

MID-LEVEL ADMINISTRATIVE & PROFESSIONAL SALARY SURVEY

| For the 2005–06 |
Academic Year |

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ACKNOWLEDGEMENTS

Publication of the *2005–06 Mid-Level Administrative & Professional Salary Survey* marks the survey's ninth year. The current report contains salary comparisons for 163 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 thank our members for their support relative to survey design and content. 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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2005–06 MID-LEVEL ADMINISTRATIVE & PROFESSIONAL SALARY SURVEY

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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 reviews these positions prior to each year's survey. This year's survey reports data on 163 positions, seventeen of which are new:

- Photographer [134]
- Manager TV Station [174]
- Information Systems Security Analyst [345]
- Campus Minister [781]
- Farm Manager [892]
- Twelve sports specific coaching positions (football, baseball, men's basketball, women's basketball, and other).

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, the survey also includes 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 pre-loaded

- 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

- NCAA Division (new this year)

Institution-specific data collected by survey

- Structure type
 - Single unit institution, with one or multiple sites
 - Institution within a College or University System
 - System Office
- 2005-06 Total operating budget
- Total Endowment
- Cost of Benefits
- Student enrollment for Fall 2005–06
 - 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 2005–06
 - Number of full-time faculty
 - Standard fall full-time teaching load
 - Number of part-time faculty
 - Full-time equivalent (FTE) faculty total
- Faculty and/or staff represented by a union

Position-specific data collected by survey

- 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 *Mid-Level Survey* is conducted entirely on the Web using Surveys Online, CUPA-HR's Web-based data collection and reporting system. This year's survey opened for data collection on September 7, 2005 and closed in January, 2006.

Institutional identification information, including name, Carnegie classification, affiliation, level of instruction and NCAA division are preloaded and need to be updated only if they have changed. The other institutional information shown above is collected once for use with all salary 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 *2005–06 Mid-Level Survey* will be available online for the next five 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 *2005–06 Mid-Level 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. Salary data are shown separately for each of CUPA-HR’s five geographic regions (Eastern, Southern, Midwest, Southwest and Northwest). 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 four years. DOD is a great value as you can conduct your own analyses any time you want and as often as you want, using peer comparison groups that you 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 institution’s data).
- No salary data are reported for positions with fewer than four responding institutions.
- 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.

Using DOD is easy. In most instances, all you have to do is create your comparison group and run one of the *Mid-Level Survey* standard reports we have created to meet your informational needs.

- **Single Position Report:** Provides average, median, minimum and maximum salary for one position, N of incumbents, N of institutions, your institution's salaries as a percentage of the comparison group's and salary percentile ranks 20, 25, 40, 60, 75, 80. Report can be produced using weighted or un-weighted data. Output format: HTML.
- **Multi-Position Report:** Provides average, median, minimum and maximum salary for all positions, N of incumbents, N of institutions, your institution's salaries as a percentage of the comparison group's and salary percentile ranks 20, 25, 33, 40, 60, 67, 75, 80 **or** 10, 20, 30, 40, 60, 70, 80, 90. Report can be produced using weighted or un-weighted data. Output format: HTML or Excel.
- **Ordinal Rank Report:** Provides an anonymous listing of the average salary reported for each position by each responding institution, and the weighted or un-weighted average salary by position. Output format: HTML or Excel.
- **Trend Report:** Shows the percent change from the prior year in the average, median, minimum and maximum salary for all positions, N of incumbents, % change in your institution's salaries as a percentage of your comparison group's percent change, and percent change percentile ranks 20, 25, 33, 40, 60, 67, 75, 80 **or** 10, 20, 30, 40, 60, 70, 80, 90. Report can be produced using weighted or un-weighted data. Output format: HTML or Excel.
- **Pay Scale Report:** Provides salary rate structure data for each position (minimum, mid-point and maximum) and N of institutions. Output format: HTML or Excel.

In addition to the above, you also can create slide shows and presentations, and even conduct your own informal *Geographical Statistical Area (GSA)* analyses by using the New Group Wizard to create comparison groups based on Metropolitan Statistical Areas.

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: 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) 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.

