

ADMINISTRATIVE COMPENSATION SURVEY

| For the 2006–07 |
| Academic Year |

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ACKNOWLEDGMENTS

Publication of the *2006–07 Administrative Compensation Survey* marks the survey's fortieth year. This year's report contains salary comparisons for 272 administrative positions representing 72,793 incumbents at 1,329 colleges and universities nationwide, making it the key resource for salary-related decision-making in the higher education community. Sixty-one of the positions are new to the survey this year.

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. We also want to thank EDUCAUSE for their assistance this year in helping us update our Information Technology positions. And, as always, thanks to Peerfocus, Inc., our partner and collaborator in Surveys Online.

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.

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2006–07 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 and has been conducted on an annual basis since 1978.

Data collected by this survey and our Mid-Level Administrative and Professional Salary Survey (Mid-Level Survey) are designed to help administrators effectively manage their human resource costs by providing a broad range of salary data with which to evaluate current administrative pay levels and plan compensation budgets.

Administrative positions covered in the survey are selected on the basis of an analysis of administrative positions found at most higher education institutions. CUPA-HR reviews the positions prior to each year's survey. A short Pay Practices section has been added to this year's survey asking about the CHRO supervisor and "incentive" compensation for 15 selected positions. The survey reports on 272 positions, including sixty-one that are new:

SENIOR EXECUTIVE OFFICERS

- 1006 Secretary of the Institution

CHIEF FUNCTIONAL OFFICERS

- 1046 Chief External Affairs Officer

ACADEMIC DEANS

- 1205 Dean, Biological & Life Sciences
- 1207 Dean, Computer & Information Sciences
- 1211 Dean, Divinity/Theology
- 1217 Dean, Forestry & Environmental Studies
- 1232 Dean, Performing Arts
- 1234 Dean, Public Administration

ACADEMIC ASSOCIATE/ASSISTANT DEANS

- 1405 Assoc/Asst Dean, Biological & Life Sciences
- 1407 Assoc/Asst Dean, Computer & Information Sciences
- 1411 Assoc/Asst Dean, Divinity/Theology
- 1417 Assoc/Asst Dean, Forestry & Environmental Studies
- 1432 Assoc/Asst Dean, Performing Arts
- 1434 Assoc/Asst Dean, Public Administration

ACADEMIC AFFAIRS

Senior Staff, Program Directors

- 2001 Vice Provost
- 2003 Assistant Provost
- 2006 Director of Institutional Diversity

Medical School Administrators

- 2026 Chief Operating Officer (non-faculty), Medical School
- 2027 Chief Financial Officer, Medical School
- 2028 Chief Admissions Office, Medical School
- 2029 Chief Financial Aid Officer, Medical School
- 2030 Chief Student Affairs Officer, Medical School
- 2031 Chief Development Officer, Medical School
- 2032 Chief IT Officer, Medical School
- 2033 Chief Research Officer, Medical School
- 2034 Chief Librarian, Medical Schools
- 2035 Chief Human Resources Officer, Medical School

Library & Media Services

- 2054 Head Librarian, Cataloging
- 2055 Head Librarian, Collection Development
- 2056 Head Librarian, Archives and Records Management

BUSINESS & ADMINISTRATIVE AFFAIRS**Selected Directors**

- 3004 Director, University Research Park
- 3005 Director, Contracts and Grants
- 3006 Director, College/University Press

Auxiliary Services

- 3052 Director/Manager, Mail Services
- 3078 Director, Parking & Transportation

Facilities

- 3101 Director, Real Estate and Space Management
- 3102 Architect for the Institution
- 3104 Director, Energy and Utilities

INFORMATION TECHNOLOGY

- 5007 Director, Enterprise Information Systems
- 5008 Director, Research Computing
- 5009 Director, Enterprise Data Center
- 5010 Director, IT Security
- 5011 Director, Instructional Technology
- 5012 Director, User Services
- 5013 Director, Information Management

ATHLETICS

- 6002 Associate Athletic Director
- 6006 Assoc/Asst Athletic Director for Finance & Business
- 6007 Assoc/Asst Athletic Director for Operations
- 6008 Assoc/Asst Athletic Director for External Affairs
- 6009 Assoc/Asst Athletic Director Development
- 6010 Assoc/Asst Athletic Director for Academic Affairs
- 6011 Assoc/Asst Athletic Director for Compliance

