

College and University Professional
Association for Human Resources

Mid-Level Administrative & Professional Salary Survey

*The
authoritative
source for data on
salaries of higher
education mid-level
administrators and
professionals.*



ACKNOWLEDGEMENTS

Publication of the *2003–04 Mid-Level Administrative & Professional Salary Survey* marks the survey's seventh year. The current report contains salary comparisons for 146 mid-level administrative and professional positions at colleges and universities nationwide, making it a 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 MID-LEVEL ADMINISTRATIVE & PROFESSIONAL SALARY SURVEY

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Tyson Place, 2607 Kingston Pike, Suite 250, Knoxville, TN 37919
International Standard Book No. 0-9725802-5-5

Data Reflect Salaries as of: September 15, 2003
Publication Date: March 2004

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INTRODUCTION

CUPA-HR's *Mid-Level Administrative & Professional Salary Survey* (Mid-Level Survey) provides comprehensive and up-to-date salary data for college and university administrators. The survey has been conducted on an annual basis since 1998.

Human resource costs range from 65 to 85 percent of an institution's overall operating expenses. Data collected by this survey, and by our *Administrative Compensation Survey* (AdComp 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 complementary to those in the AdComp Survey. They are selected on the basis of an analysis of mid-level administrative and professional positions found at most higher education institutions. CUPA-HR's Mid-Level Administrative & Professional Salary Survey Advisory Committee and other higher education associations review these positions annually.

This year's survey reports data on 146 positions. Eleven new positions were added this year:

- Credential Analyst [187]
- Evaluator [155]
- Digital Resources Manager [393]
- Email Administrator [394]
- Network Administrator [395]
- Server Database Administrator [396]
- Systems Administrator [397]
- Systems Analyst [398]
- Systems Report Writer [399]
- Manager of Inventory [480]
- Major Gift Officers [480]

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 and specify "Mid-Level Survey Suggestion" in the subject line.

SURVEY CONTENT

The Mid-Level Survey collects salary and rate structure data for selected mid-level administrative and professional positions in colleges and universities. Appendix C describes the positions included in the Mid-Level Survey. In addition, this year's survey reintroduces a redesigned set of questions on pay practices. Appendix A summarizes the pay practices data.

The Mid-Level Survey reports 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 B describes the survey in greater 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

Position-specific data

- FLSA status
 - Exempt
 - Non-exempt
 - Both
- Number of incumbents
- Annual base salary data
 - Average salary (based on annualized, full-time equivalent status)
 - Lowest actual salary
 - Highest actual salary
- Rate structure data
 - Rate structure minimum
 - Rate structure midpoint (if applicable)
 - Rate structure maximum

SURVEY METHODOLOGY

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

The Mid-Level Survey was opened for data collection on September 15, 2003. For purposes of this report, it was closed on January 7, 2004. 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 Mid-Level 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, and provide the basis for informed decisions. Results from the *2003-04 Mid-Level Survey* can be accessed in three ways.

- **Survey Report**

This document provides an easy-to-read, national-level summary of salaries by position. Weighted median salary data are shown for all institutions as a whole, and for groupings based on affiliation, budget size, and student enrollment. Salary percentile data also are reported by Carnegie classification and by geographic region. Additionally, average salary rates and rate structure data are reported by FSLA status, budget quartile, enrollment quartile, and geographic region. The survey report is published electronically in PDF format only.

Salary Comparison Worksheet: Appendix D 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, and

- 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.