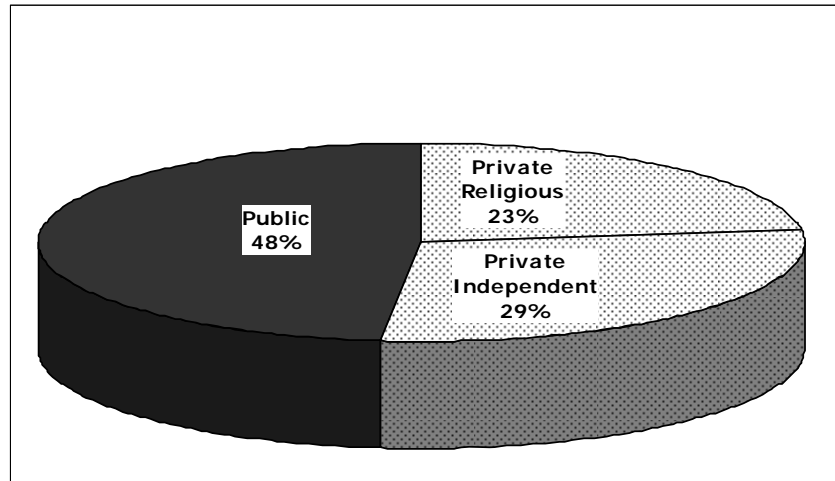
PROFILE OF 2005–06 PARTICIPATING INSTITUTIONS

This year's *Mid-Level Administrative and Professional Salary Survey* was completed by 1,163 higher education institutions. **Appendix E** lists survey participants in alphabetical order, along with each institution's FICE Code, Carnegie classification, affiliation, structure, and state.

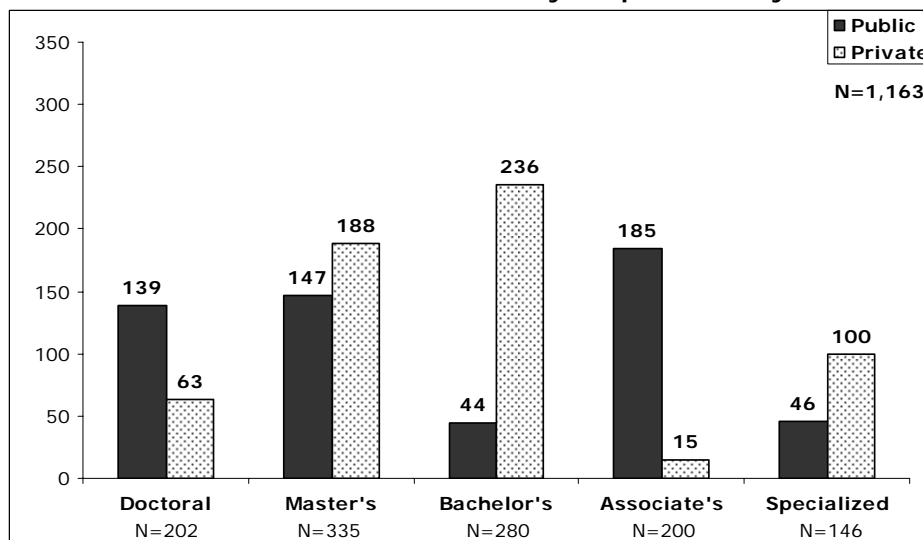
The charts below describe this year's respondents. Public institutions comprise 48% (561) and private institutions 52% (602) of the 2005–06 respondents. The latter is composed of more independent than religiously affiliated institutions (333 vs. 269).

In terms of classification, Master's colleges and universities is the largest group of participants at 28.8% (335), with private institutions making up more than half of the group (16.2% vs. 12.6%). Baccalaureate colleges comprise 24.1% (280) of the respondents; most of them are private. Doctoral institutions make up 17.4% (202) of the respondents; about two-thirds are public. Associate's colleges represent 17.2% (200) of the respondents; almost all are public. Specialized institutions (which include system offices) are the smallest segment of respondents at 12.5% (146).