STUDENT AFFAIRS**Senior Staff & Selected Directors**

- 7002 Assistant VP for Student Affairs
- 7004 Director, Greek Life
- 7104 Director, Counseling and Psychological Services

EXTERNAL AFFAIRS**Development & Alumni Affairs**

- 8001 Associate/Assistant Vice President/Chancellor for Development
- 8008 Director of Development for an Institutional School/College
- 8009 Director, Donor Relations
- 8010 Director, Advancement Research/Prospect Management

Government Relations, Community Relations, Communications

- 8027 Director, Federal Relations
- 8028 Director, State Government Relations

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 "AdComp Survey Suggestion" in the subject line.

Important Changes in Reporting of Data

To ensure compliance with Department of Justice Guidelines for "Safe Harbor," all salary tables included in this document now report **un-weighted rather than weighted** salary data and data is reported only for positions having at least five responding institutions. DatOnDemand reports have been similarly modified to comply with these guidelines. Weighted data reports are still available but are now a user selected option. However, the weighted data option provides salary data only for positions with 5 or more responding institutions **and** in which all responding institutions comprise 25.0% or less of position incumbents. If a position has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data is not reported. To read a summary of the guidelines go to <http://www.ftc.gov/reports/hlth3s.htm#6>.

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 pre-loaded

- Institution name
- 2000 Carnegie classification
- 2005 Carnegie classification (**new**)
- Affiliation
 - Public
 - Private independent
 - Private religious
 - Private for-profit
- Level of instruction
 - Undergraduate only
 - Graduate only
 - Both undergraduate and graduate
- NCAA Division

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
- 2006–07 Total operating budget
- Total Endowment
- Cost of Benefits

- Student enrollment for Fall 2006–07
 - 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 2006–07
 - 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

- Current number of incumbents
- Annualized salary as of October 15, 2006
- 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
- Gender (if position has one incumbent)
 - Female
 - Male
 - Unknown
- Minority status (if position has one incumbent)
 - Yes
 - No
 - Don't know

SURVEY METHODOLOGY

The *AdComp 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 6, 2006 and closed in late January, 2007.

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 was also 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 *2006–07 AdComp 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, thus providing the basis for informed decisions. Results for the *2006–07 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, 2000 Carnegie classification and each of CUPA-HR's five geographic regions (Eastern, Southern, Midwest, Southwest and Northwest). The report also includes salary comparisons by gender, 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 up to six 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 five 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.
- The weighted data report option provides salary data only for positions with 5 or more responding institutions **and** in which all responding institutions comprise 25.0% or less of position incumbents. If a position has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data is not reported.

Using DOD is easy. In most instances, all you have to do is create your comparison group and run one or more of the *AdComp 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 also allows you to define your comparison group by gender, minority status, years of service and hiring source. 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.

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: The CUPA-HR 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.

CHIEF HR OFFICER REPORTING RELATIONSHIP

Survey respondents were asked to indicate the position to which their Chief Human Resources Officer [306.00] reports. As the table below shows, 38.7% said their CHRO reports to the Chief Business Officer, 23.8% to the CEO and 12.8% to the Chief Financial Officer. However, as the table also shows, about 25% of the CHROs report to a variety of other positions.

	N	%
Chief Business Officer [301.00]	440	38.7
CEO/President/Chancellor [101.00 / 102.00]	271	23.8
Chief Financial Officer [301.01]	145	12.8
Chief Administrative Officer [301.01]	98	8.6
Executive Vice President [102.10]	97	8.5
VP/Vice Chancellor Finance & Administration*	27	2.4
Vice President/Vice Chancellor (various)*	13	1.1
Chief Academic Officer and Provost [201.00]	11	1.0
Associate/Assistant VP (various)*	10	0.9
General Counsel*	9	0.8
Chief Functional Officer (various)*	4	0.3
Assistant to President/Chief of Staff*	4	0.3
System Assoc VP of HR*	3	0.3
Associate Provost*	2	0.2
Miscellaneous*	3	0.3
Total	1137	100.0
Chief Business Officer Serves as CHRO*	7	
Not Applicable – No CHRO / Shared HR Function*	18	

* Category created on the basis of write-in comments for "Other" in drop-down response menu.