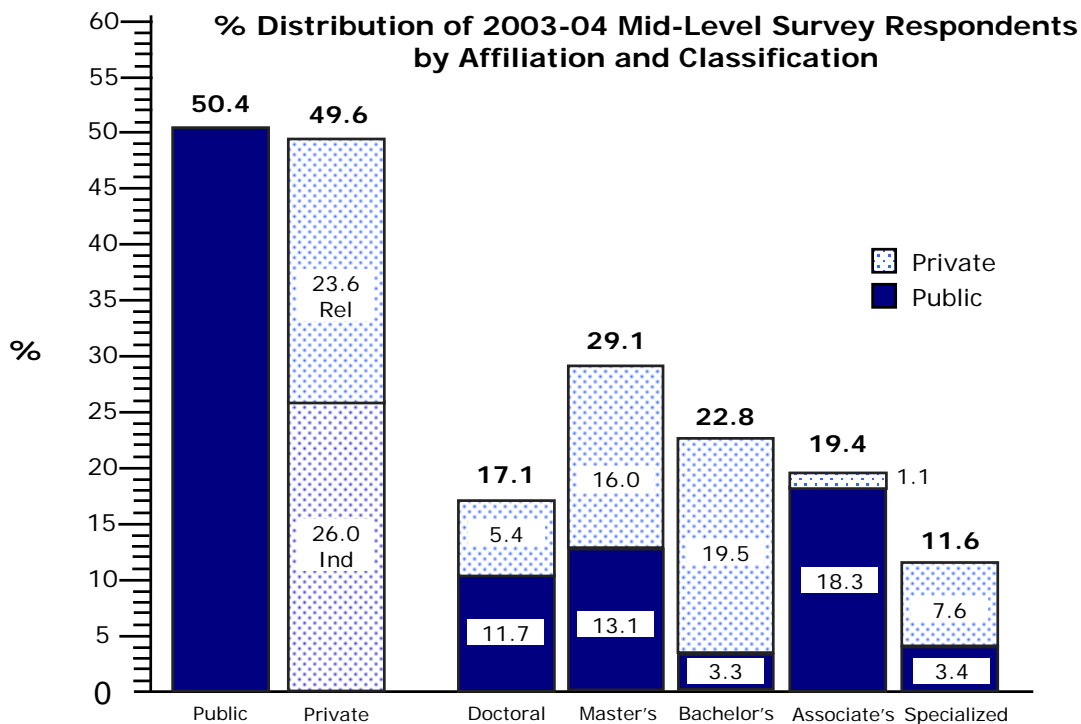
Go to www.cupahr.org to order DataOnDemand and Special Studies.

PROFILE OF 2003 -04 PARTICIPATING INSTITUTIONS

This year's *Mid-Level Administrative and Professional Salary Survey* was completed by 1,131 higher education institutions. Appendix E 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 and private institutions each comprise about 50% (570 vs. 561) of the 2003–04 respondents. The latter is composed of slightly more independent than religiously affiliated institutions (294 vs. 267).

In terms of classification, Master's Colleges and Universities are the largest group of participants at 29.1% (329), with private institutions making up more than half of the group (16.0% vs. 13.1%). Baccalaureate Colleges comprise 22.8% (259) of the respondents, and Associate's Colleges 19.4% (219); the former are almost all private and the latter are almost all public. Doctoral institutions make up 17.1% (193) of the respondents; about two-thirds are public. Specialized institutions (which include system offices) are the smallest segment of respondents at 11.6% (131).

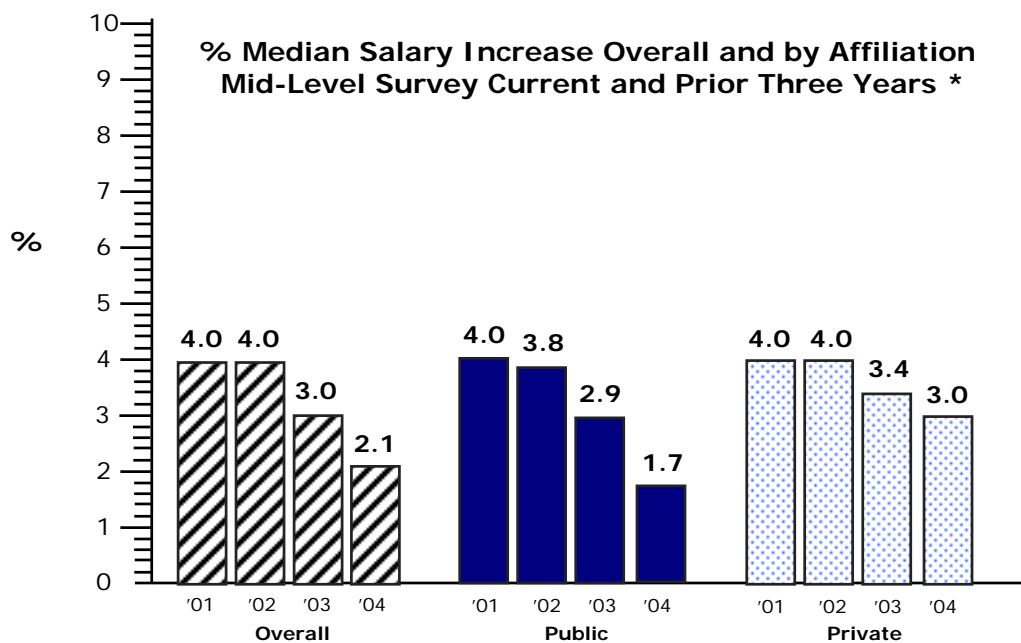


N Distribution of 2003–04 Mid-Level Survey Respondents by Affiliation and Classification