% Distribution of 2005–06 Mid-Level Survey Respondents by Affiliation



N Distribution of 2005–06 Mid-Level Survey Respondents by Classification

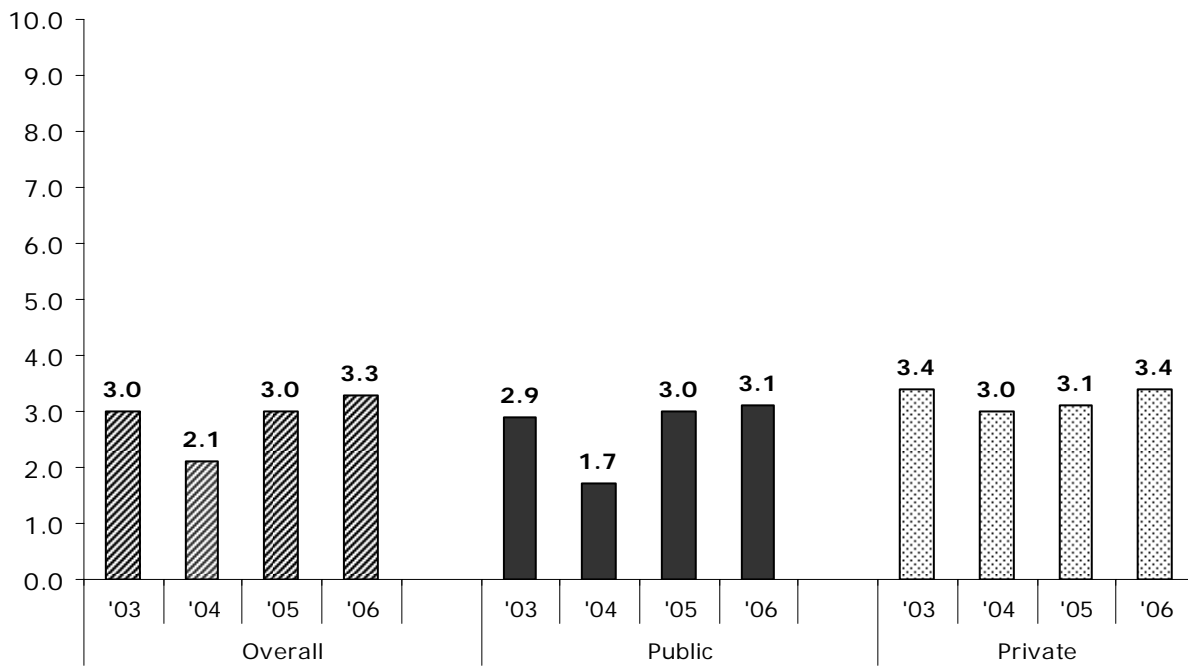


2005–06 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 86% (1,003) of the institutions participating in the *2005–06 Mid-Level Survey* also completed the 2004–05 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 3.3% this year.¹ The overall median increase was slightly greater at private than at public institutions (3.4% versus 3.1%). As the chart below shows, this year's increases are higher than those reported last year, reflecting the current economic recovery.

The survey shows that the overall median salary increase is slightly below the rate of inflation. According to the Bureau of Labor Statistics, the December 2005 Consumer Price Index for all urban consumers [CPI-U] was 3.4 % higher than in December 2004.²

**% Median Salary Increase Overall and by Affiliation
Mid-Level Survey Current and Prior Three Years ***



* Survey years reported in table: '02-'03, '03-'04, '04-'05, '05-'06

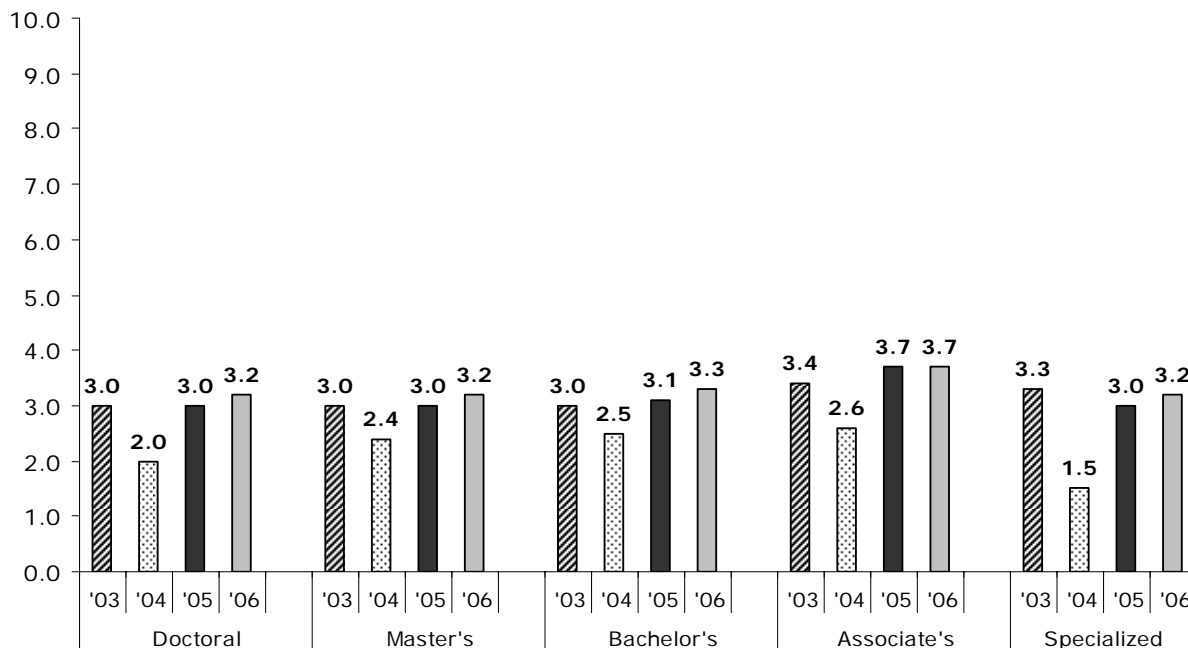
¹ **Method of Calculating Median Salary Increase:** Percent change is determined for each pair of salaries reported by institutions for the current and prior year, and the median of the percent change calculated.

² **CPI-U:** Because of the spike to the CPI-U in September as a result of Hurricane Katrina, a December-to-December comparison was used instead of September-to-September.