ANNUAL CASH BONUS OR INCENTIVE FOR SELECTED POSITIONS

Survey respondents were asked if the following positions receive an annual cash bonus or incentive (typically awarded for performance in the previous year) and if yes, to specify the dollar amount received this year. As the table below shows, less than 4% of the incumbents on average receive a bonus. The highest percentage, 11.1%, is for CEO of a single institution. The largest bonus (both median and average) was received by the Chief Health Professions Officer.

	N	Number		%		If Yes: \$ Amount Received This Year	
		Yes	No	Yes	No	Median	Average
CEO System or District [101.0]	863	33	830	3.8	96.2	\$22,604	\$39,529
CEO Single Institution [102.00]	1114	124	990	11.1	88.9	\$20,000	\$39,354
Executive VP / Vice Chancellor [103.00]	898	23	875	2.6	97.4	\$8,000	\$28,144
CAAO / Provost [201.00]	1088	58	1030	5.3	94.7	\$10,000	\$16,989
Chief Business Officer [301.00]	1024	36	988	3.5	96.5	\$10,000	\$13,964
Chief Financial Officer [301.02]	990	47	943	4.7	95.3	\$10,000	\$25,208
Chief Budget Officer [303.00]	939	14	925	1.5	98.5	\$3,732	\$4,437
Chief Human Resources Officer [306.00]	1042	38	1004	3.6	96.4	\$3,768	\$12,067
Chief Health Professions Officer [202.00]	839	10	829	1.2	98.8	\$26,525	\$52,285
Chief Student Affairs/Life Officer [501.00]	1040	39	1001	3.8	96.3	\$5,500	\$9,746
Chief External Affairs Officer [1046]	873	11	862	1.3	98.7	\$7,250	\$7,609
Chief Development Officer [401.00]	1028	54	974	5.3	94.7	\$7,500	\$15,311
Dean, Business	908	13	895	1.4	98.6	\$6,834	\$13,537
Dean, Law	830	12	818	1.4	98.6	\$15,000	\$15,500
Dean, Medicine	823	8	815	1.0	99.0	\$16,065	\$39,855
Average				3.4	96.6	\$11,518	\$22,236

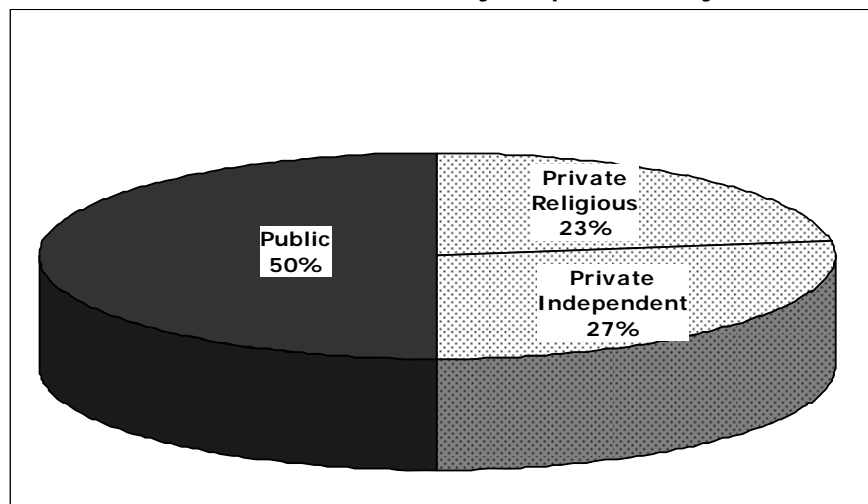
PROFILE OF 2006–07 PARTICIPATING INSTITUTIONS

This year's Administrative Compensation Survey was completed by 1,329 higher education institutions. **Appendix D** lists survey participants in alphabetical order, along with each institution's FICE Code, Carnegie classification, affiliation, structure, and state.