	Doctoral	Master's	Bachelor's	Associate's	Specialized	Total
Public	132	148	38	207	45	570
Private	61	181	221	12	86	561
Total	193	329	259	219	131	1131

2003–04 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 87% (982) of the institutions participating in the *2003–04 Mid-Level 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 2.1% this year. The overall median increase was greater at private than at public institutions (3.0% versus 1.7%). The median increase for public and private schools is the same as reported in the Adcomp Survey. As the chart below shows, this year's increases are substantially lower than those reported in the prior three years. ¹

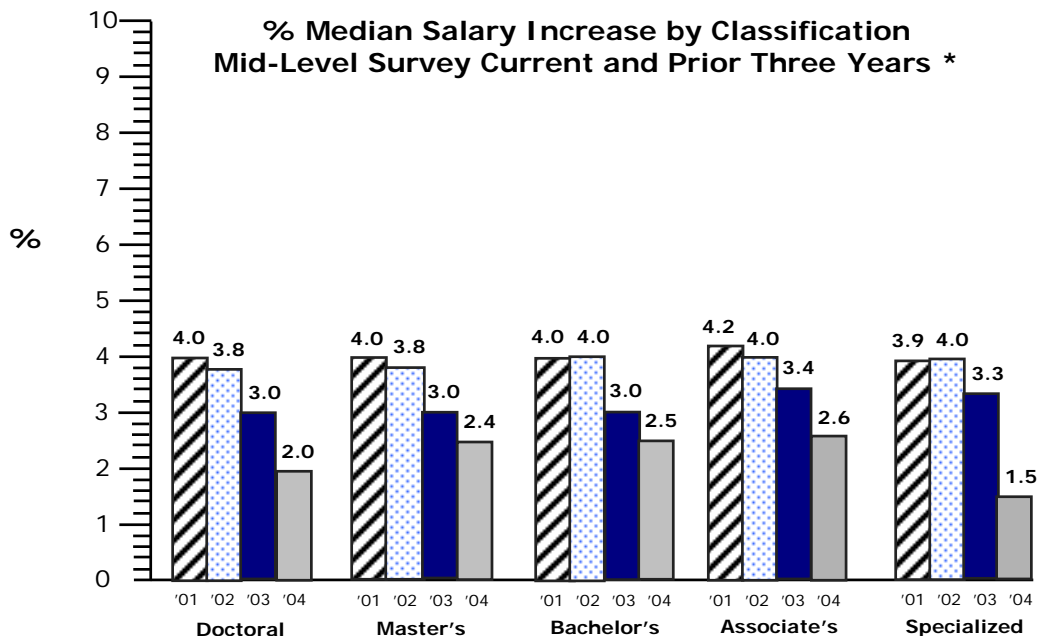


* Survey years reported in table: 00-01, 01-02, 02-03, 03-04.

¹ **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 ranged from 1.5% at Specialized Institutions to 2.6% at Associate's Colleges. Increases were smaller this year than in the previous three years across all categories.



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

As the table below shows, reported increases this year were higher at private than at public institutions for all but the Associate's Colleges category. However, there are only a few private colleges in this category.

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

	Doctoral	Master's	Bachelor's	Associate's	Specialized
Public	1.5	1.5	1.3	2.6	0.0
Private	2.9	3.0	2.8	2.5	2.8

2003–04 SALARY INCREASES: BY JOB CATEGORY

Differences in salary increases by job category were minimal this year, with a range of 1.7 to 2.5%. All increases were less than in the previous three years. As the second table shows, however, increases were higher at private institutions for every job category. Both of these patterns were found in last year's survey also.