2005–06 SALARY INCREASES: BY CLASSIFICATION

Salary increases by classification were greater at Associate's colleges (3.7%) and Baccalaureate institutions (3.3%). The other three categories all posted 3.2% increases. As numbers indicate below, increases were higher this year than in the previous year across all categories.

**% Median Salary Increase by Classification
Mid-Level Survey Current and Prior Three Years ***



* Survey years reported in table: '02-'03, '03-'04, '04-'05, '05-'06

As the table below shows, increases were slightly greater this year at private than at public institutions across all categories, with the greatest difference at 0.8% for Associate's colleges.

**% Median Salary Increase '04-'05 to '05-'06
by Classification and Affiliation**

	Doctoral	Master's	Bachelor's	Associate's	Specialized
Public	3.2	3.0	3.0	3.7	3.0
Private	3.2	3.5	3.4	4.5*	3.4

* based on N=10

2005–06 SALARY INCREASES: BY JOB CATEGORY

Differences in salary increases by job category were minimal this year, with a range of 3.0% to 3.5%. All increases were higher than in the previous year. As the second table shows, increases were in most cases higher at private than at public institutions except for Medical, for which increases were slightly higher at public institutions.

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

	'02	'03	'04	'05	'06
General Administration	4.0	3.0	2.2	3.1	3.3
Accounting and Finance	4.0	3.2	2.2	3.3	3.5
Information Systems	4.0	3.1	2.5	3.1	3.3
Physical Plant/Security	4.0	3.0	2.0	3.0	3.3
Extracurricular Events	4.0	3.0	2.3	3.1	3.2
External Affairs	3.9	3.0	2.5	3.1	3.3
Student Services	3.8	3.0	2.0	3.0	3.0
Engineering/Research	3.7	3.0	1.7	3.0	3.1
Medical	4.0	3.1	2.2	3.0	3.4

**% Median Salary Increase 2005–06
Mid-Level Survey By Job Category and Affiliation**

	All	Public	Private
General Administration	3.3	3.2	3.5
Accounting and Finance	3.5	3.5	3.5
Information Systems	3.3	3.1	3.4
Physical Plant/Security	3.3	3.2	3.3
Extracurricular Events	3.2	3.0	3.3
External Affairs	3.3	3.3	3.3
Student Services	3.0	3.0	3.2
Engineering/Research	3.1	3.0	3.5
Medical	3.4	3.4	3.3

DATA SPECIFICATIONS

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

- Salaries are those in effect as of September 15, 2005.
- 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 2005–06.
- Enrollment is stated in terms of full-time equivalent students. Most institutions reported enrollment information. For those few that did not, last year's enrollment information was used (if available) or the most recent IPEDs data.
- Budget figures represent total operating budget for educational and general operations and auxiliary enterprises, including research funds and **funded** student aid. It does not include unfunded student air (discounts) or capital funds. Previously unfunded aid was included. Most institutions reported budget information. For those few that did not, last year's budget information was used (if available) or the most recent IPEDs data.
- The 2000 Carnegie Classification is used in this report to classify institutions based on their degree-granting activities into the following four groups. A fifth group, Specialized Institutions, is not broken out separately in the Carnegie-related tables, but is included in the final "All Institutions" column. In DataOnDemand, institutions (including specialized) are classified by both group and sub-group.
 - **Doctorate-granting institutions**
 - > Doctoral/Research Universities–Extensive [DR EXT]: These institutions typically offer a wide range of baccalaureate programs, and they are committed to graduate education through the doctorate. During the period studied, they awarded 50 or more doctoral degrees per year across at least 15 disciplines.
 - > Doctoral/Research Universities–Intensive [DR INT]: These institutions typically offer a wide range of baccalaureate programs, and they are committed to graduate education through the doctorate. During the period studied, they awarded at least ten doctoral degrees per year across three or more disciplines, or at least 20 doctoral degrees per year overall.
 - **Master's Colleges and Universities**
 - > Master's Colleges and Universities I [MA I]: These institutions typically offer a wide range of baccalaureate programs, and they are committed to graduate education through the master's degree. During the period studied, they awarded 40 or more master's degrees per year across three or more disciplines.
 - > Master's Colleges and Universities II [MA II]: These institutions typically offer a wide range of baccalaureate programs, and they are committed to graduate education through the master's degree. During the period studied, they awarded 20 or more master's degrees per year.
 - **Baccalaureate Colleges**
 - > Baccalaureate Colleges–Liberal Arts [BA LA]: These institutions are primarily undergraduate colleges with major emphasis on baccalaureate programs. During the period studied, they awarded at least half of their baccalaureate degrees in liberal arts fields.
 - > Baccalaureate Colleges–General [BA GEN]: These institutions are primarily undergraduate colleges with major emphasis on baccalaureate programs. During the period studied, they awarded less than half of their baccalaureate degrees in liberal arts fields.