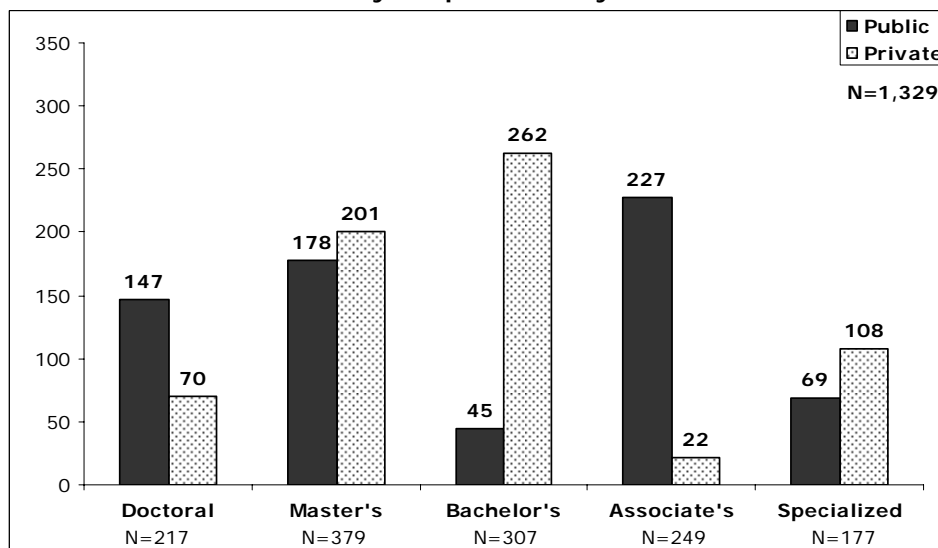
The charts below describe this year's respondents. Public institutions comprise 50.1% (666) of the 2006–07 respondents, and private institutions 49.9% (663). The latter includes slightly more independent (27.2% or 361) than religiously affiliated (22.7% or 302) institutions.

In terms of classification, Master's colleges and universities are the largest group of participants at 28.5% (379), with private institutions making up slightly more than half of the group (15.1%). Baccalaureate and Associate's colleges comprise about 23% and 19% of the respondents respectively; the former are almost all private and the latter are almost all public. Doctoral institutions make up 16.4% (217) of the respondents; more than two-thirds are public. Specialized institutions (which include system offices) are the smallest segment of respondents at 13.3% (177).