**% Median Salary Increase Last Four Years
Mid-Level Survey By Job Category**

	'01	'02	'03	'04
General Administration	4.0	4.0	3.0	2.2
Accounting and Finance	4.0	4.0	3.2	2.2
Information Systems	4.2	4.0	3.1	2.5
Physical Plant/Security	4.0	4.0	3.0	2.0
Extracurricular Events	3.9	4.0	3.0	2.3
External Affairs	4.0	3.9	3.0	2.5
Student Services	3.6	3.8	3.0	2.0
Engineering/Research	3.7	3.7	3.0	1.7
Medical	4.0	4.0	3.1	2.2

**% Median Salary Increase 2003–04
Mid-Level Survey By Job Category and Affiliation**

	All	Public	Private
General Administration	2.2	1.8	3.0
Accounting and Finance	2.2	1.6	3.0
Information Systems	2.5	2.0	3.0
Physical Plant/Security	2.0	1.3	2.9
Extracurricular Events	2.3	1.9	2.8
External Affairs	2.5	1.8	3.0
Student Services	2.0	1.3	2.8
Engineering/Research	1.7	0.8	3.0
Medical	2.2	1.9	2.9

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, 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

Annual Base Salary Average High: Tables 18–33 (same tables as below) report the simple average of the highest salaries paid to job incumbents.

Annual Base Salary Average Low: Tables 18–33 (same tables as above) report the simple average of the lowest salaries paid to job incumbents.

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

FLSA (Fair Labor Standards Act) Status: Classifies jobs as exempt (salaried), nonexempt (hourly), or both exempt and nonexempt within the same classification.

Geographic Region: Refers to CUPA-HR's membership regions.

- Eastern Region: CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, and VT
- Midwestern Region: IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI, and GU
- Northwestern Region: AK, HI, ID, MT, OR, UT, WA, and WY
- Southern Region: AL, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV, PR, and VI
- SouthWestern Region: AR, AZ, CA, CO, NM, NV, OK, and TX

Number of Incumbents: The total number of people matched to a job by responding institutions.

Number of Institutions: The total number of institutions reporting salary data for a given position.

Rate Structure Average Maximum: The simple average of the highest value reported for the salary range (Tables 18-33).

Rate Structure Average Midpoint: The simple average of the middle value reported for the salary range. Because not all institutions use midpoints, and others have step systems in which the midpoint does not equal the average of the minimum and maximum, this figure may not equal the mean of the average minimum and maximum figures (Tables 18-33).

Rate Structure Average Minimum: The simple average of the lowest value reported for the salary range (Tables 18-33).

Weighted Average: The weighted average is the sum of each institution's average salary multiplied by the number of incumbents reported by that institution, divided by the total number of incumbents reported.

Weighted Percentile Ranks: Tables 1-8 present salary data as weighted median figures for each position. Tables 9-17 add the 20th, 40th, 60th, and 80th percentiles. To compute weighted percentiles, each institution's average salary is counted once for each incumbent reported, and the salaries are ranked from high to low.

- Median (50th percentile): 50% of reported salaries are at or below this value and 50% are above it. The median is considered a more reliable measure than the mean (arithmetic average) in distributions containing a few extremely high or low numbers. The median is not as affected by these extreme numbers as is the mean.
- 20th percentile: 20% of all reported salaries are equal to or fall below this value.
- 40th percentile: 40% of all reported salaries are equal to or fall below this value.
- 60th percentile: 60% of all reported salaries are equal to or fall below this value.
- 80th percentile: 80% of all reported salaries are equal to 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 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 - WEIGHTED MEDIAN SALARY BY BUDGET QUARTILES FOR ALL INSTITUTIONS