- > Baccalaureate/Associate's Colleges [BA AA]: These institutions are undergraduate colleges where the majority of conferrals are at the sub-baccalaureate level (associate's degrees and certificates). During the period studied, bachelor's degrees accounted for at least ten percent but less than half of all undergraduate awards.
- **Associate's Colleges [AA]**
These institutions offer associate's degree and certificate programs but, with few exceptions, award no baccalaureate degrees. This group includes institutions where, during the period studied, bachelor's degrees represented less than 10 percent of all undergraduate awards. This group includes community, junior and technical colleges.

DEFINITIONS

Budget Quartiles: 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: 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.

Weighted Percentile Ranks: To compute weighted percentiles, each institution's average salary is counted once for each incumbent, ranked from low to high and then split at the following points:

- 20th percentile: 20% of all reported salaries equal or fall below this value.
- 40th percentile: 40% of all reported salaries equal or fall below this value.
- 50th percentile (**Median**): 50% of all reported salaries equal or fall below this value. The median is considered a more reliable measure than the mean (arithmetic average) in distributions containing a few extremely high or low numbers.
- 60th percentile: 60% of all reported salaries equal or fall below this value.
- 80th percentile: 80% of all reported salaries equal or fall below this value.

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

CUPA-HR Geographic Regions:

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

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

Rate Structure Average Midpoint: The simple (un-weighted) 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.

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

How to Order the Full Report, DataOnDemand and Special Studies

Go to CUPA-HR's home page at www.cupahr.org, highlight Surveys in the menu on the left, and then select Salary Surveys 2006. The selected page contains the following items:

- Order Forms and Pricing for 2005–06 Survey Results – Reports, DOD, Special Studies
- 2005–06 Executive Summaries
- 2005–06 Respondent List for Each Survey
- 2005–06 Worksheets & Position Descriptions

SALARY TABLES

Important Changes in Salary Tables

This year's salary tables have changed in two ways. **First**, a number of tables have been eliminated. Specifically, Tables 6-8 and 21-33 of the 2004–05 report are no longer reported. **Second**, many new tables have been added, including median salary by budget quartile and classification and salary percentiles by affiliation, classification, budget quartile and enrollment quartile. Specific budget and enrollment quartiles are shown below. For the first time ever, Tables 1-35 of the AdComp and Mid-Level Reports are the same.

Budget and Enrollment Quartiles for All 05–06 Mid-Level Survey Participants

	Budget	Enrollment
Quartile 1	< \$30,000,001	< 1569
Quartile 2	\$30,000,001 - \$60,201,120	1569 - 2871
Quartile 3	\$60,201,121 - \$140,581,143	2872 - 7778
Quartile 4	> \$140,581,143	> 7778
Median	\$60,201,120	2871

Budget Quartiles for 05–06 Mid-Level Participants by Affiliation

	Public	Private
Quartile 1	< \$38,711,967	< \$24,909,001
Quartile 2	\$38,711,967 - \$93,231,269	\$24,909,001 - \$44,300,500
Quartile 3	\$93,231,270 - \$294,720,543	\$44,300,501 - \$90,000,000
Quartile 4	> \$294,720,543	> \$90,000,000
Median	\$93,231,269	\$44,300,500
	Private Independent	Private Religious
Quartile 1	< \$25,000,001	< \$24,974,751
Quartile 2	\$25,000,001 - \$52,773,000	\$24,974,751 - \$39,484,004
Quartile 3	\$52,773,001 - \$106,379,000	\$39,484,005 - \$63,337,578
Quartile 4	> \$106,379,000	> \$63,337,578
Median	\$52,773,000	\$39,484,004

Budget Quartiles for 05–06 Mid-Level Participants by Carnegie Classification

	Doctoral	Master's
Quartile 1	< \$246,695,001	< \$41,915,447
Quartile 2	\$246,695,001 - \$453,000,000	\$41,915,448 - \$70,278,750
Quartile 3	\$453,000,001 - \$835,254,000	\$70,278,751 - \$107,093,000
Quartile 4	> \$835,254,000	> \$107,093,000
Median	\$453,000,000	\$70,278,750
	Bachelor's	Two-Year
Quartile 1	< \$22,034,118	< \$19,778,498
Quartile 2	\$22,034,118 - \$36,582,968	\$19,778,498 - \$32,680,939
Quartile 3	\$36,582,969 - \$60,318,828	\$32,680,940 - \$68,788,956
Quartile 4	> \$60,318,828	> \$68,788,956
Median	\$36,582,968	\$32,680,939