% Distribution of 2006–07 Survey Respondents by Affiliation



Distribution of 2006–07 Survey Respondents by Classification and Affiliation

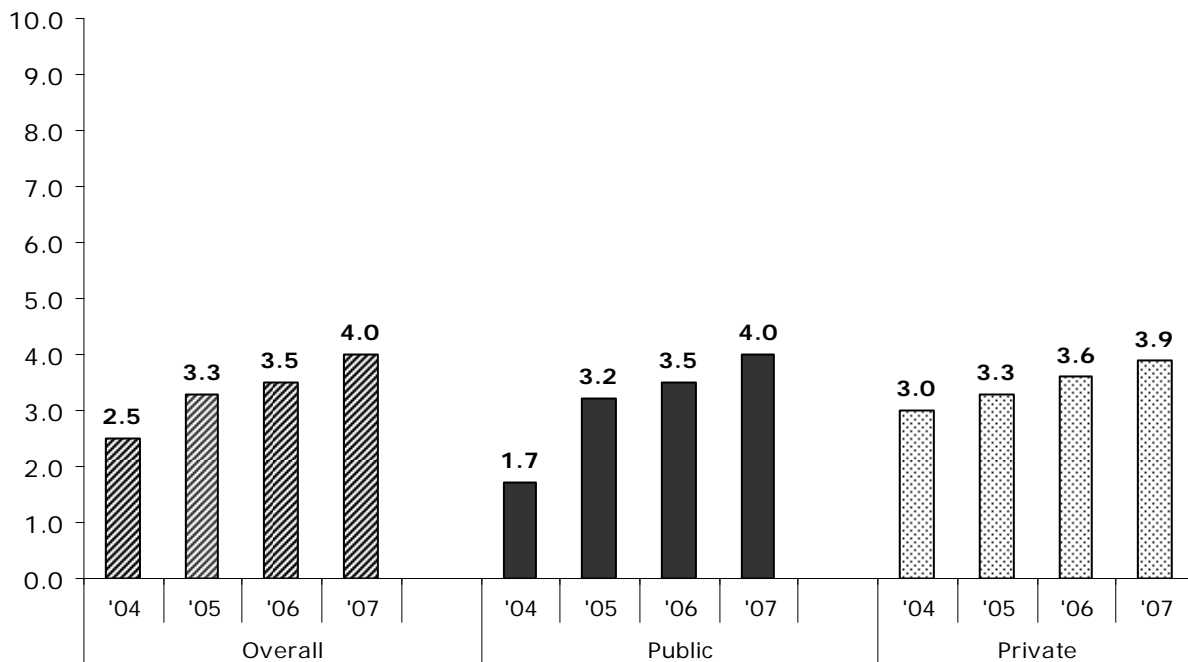


2006–07 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 91% (1,204) of the institutions participating in the *2006–07 AdComp Survey* also completed the 2005–06 survey. A position-by-position analysis of the salaries reported by these institutions in both years show that the median salary increase for all jobs was 4.0% this year (in contrast to 3.5% last year), and that the increase was slightly greater at public than at private institutions (4.0% versus 3.9%).¹

As it has now for many years, the overall median salary increase continued to outpace inflation. According to the Bureau of Labor Statistics, the annual Consumer Price Index for all urban consumers [CPI-U] in 2006 was 3.2 % higher than in 2005.

**% Median Salary Increase Overall and by Affiliation
Current and Prior Three Years ***



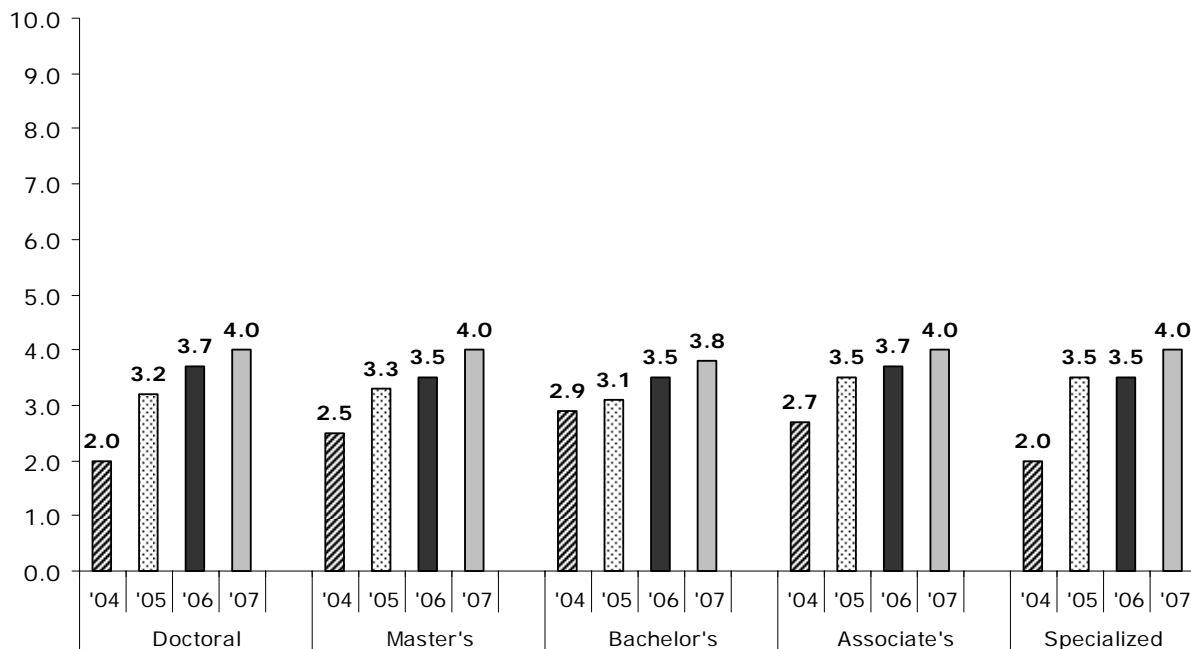
* Survey years reported in table: '03–'04, '04–'05, '05–'06, '06–'07

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.