CUPA-HR 2003-04 MID-LEVEL SURVEY * 4 cases or fewer	SALARIES WITHIN BUDGET QUARTILES FOR ALL INSTITUTIONS				ALL INSTITUTIONS	
	QUARTILE 1 ≤\$25.4 MIL	QUARTILE 2 \$25.4-\$53.1 MIL	QUARTILE 3 \$53.1-\$135.1 MIL	QUARTILE 4 >=\$135.1 MIL	MEDIAN BUDGET \$53.1	Number of Inst.
	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	
GENERAL ADMINISTRATION						
100 Reference Librarian	38,371	42,316	44,008	49,042	45,646	708
101 Reference Specialist	30,200	29,466	36,163	31,860	32,904	239
102 Catalog Librarian	36,190	42,810	44,112	46,167	44,102	402
103 Cataloging Specialist	25,754	28,205	30,456	31,955	31,025	249
111 Buyer, Journey	30,196	31,000	33,481	35,529	34,842	304
112 Buyer, Sr	37,658	36,624	36,840	44,484	43,119	298
113 Buyer, Supevsory	31,059	43,334	46,350	53,543	52,301	149
121 Public Information Specialist	32,311	36,137	37,488	39,606	38,236	514
125 Shipping and Receiving Spv	31,550	30,047	33,622	33,101	33,041	233
129 Assistant Editor	*	31,848	34,907	31,946	32,095	129
130 Editor	39,371	37,210	42,905	39,071	39,761	298
131 Graphic Designer	33,224	33,602	36,752	37,944	37,112	613
132 Writer	35,265	35,000	36,827	38,106	37,650	217
133 Assistant Writer	31,946	26,482	28,224	32,176	31,960	37
140 Print Shop Supevsor	27,540	32,019	39,052	42,551	38,779	298
145 Mail Services Supevsor	23,836	27,706	32,290	37,752	31,825	608
150 Contract and Grant Speciali	38,258	44,000	42,000	40,210	40,448	402
155 Evaluator	40,200	29,242	28,884	30,933	30,450	122
158 Administrative Specialist	31,176	35,354	35,590	38,999	37,725	471
160 Museum Curator	41,335	38,246	43,636	43,263	43,137	186
165 Day Care Center Teacher	23,263	22,747	26,000	27,436	26,482	277
166 Day Care Site Director	36,000	40,670	41,436	47,408	42,614	310
170 Producer/Director-TV	40,821	42,700	36,245	41,236	41,120	166
171 Program Manager-TV	35,074	37,108	42,872	42,914	42,060	86
172 Television Engineer, Sr	43,643	44,541	42,709	44,532	44,179	146
173 Manager FM Radio Station	33,990	46,026	44,851	57,432	52,500	175
175 Staff Attorney	*	*	70,200	90,921	90,207	140
179 Coord Disability Services	36,574	41,991	44,070	49,995	45,418	381
180 Training Specialist	41,017	40,000	43,822	43,101	43,080	180
181 EEO/AA Specialist	42,000	47,927	65,045	50,225	51,506	122
182 Employee Relations Analyst	*	*	41,100	44,000	43,000	61
183 Employee Relations Analyst Sr	*	*	38,400	55,760	53,686	61
184 Employee Relations Unit Supv	*	*	*	61,004	61,000	43
185 Personnel Analyst	34,468	37,472	33,426	42,796	40,596	154
186 Personnel Analyst Sr	37,322	42,162	44,596	47,789	46,443	135
187 Credential Analyst	38,486	23,773	37,085	40,000	36,997	77
188 Compensation Analyst	*	*	35,784	39,000	38,125	138
189 Compensation Analyst Sr	*	*	47,292	47,000	47,000	90