Table 3: Weighted Median Salary by Budget Quartile - All Institutions

* 3 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$30.0M	\$30.0M-\$60.2M	\$60.2M-\$140.6M	> \$140.6M	Median	Number
General Administration						
100 Reference Librarian	39,000	43,146	46,853	52,594	48,073	705
101 Reference Specialist	29,642	32,146	35,303	32,036	32,202	278
102 Catalog Librarian	36,000	43,003	45,372	50,253	47,037	407
103 Cataloging Specialist	27,686	29,474	30,440	34,068	32,387	272
111 Buyer, Journey	31,400	30,555	35,366	36,688	36,584	317
112 Buyer, Senior	41,598	38,882	39,641	46,079	45,212	304
113 Buyer, Supervisory	*	38,388	52,419	57,222	56,644	135
121 Public Information Specialist	34,500	36,477	39,927	42,806	40,946	525
125 Shipping and Receiving Supervisor	27,876	31,270	37,660	35,839	35,159	225
129 Assist Editor	30,000	34,700	35,781	35,499	35,499	149
130 Editor	38,388	41,663	47,172	41,667	41,811	300
131 Graphic Designer	34,627	35,835	39,420	40,385	39,521	642
132 Writer	35,341	38,580	42,096	43,771	42,442	240
133 Assist Writer	32,650	28,000	28,280	34,252	33,138	45
134 Photographer	*	38,240	36,481	37,400	37,400	181
140 Print Shop Supervisor	30,701	32,404	40,200	40,934	39,313	301
145 Mail Services Supervisor	25,600	29,074	34,644	40,061	33,574	625
150 Contract and Grant Specialist	40,866	45,700	44,378	43,627	43,627	457
155 Evaluator	29,669	29,517	31,208	32,509	32,509	166
158 Administrative Specialist	32,395	34,693	37,065	40,824	38,204	497
160 Museum Curator	42,000	38,552	45,760	45,251	45,000	199
165 Day Care Center Teacher	23,629	24,000	27,863	28,542	27,509	290
166 Day Care Site Director	39,340	39,166	45,980	49,965	46,301	299
170 Producer/Director (Television)	46,471	38,614	43,838	40,487	40,964	151
171 Program Manager (Television)	37,121	37,761	45,575	40,800	41,323	83
172 Television Engineer, Senior	43,304	47,524	43,720	49,716	47,612	151
173 Manager FM Radio Station	55,000	51,830	48,253	62,118	54,696	172
174 Manager TV Station	*	44,228	53,709	68,450	60,310	38
175 Staff Attorney	*	87,134	76,578	96,834	96,326	161
179 Coordinator, Disability Services	40,322	42,729	47,494	53,004	47,170	432
180 Training Specialist	45,459	40,263	47,552	46,795	46,167	182
181 EEO/Affirmative Action Specialist	*	51,500	56,125	54,036	52,000	119
182 Employee Relations Analyst	*	*	44,054	44,454	44,454	48
183 Employee Relations Analyst, Senior	*	53,367	49,325	58,620	58,620	67
184 Employee Relations Unit Supervisor	*	47,376	62,372	68,686	65,510	51
185 Personnel Analyst	36,735	40,472	36,109	44,600	43,014	163
186 Personnel Analyst, Senior	43,703	46,135	49,989	54,875	54,155	137
187 Credential Analyst	37,494	36,750	36,551	42,306	39,211	87
188 Compensation Analyst	*	44,784	42,516	42,539	42,570	136
189 Compensation Analyst, Senior	*	*	45,612	52,000	51,733	106
190 Compensation/Classification Unit Spvr	*	*	55,329	63,840	62,644	55
191 Benefits Specialist	35,121	35,986	36,838	38,095	37,951	389
192 Benefits Specialist, Senior	45,160	40,757	47,429	49,790	48,410	158
193 Benefits Unit Supervisor	*	49,833	51,574	58,201	55,550	106
194 Labor Relations Analyst	*	*	*	53,390	53,390	16
195 Labor Relations Analyst, Senior	*	*	*	73,409	72,933	25
196 Labor Relations Unit Supervisor	*	*	*	79,604	79,604	18
197 Employment Analyst	39,710	34,825	34,404	39,234	38,500	193
198 Employment Analyst, Senior	42,199	42,554	41,000	50,388	49,282	89
199 Employment Unit Supervisor	*	*	54,831	64,076	61,205	74
Accounting and Finance						
200 Accountant	32,894	35,803	37,400	37,874	37,767	707
201 Accountant, Senior	44,338	45,186	47,469	44,252	44,519	512
202 Accounting Unit Supervisor	47,095	49,346	51,927	52,262	52,256	346
210 Auditor	*	53,164	46,027	49,084	49,084	129
211 Auditor, Senior	*	57,907	62,536	56,440	56,440	145
220 Budget Analyst	38,927	43,905	41,143	45,211	44,274	298
221 Budget Analyst, Senior	43,660	53,598	52,635	55,134	54,000	226
222 Budget Unit Supervisor	57,783	65,723	68,399	67,316	67,765	112
230 Department Business Manager (Small)	34,822	48,180	45,454	49,434	49,434	219
231 Department Business Manager (Large)	40,760	58,151	46,706	65,638	65,316	223
250 Head Cashier	28,166	28,000	33,963	31,828	30,722	366
260 Collections Supervisor	29,814	34,140	39,391	40,550	37,274	309
Information Systems						
310 Programmer Analyst	42,200	42,031	46,844	50,097	49,850	540
311 Programmer Analyst, Senior	46,669	51,500	55,903	59,483	58,522	511
312 Programmer Analyst, Supervisor	60,258	62,100	64,893	70,294	68,520	231
320 Systems Programmer	45,013	46,478	46,512	49,769	49,263	294
321 Systems Programmer, Senior	44,110	51,573	60,068	63,373	62,037	259
322 Systems Programmer, Supervisor	59,522	65,824	69,903	72,283	72,106	189
330 Database Administrator (Mainframe)	42,000	55,092	57,860	59,773	57,915	314
340 Local Area Network Specialist	42,000	43,908	46,902	47,670	46,902	490

