgeting Off	68,740	67,027	73,253	99,219	82,800	400
303.10 Assoc Budget Dir	58,548	58,864	60,350	77,786	68,000	227
304.00 Chf Planning & Budget Off	*	70,415	83,968	119,550	108,079	98
305.00 General Counsel	104,374	91,477	96,925	139,101	123,476	302
306.00 Chf Personnel/HR Off	52,752	64,959	79,733	107,000	77,500	1011
306.10 Assoc Dir, Personnel/HR	42,036	47,125	54,850	75,012	59,740	384
306.20 Mgr, Benefits	36,500	36,319	46,000	62,106	51,450	403
306.30 Mgr, Training and Dev	*	57,241	46,311	65,718	60,300	224
306.40 Mgr, Employee Rel	*	*	56,472	65,205	61,663	110
306.50 Mgr, Labor Rel	*	*	58,066	78,899	78,046	73
306.60 Mgr, Employment	*	42,122	47,511	56,244	52,024	230
306.70 Mgr, Wage and Sal / Mgr, Comp	*	48,048	50,667	64,035	60,000	175
306.80 Mgr, Personnel Info Systems	*	38,450	50,391	67,465	63,363	162
307.00 Dir, AA/EEO	*	60,000	69,025	85,322	80,218	316
307.10 Assoc Dir, AA/Equal Employment	*	*	57,181	61,740	60,671	64
308.00 Dir, Personnel and AA	51,750	59,293	73,004	99,841	64,236	129
309.00 Chf Info Systems Off	63,805	78,750	98,116	137,280	93,000	987
309.10 Assoc Dir, Info Systems	49,218	58,237	74,824	98,226	78,179	332
309.20 Database Administrator	45,902	49,746	63,648	73,072	65,146	392

**TABLE 1 - MEDIAN SALARY BY BUDGET QUARTILES FOR ALL INSTITUTIONS**

CUPA-HR 2003-04 ADCOMP SURVEY  * 4 cases of fewer	SALARIES WITHIN BUDGET QUARTILE FOR ALL INSTITUTIONS				ALL INSTITUTIONS	
	QUARTILE 1 ≤\$23.6 MIL	QUARTILE 2 \$23.6-\$48.2 MIL	QUARTILE 3 \$48.2-\$119.0 MIL	QUARTILE 4 ≥\$119.0 MIL	MEDIAN BUDGET \$48.2	Number of Cases
	Median Salary in \$	Median Salary in \$	Median Salary in \$	Median Salary in \$	Median Salary in \$	
309.30 Systems Analyst (Highest Level)	48,000	50,491	57,468	65,922	59,517	355
310.00 Dir, Admin Computing	54,757	60,877	74,878	97,603	76,845	467
310.10 Assoc Dir, Admin Computing	39,731	48,555	63,671	82,000	66,032	165
312.00 Chf Phys Plant / Facil Mgmt. Off	53,560	67,200	83,703	109,978	78,419	1056
312.10 Assoc Dir, Phys Plant / Facil	41,976	48,500	62,785	83,282	64,480	520
312.20 Mgr, Landscape and Grounds	30,080	37,440	45,069	56,520	45,893	506
312.30 Mgr, Bldg Maintenance Trades	38,072	41,943	50,745	62,178	52,339	400
312.40 Mgr, Technical Trades	34,515	42,529	52,520	64,839	53,584	240
312.50 Mgr, Custodial Services	32,782	36,466	44,722	55,380	43,500	575
312.60 Mgr, Power Plant	*	50,265	52,700	63,607	57,000	227
313.00 Comptroller	56,043	66,269	81,050	104,100	77,140	772
313.10 Mgr, Payroll	32,000	37,843	44,443	60,727	47,987	634
313.20 Asst Comptroller	44,000	47,050	58,900	75,188	59,886	242
313.30 Restr Funds Accountant	35,000	42,805	45,550	55,054	47,852	113
314.00 Dir, Accounting	46,444	51,315	61,300	77,125	63,010	459
315.00 Bursar	36,143	45,418	51,061	69,117	54,643	442
315.10 Assoc Bursar	*	34,501	43,516	52,084	44,764	139
316.00 Dir, Purchasing / Mtrls Mgmt	41,146	48,681	56,800	77,590	62,232	610
316.10 Assoc Dir, Purchasing / Mtrls Mgt	28,000	43,341	41,756	58,185	52,411	180
317.00 Dir, Bookstore	33,861	41,771	51,700	67,446	45,690	504
317.10 Assoc Dir, Bookstore	25,668	28,605	37,420	44,088	36,120	150
318.00 Dir, Internal Audit	*	50,400	58,114	84,943	77,873	324
319.00 Dir, Auxiliary Services	45,312	55,778	73,724	94,527	75,607	318
320.00 Dir, Campus Security	36,868	45,480	60,000	83,550	59,322	908
321.00 Dir, Risk Mgmt and Insurance	*	49,642	58,478	79,407	73,177	194
322.00 Administrator, Hospital Med Ctr	*	*	*	305,015	290,988	28
322.10 Dir, Med Ctr Public Rel	*	*	*	111,220	109,903	22
322.20 Dir, Med Ctr Personnel	*	*	*	109,078	109,078	25
<b>EXTERNAL AFFAIRS</b>						
401.00 Chf Dev Off	77,125	95,662	120,000	153,541	110,000	933
401.10 Dir, Annual Giving	40,873	47,542	52,000	65,000	52,349	610
401.20 Dir, Corporate / Foundation Rel	46,350	53,135	62,800	83,339	63,967	490
401.40 Dir, Planned Giving	55,432	60,370	71,900	89,412	74,010	431