190 Comp/Class Unit Supv	*	*	49,221	59,658	59,372	59
191 Benefits Specialist	32,000	33,719	34,403	35,335	35,000	373
192 Benefits Specialist Sr	*	42,166	42,464	43,211	42,845	143
193 Benefits Unit Supv	*	34,250	48,982	55,047	53,000	94
194 Labor Relations Analyst	*	*	*	49,727	46,200	18
195 Labor Relations Analyst Sr	*	*	*	72,655	72,094	24
196 Labor Relations Unit Supv	*	*	*	77,240	77,301	16
197 Employment Analyst	34,600	32,000	31,509	35,871	35,303	194
198 Employment Analyst Sr	*	44,313	42,538	45,360	45,185	95
199 Employment Unit Supv	*	*	45,012	58,116	56,104	84
ACCOUNTING AND FINANCE						
200 Accountant	30,784	34,002	34,275	35,724	35,398	696
201 Accountant Sr	42,825	41,664	43,426	41,974	41,974	493
202 Accounting Unit Supv	41,508	46,424	48,663	49,176	48,689	344
210 Auditor	*	48,564	42,648	44,036	43,754	135
211 Auditor Sr	*	66,801	49,440	53,953	53,705	151
220 Budget Analyst	35,000	41,020	39,346	41,792	41,222	281
221 Budget Analyst Sr	41,200	50,335	49,480	53,703	53,069	219
222 Budget Unit Supv	*	66,847	54,487	62,463	60,224	110
230 Department Business Mgr-Small	36,078	44,354	42,538	47,995	47,412	196
231 Department Business Mgr-Large	36,451	48,223	41,730	63,542	62,837	203
250 Head Cashier	24,543	27,121	30,910	27,897	27,897	362
260 Collections Supevsor	29,029	30,999	36,148	39,452	36,126	307
INFORMATION SYSTEMS						
310 Programmer Analyst	37,231	41,328	44,227	49,871	49,813	561
311 Programmer Analyst Sr	45,117	48,530	51,588	56,469	55,085	506
312 Programmer Analyst Supev	62,000	58,079	62,100	67,822	66,272	216
320 Systems Programmer	39,240	41,983	48,305	51,298	51,005	297
321 Systems Programmer, Sr	43,362	48,499	56,000	60,322	59,125	285
322 Systems Programmer, Supev	58,448	61,972	62,554	71,053	68,464	152
330 Database Admin-Mainframe	43,800	48,812	55,040	53,153	52,687	349
340 Local Area Network Specialist	39,885	41,629	47,117	43,398	43,861	553
350 Personal Computer Specialis	31,803	35,090	36,220	38,607	37,231	688
360 Microcomputer Support Analyst	32,499	41,729	41,082	42,933	42,215	284
370 Help Desk Manager	29,120	36,290	41,168	48,342	42,081	500
380 Telecommunications Manager	37,773	40,829	48,423	62,670	49,983	389
390 Web Master	36,250	41,422	48,000	55,257	47,948	553
391 Web Designer	33,899	36,398	40,021	41,295	40,283	237
392 Web Developer	41,820	41,000	42,780	43,500	43,500	261
393 Digital Resources Mgr	*	34,134	40,207	46,637	44,110	42
394 Email Administrator	*	38,665	46,350	63,688	54,087	73
395 Network Admin	43,329	47,631	54,631	51,590	51,398	265
396 Server DB Admin	43,407	57,268	51,523	60,096	58,167	92
397 Systems Admin	45,189	46,350	50,800	54,856	52,187	173
398 Systems Analyst	47,080	43,984	49,521	49,960	49,960	133
399 Systems Report Writer	*	37,515	41,086	34,454	34,454	52