Table 3: Weighted Median Salary by Budget Quartile - All Institutions

* 3 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$30.0M	\$30.0M-\$60.2M	\$60.2M-\$140.6M	> \$140.6M	Median	Number
345 Information Systems Security Analyst	49,954	46,419	48,300	49,848	49,848	131
350 Personal Computer Specialist	32,625	34,160	38,518	39,902	38,901	695
360 Microcomputer Support Analyst	36,521	38,535	42,902	44,301	43,156	294
370 Help Desk Manager	34,977	38,950	44,500	53,288	48,490	539
380 Telecommunications Manager	34,968	44,117	52,000	63,840	52,949	393
390 Web Master	37,478	44,747	50,470	48,464	47,143	567
391 Web Designer	39,244	38,366	43,824	44,157	43,732	274
392 Web Developer	39,312	41,410	44,112	46,999	45,547	367
393 Digital Resources Mgr	*	42,906	50,538	51,361	48,462	71
394 Email Administrator	40,237	43,260	49,102	56,795	53,744	119
395 Network Admin	45,410	53,014	56,044	58,183	55,389	416
396 Server DB Admin	42,936	51,800	60,407	59,029	56,318	175
397 Systems Admin	42,387	49,312	52,918	55,073	54,394	276
398 Systems Analyst	41,859	45,088	54,381	51,942	51,942	176
399 Systems Report Writer	38,820	36,000	43,518	43,168	41,900	91
Physical Plant and Security						
400 Assist Police Chief	32,126	42,436	52,877	69,717	60,021	268
401 Police Lieutenant	32,344	36,614	43,641	54,732	52,226	281
402 Police Sergeant	28,119	34,191	38,919	48,825	44,657	414
403 Police Officer	27,534	28,410	31,165	37,753	34,951	415
405 Security Guard	21,608	23,928	26,465	26,096	25,133	520
410 Environmental Health and Safety Specialist	46,865	40,399	48,959	49,673	49,611	293
420 Safety Officer	29,120	31,408	33,344	48,752	43,307	236
430 Skilled Crafts Supervisor	39,048	42,877	43,310	48,234	46,353	391
440 Coordinator Construction Projects	52,276	53,289	56,580	59,191	59,191	334
445 Architect	*	56,925	63,228	64,214	64,115	176
450 Facilities Utilization Planner	34,600	44,333	51,135	53,273	52,924	192
470 Facilities Engineer	*	48,794	56,193	58,356	57,924	150
480 Manager of Inventory	*	35,265	40,208	46,005	42,550	115
Extra Curricular Events						
501 Head Coach-Minor Sport	*	*	*	*	*	0
503 Assist Coach-Minor Sport	*	*	*	*	*	0
505 Head Coach-Major Sport	*	*	*	*	*	0
507 Assist Coach-Major Sport	*	*	*	*	*	0
508 Assist Athletic Trainer/Physical Therapist	29,738	32,500	35,535	37,772	36,053	437
509 Head Athletic Trainer	36,400	41,001	47,568	61,442	46,651	571
510 Ticket Manager (Athletic Event)	36,785	35,542	34,067	44,061	41,142	192
521 Events Technical Services Coordinator	40,000	36,341	39,247	40,000	39,247	208
530 Intramural/Recreation Coordinator	31,139	31,656	35,641	39,400	37,070	275
540 Head Coach-Football	54,631	62,422	73,707	150,000	73,707	369
541 Offensive Coordinator-Football	32,400	37,335	47,354	93,000	52,142	195
542 Defensive Coordinator-Football	32,587	37,035	43,000	92,700	52,010	195
543 Assistant Coach-Football	29,120	33,828	37,125	69,578	44,474	303
550 Head Coach-Baseball	36,592	43,422	48,447	70,824	48,014	442
551 Assistant Coach-Baseball	21,066	27,000	30,250	41,492	35,950	200
555 Head Coach-Men's Basketball	44,100	53,272	65,600	150,228	63,202	559
556 Assistant Coach-Men's Basketball	23,452	31,628	37,500	60,272	46,155	357
560 Head Coach-Women's Basketball	38,600	48,000	56,453	104,004	55,616	554
561 Assistant Coach-Women's Basketball	23,659	29,728	35,051	48,025	40,300	332
565 Head Coach-Other Sports	30,742	38,731	43,827	55,508	45,369	501
566 Assistant Coach-Other Sports	17,308	27,707	28,840	36,770	34,248	280
External Affairs						
600 Annual Giving Officer	39,710	38,267	42,647	53,335	47,028	401
610 Alumni Relations Officer	36,000	36,664	40,607	46,244	43,042	482
620 Coordinator, Resource Development	35,372	37,478	41,528	43,502	40,950	354
630 Major Gift Officer	50,649	56,656	64,786	70,120	68,060	308
Student Services						
700 Student Activities Officer	35,700	39,067	38,227	41,024	40,828	449
710 Conf/Workshop Ed. Coordinator (Cont. Ed.)	38,231	36,700	37,503	40,286	39,593	170
711 Continuing Education Specialist	40,798	42,775	44,207	48,301	46,310	286
720 Academic Advisor/Counselor	34,500	34,996	34,917	36,456	36,189	626
721 Student Career Counselor	35,444	37,478	38,039	40,338	39,355	603
722 Admissions Rep-High School Relations	28,617	29,960	32,876	34,289	32,049	820
730 Counseling Psychologist	46,109	49,851	52,520	53,677	53,275	340
731 Counselor	43,500	44,130	46,237	46,041	46,041	413
740 Cooperative Program Coordinator	40,585	38,404	39,370	42,002	40,939	156
741 Study Abroad Advisor	34,044	33,068	37,515	36,227	36,000	238
745 Academic Support Center Coordinator	39,043	38,728	41,230	39,002	39,563	353
750 Financial Aid Counselor	30,950	31,836	33,982	33,292	32,807	850
760 Textbook Manager	28,843	29,058	34,247	40,072	36,254	159
770 Residence Hall Manager (incl. room/board)	23,500	24,669	26,424	29,754	27,788	437
771 Residence Hall Manager (excl. room/board)	25,075	23,454	24,576	36,902	29,383	86
780 Food Service Manager (Unit)	38,395	38,773	41,524	43,960	43,456	217