2006–07 SALARY INCREASES: BY CLASSIFICATION

Salary increases by classification were 4.0% for all but Baccalaureate institutions which had a median increase of 3.8%. Increases were higher this year than in any of the previous three years.

**% Median Salary Increase by Classification
Current and Prior Three Years ***



* Survey years reported in table: '03–'04, '04–'05, '05–'06, '06–'07

As the table below shows, increases were similar at private and public institutions across all categories. However, increases were slightly better at public institutions in three of the five categories.

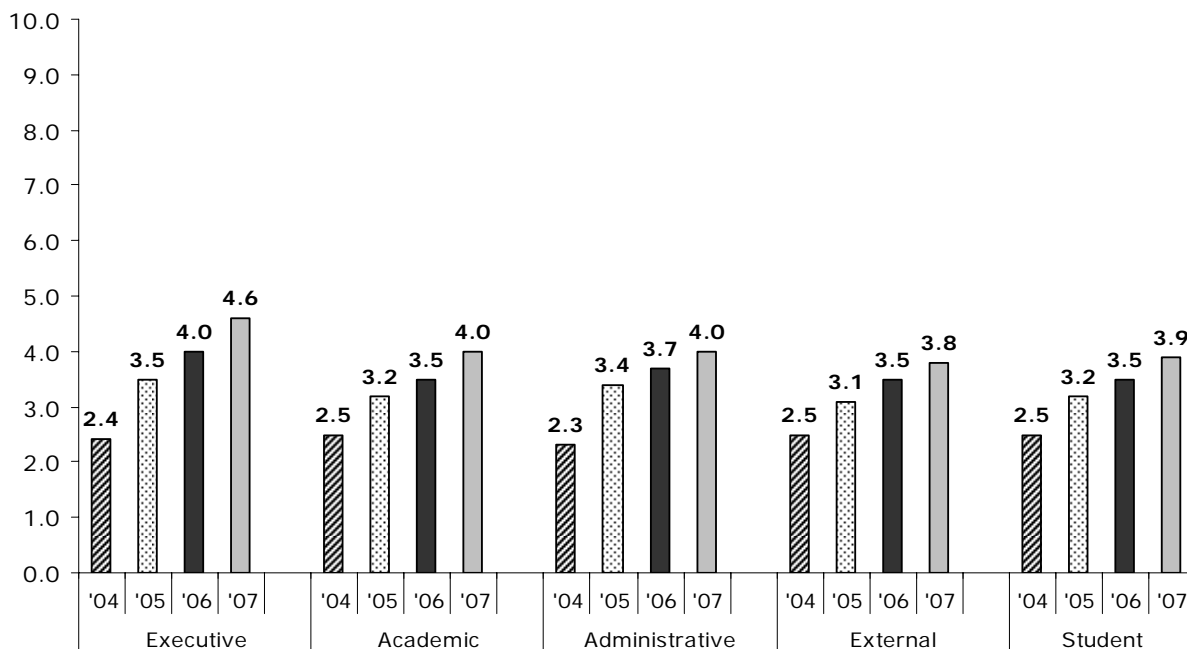
**% Median Salary Increase '05–'06 to '06–'07
by Classification and Affiliation**

	Doctoral	Master's	Bachelor's	Associate's	Specialized
Public	4.1	4.0	4.0	4.0	4.0
Private	3.9	4.0	3.8	4.0	3.9

2006–07 SALARY INCREASES: BY JOB CATEGORY

Salary increases for Executive positions were higher than increases for any of the other four categories. However, in all categories increases were greater this year than in any of the previous three years.

**% Median Salary Increase by Job Category
Current and Prior Three Years ***



* Survey years reported in table: '03–'04, '04–'05, '05–'06, '06–'07

As the table below shows, increases this year at public institutions were greater than those at private institutions across all job categories. The greatest difference was for Executive positions. Those at public institutions had a median increase of 4.9% compared to 4.4% at private schools; last year the percentage difference was about the same, but in favor of the private institutions.