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

CUPA-HR 2003-04 MID-LEVEL SURVEY * 4 cases or fewer	SALARIES WITHIN BUDGET QUARTILES FOR ALL INSTITUTIONS				ALL INSTITUTIONS	
	QUARTILE 1 ≤\$25.4 MIL	QUARTILE 2 \$25.4-\$53.1 MIL	QUARTILE 3 \$53.1-\$135.1 MIL	QUARTILE 4 >=\$135.1 MIL	MEDIAN BUDGET \$53.1	Number of Inst.
	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	Wtd. Median Salary in \$	
PHYSICAL/PLAN SECURITY						
400 Assistant Police Chief	39,629	36,960	47,046	66,026	57,226	247
401 Police Lieutenant	30,020	33,282	41,995	50,626	48,042	262
402 Police Sergeant	26,950	31,720	35,651	45,791	42,157	384
403 Police Officer	25,500	26,385	28,989	34,936	32,517	412
405 Security Guard	20,232	22,549	24,795	25,442	24,347	522
410 Environ Health/Safety Specialist	40,000	39,056	45,168	46,934	45,912	283
420 Safety Officer	29,789	30,000	32,075	48,450	42,000	240
430 Skilled Crafts Supv	36,042	39,300	42,475	45,662	44,363	395
440 Coord Construction Projects	54,122	59,983	52,395	55,340	55,074	310
445 Architect	*	51,529	59,280	60,000	59,784	184
450 Facilities Utilization Plan	38,105	41,114	51,747	48,906	47,340	195
470 Facilities Engineer	*	40,788	55,478	57,534	56,358	152
480 Manager of Inventory	*	*	36,639	38,401	37,304	73
EXTRA CURRICULAR EVENTS						
501 Head Coach-Minor Sport	28,748	34,340	41,152	49,074	41,932	425
503 Assistant Coach-Minor Sport	18,000	25,751	25,754	33,265	31,525	221
505 Head Coach-Major Sport	37,877	45,250	57,490	85,431	54,523	535
507 Assistant Coach-Major Sport	23,324	30,251	36,284	50,289	40,000	416
508 Assistant Ath Trainer/ Phys Ter	28,000	31,199	33,990	36,577	35,000	385
509 Head Athletic Trainer	35,800	38,172	44,051	54,358	44,190	520
510 Ticket Mgr-Athletic Event	*	*	32,414	41,201	39,320	176
521 Events Technical Services Coord	34,568	36,761	37,383	39,123	38,322	182
530 Intramural/Recreation Coord	30,945	31,000	34,332	36,316	35,096	286
EXTERNAL AFFAIRS						
600 Annual Giving Officer	38,316	37,500	38,171	48,723	44,812	380
610 Alumni Relations Officer	32,917	34,357	36,994	42,968	40,296	407
620 Coordinator, Resource Devel	34,091	34,158	39,185	37,733	37,733	328
630 Major Gift Officer	51,500	55,312	61,861	66,072	64,211	192
STUDENT SERVICES						
700 Student Activities Officer	32,640	32,750	37,118	39,458	39,458	438
710 Conference/Workshop Ed Coord	33,966	39,528	38,997	40,082	40,082	166
711 Continuing Education Specialist	36,681	43,479	42,387	46,497	45,577	284
720 Academic Advisor/Counselor	33,975	34,860	33,239	34,502	34,295	580
721 Student Career Counselor	33,340	35,455	36,783	36,589	36,408	585
722 Admissions Rep-HS Relations	27,418	28,902	30,750	32,911	30,160	791
730 Counseling Psychologist	44,764	45,269	46,488	52,802	51,484	330
731 Counselor	37,543	48,560	41,314	42,478	42,578	421
740 Cooperative Program Coord	38,794	39,922	41,465	42,212	41,064	142
741 Study Abroad Advisor	30,500	30,037	36,861	35,670	35,291	205
745 Academic Support Ctr Coord	36,036	38,747	38,424	36,174	37,688	317
750 Financial Aid Counselor	28,925	29,889	32,384	27,519	29,525	820
760 Textbook Manager	29,300	27,045	31,944	37,703	34,577	175
770 Residence Hall Manager-Room	19,500	22,440	25,051	27,721	25,773	430
771 Residence Hall Manager-Room	22,505	24,638	23,567	35,146	31,531	90
780 Food Service Manager-Unit	33,460	37,456	38,512	42,150	40,697	204
ENGINEERING/RESEARCH						
800 Electrical/Electronic Egr	*	*	44,390	48,880	48,576	71
801 Electrical/Electronic Egr Sr	*	*	63,527	62,995	62,995	63
810 Mechanical Engineer	*	*	48,809	48,576	48,576	55
811 Mechanical Engineer Sr	*	*	52,167	63,489	63,489	55
830 Res Asst-Natural/Phy Sci	*	42,583	29,809	36,328	35,971	149
831 Res Asst Sr - Natural/Phy Sci	*	*	37,403	41,060	41,060	121
832 Res Asst Social/Behav Sci	*	*	30,421	38,657	38,657	69
833 Res Assist Sr - Social/Behav Sci	*	*	*	47,030	44,013	55
850 Lab Coordinator	30,000	34,737	37,722	38,551	37,526	287
855 Laboratory Technician II	33,408	28,623	30,475	27,684	28,254	239
856 Laboratory Technician IV	45,766	35,870	36,926	33,991	33,991	142
860 Research Field Technician	*	*	31,745	28,042	28,042	53
865 Research Computer Specialis	*	*	52,418	52,117	52,418	47
880 Electronic Technician Supv	*	*	47,000	47,309	47,000	58
881 Research Project Engineer	*	*	*	62,234	62,234	43
890 Veterinarian	*	*	*	72,464	72,464	51
891 Animal Care Manager	*	*	29,340	41,805	41,683	109
MEDICAL						
900 Nurse Practitioner	40,925	48,775	54,072	64,625	62,875	332
901 Staff Nurse	35,800	35,360	38,051	49,474	49,474	413
902 Staff Physician	*	*	116,919	108,160	108,160	155
910 Clinical Research Nurse	*	*	*	51,028	51,028	58
920 Pharmacist	*	*	69,831	85,759	85,759	121