Table 3: Weighted Median Salary by Budget Quartile - All Institutions

* 3 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$30.0M	\$30.0M-\$60.2M	\$60.2M-\$140.6M	> \$140.6M	Median	Number
781 Campus Minister	38,338	35,426	42,975	42,752	39,737	125
Engineering and Research						
800 Electrical/Electronic Engineer	*	35,020	48,452	49,912	49,912	67
801 Electrical/Electronic Engineer, Senior	*	*	70,133	67,584	67,674	59
810 Mechanical Engineer	*	*	51,339	49,912	49,912	42
811 Mechanical Engineer, Senior	*	*	69,285	69,353	69,353	52
830 Research Assist-Natural/Physical Sciences	37,055	33,169	31,195	36,625	36,565	148
831 Research Assist, Senior-Natural/Phys Sciences	*	44,000	43,254	43,539	43,539	129
832 Research Assist-Soc/Beh Sciences	*	30,403	33,567	39,058	39,058	73
833 Research Assist, Senior-Soc/Beh Sciences	*	*	56,462	50,475	50,475	66
850 Lab Coordinator	29,713	38,006	40,014	43,372	43,335	318
855 Laboratory Technician II	36,998	29,379	33,105	30,888	30,888	249
856 Laboratory Technician IV	50,571	39,368	38,000	33,366	33,842	155
860 Research Field Technician	*	39,629	38,722	32,657	32,657	70
865 Research Computer Specialist	*	44,680	48,975	56,363	56,022	54
880 Electronic Technician Supervisor	*	*	41,325	48,959	48,959	59
881 Research Project Engineer	*	*	72,459	56,739	57,759	46
890 Veterinarian	*	76,113	*	79,508	79,508	56
891 Animal Care Manager	28,990	28,839	31,491	47,268	45,000	120
892 Farm Manager	36,750	47,517	38,151	48,476	47,159	45
Medical						
900 Nurse Practitioner	38,300	53,238	57,810	71,062	70,805	353
901 Staff Nurse	39,623	37,502	40,720	65,616	65,616	436
902 Staff Physician	*	92,585	126,384	127,270	127,270	158
910 Clinical Research Nurse	*	*	51,410	58,158	58,158	64
920 Pharmacist	*	*	75,935	88,928	88,928	124