402.00 Chf Public Rel Off	47,165	59,400	75,000	106,824	72,100	757
402.10 Dir, Governmental / Legislatv Rel	*	68,327	82,800	109,710	100,000	221
403.00 Chf Dev and Public Rel Off	71,823	86,921	103,401	151,400	108,075	148
404.00 Dir, Alumni Affairs	40,698	46,225	57,113	80,000	56,401	788
405.00 Dir, Dev and Alumni Affairs	49,435	61,296	78,795	92,690	71,203	122
406.00 Dir, Major Gifts	53,045	63,495	71,469	86,500	71,750	347
407.00 Dir, Church Rel	42,862	48,420	62,163	91,225	52,215	80
408.00 Dir, Community Services	45,404	46,235	49,843	70,288	50,500	173
409.00 Dir, Publications	42,710	47,180	53,016	66,165	55,118	472
409.10 Assoc Dir, Publications	34,800	39,600	43,264	52,689	46,292	172
409.20 Mgr, Printing Services	31,307	37,742	42,796	56,442	46,095	365
410.00 Dir, Info Office	46,708	49,990	56,403	76,583	57,279	411
411.00 Dir, News Bureau	37,000	40,588	44,868	60,420	49,596	197
<b>STUDENT SERVICES</b>						
501.00 Chf Stdnt Affairs Off	70,000	85,581	106,537	137,584	96,820	1039
501.10 Assoc Chf Stdnt Affairs Off	47,527	51,166	71,016	93,600	72,000	401
501.50 Dean of Stdnts	54,574	62,500	71,330	90,995	73,485	469
502.00 Chf Admissions Off	51,000	64,346	72,000	86,970	70,000	867
502.10 Assoc Dir, Admissions	37,011	42,300	47,871	56,539	47,000	707
502.15 Dir, Academic Advising	47,861	47,741	56,000	67,087	53,772	404
503.00 Dir, Admissions & Registrar	52,000	58,230	67,813	90,091	62,960	131
504.00 Registrar	43,809	54,378	64,277	82,070	59,500	1053
504.10 Assoc Registrar	32,000	37,894	43,278	56,000	45,846	510
504.20 Assistant Registrar	30,732	32,173	36,428	45,291	36,047	478
505.00 Dir, Admissions and Financial Aid	53,846	77,197	99,250	90,502	78,250	93
506.00 Dir, Stdnt Financial Aid	46,142	55,609	65,785	81,277	61,000	1162
506.10 Assoc Dir, Stdnt Financial Aid	33,385	38,283	45,278	55,547	45,000	698
507.00 Dir, Food Services	42,902	50,284	65,064	79,024	67,710	211
507.10 Assoc Dir, Food Services	32,011	41,973	51,410	65,103	55,351	103
508.00 Dir, Stdnt Housing	39,094	41,150	51,917	77,388	53,060	648
508.10 Assoc Dir, Stdnt Housing	28,840	30,369	39,000	55,000	45,415	277
508.20 Housing Off / Admin Operations	28,643	35,023	37,254	54,113	46,894	159
508.30 Housing Off / Residence Life	30,000	31,550	35,371	51,805	38,803	320
509.00 Dir of Union and Stdnt Activities	35,500	42,621	53,111	72,450	56,917	177
510.00 Dir, Foreign Stdnts	34,196	40,868	45,550	58,603	48,370	236
511.00 Dir, Stdnt Union	*	46,673	52,262	71,064	60,425	195
511.10 Assoc Dir, Stdnt Union	*	31,673	38,744	53,774	49,278	122
512.00 Dir, Stdnt Activities	33,000	38,636	45,450	55,100	44,257	648
512.10 Asst Dir Stdnt Activities	24,500	31,161	33,819	40,834	35,338	194
513.00 Dir, Career Dev and Placement	40,080	46,114	55,000	69,800	53,765	901
514.00 Dir, Stdnt Counseling	45,843	51,070	62,958	76,724	62,256	650
514.10 Assoc Dir, Stdnt Counseling	46,507	43,248	46,959	60,976	54,154	176
515.00 Dir, Stdnt Hlth Services (Physician)	*	71,050	101,947	131,189	122,772	169
516.00 Dir, Stdnt Hlth Services (Nurse)	34,784	44,844	56,132	67,537	53,034	437
516.10 Dir Std Hlth Svcs (Non Med Admin)	*	*	63,951	79,309	76,430	89
517.00 Dir, Campus Ministries	39,140	45,000	54,770	68,738	49,900	341
518.00 Dir, Athletics	50,000	64,295	83,319	131,664	78,400	881
519.00 Dir, Sports Info	28,000	32,942	38,500	50,000	39,579	600
520.00 Dir, Men's Athletic Progs	*	*	74,400	87,030	77,561	40
521.00 Dir, Women's Athletic Progs	34,000	50,812	57,327	74,816	61,762	111
522.00 Dir, Campus Recreation/Intramurals	33,765	36,340	44,221	62,154	51,002	385
522.10 Asst Dir Campus Rec/Intramurals	26,500	30,019	30,320	42,200	38,000	159
523.00 Chf, Enrollment Mgmt	70,788	84,127	96,900	112,937	92,625	462
524.00 Dir, Minority Affairs	38,514	42,461	49,543	61,700	51,990	384
525.00 Dir, Conferences	36,648	41,596	45,297	62,194	48,577	252
526.00 Dir Woman's Ctr	*	49,347	50,883	55,579	54,570	140