**% Median Salary Increase '05–'06 to '06–'07
by Job Category and Affiliation**

	Executive	Academic	Administrative	External	Student
Public	4.9	4.0	4.1	4.0	4.0
Private	4.4	3.8	4.0	3.7	3.7

DATA SPECIFICATIONS

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

- Salaries are those in effect as of October 15, 2006.
- Salaries are at an annualized, full-time rate; they reflect actual cash earnings only (except for housing positions), excluding any services contributed without charge.
- Enrollment and budget figures are for the operating year 2006–07.
- Enrollment is stated in terms of full-time equivalent students. Most institutions reported enrollment information. For those few that did not, other sources were found for this data or last year’s survey submission was used, if available.
- 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 aid (discounts) or capital funds. Prior to the 2005–06 survey unfunded aid was included. Most institutions reported budget information. For those few that did not, other sources were found for this data or last year’s survey submission was used, if available.
- 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, are not broken out separately in the Carnegie-related tables, but are included in the final “All Institutions” column. In DataOnDemand, institutions (including specialized) are classified by both group and sub-group and also by the new 2005 Carnegie Classifications.
 - **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.

Percentile Ranks:* To compute percentiles, each institution's average salary is counted once, 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.

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

SALARY TABLES

Important Changes in Reporting of Data and Salary Table 4

To ensure compliance with Department of Justice Guidelines for "Safe Harbor," all salary tables included in this document now report **un-weighted rather than weighted** salary data and data is reported only for positions having at least five responding institutions. DatOnDemand reports have been similarly modified to comply with these guidelines. Weighted data reports are still available but are now a user selected option. However, the weighted data option provides salary data only for positions with 5 or more responding institutions **and** in which all responding institutions comprise 25.0% or less of position incumbents. If a position has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data is not reported. To read a summary of the guidelines go to <http://www.ftc.gov/reports/hlth3s.htm#6>. Salary Table 4 is now Salary Tables 4-A to 4-D, Median Salary by Enrollment Quartile for all institutions, public institutions, private independent institutions and private religious institutions.

Budget and Enrollment Quartiles for All 2006–07 AdComp Survey Participants

	Budget	Enrollment
Quartile 1	< \$29,203,262	< 1,531
Quartile 2	\$29,203,262 - \$58,985,177	1,531 – 2,927
Quartile 3	\$58,985,178 - \$145,709,970	2,928 – 7,743
Quartile 4	> \$145,709,470	> 7,743

Budget Quartiles for 06–07 AdComp Participants by Affiliation

	Public	Private
Quartile 1	< \$38,196,271	< \$24,188,022
Quartile 2	\$38,196,271 - \$93,902,160	\$24,188,022 - \$43,969,007
Quartile 3	\$93,902,161 - \$287,225,091	\$43,969,008 - \$87,780,355
Quartile 4	> \$287,225,091	> \$87,780,355
	Private Independent	Private Religious
Quartile 1	< \$24,581,751	< \$23,600,001
Quartile 2	\$24,581,751 - \$53,066,890	\$23,600,001 - \$39,487,063
Quartile 3	\$53,066,891 - \$106,039,375	\$39,487,064 - \$63,392,294
Quartile 4	> \$106,039,375	> \$63,392,294

Budget Quartiles for 06–07 AdComp Participants by Carnegie Classification

	Doctoral	Master's
Quartile 1	< \$259,031,790	< \$44,272,913
Quartile 2	\$259,031,790 - \$505,792,890	\$44,272,913 - \$75,400,000
Quartile 3	\$505,792,891 - \$902,070,082	\$75,400,001 - \$115,108,926
Quartile 4	> \$902,070,082	> \$115,108,926
	Bachelor's	Two-Year
Quartile 1	< \$22,949,822	< \$17,874,337
Quartile 2	\$22,949,822 - \$36,650,000	\$17,874,337 - \$32,105,591
Quartile 3	\$36,650,001 - \$64,058,500	\$32,105,592 - \$63,441,102
Quartile 4	> \$64,058,500	> \$63,441,102

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

* 4 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$29.2M	\$29.2M-\$59.0M	\$59.0M-\$145.7M	> \$145.7M	Median	Number
EXECUTIVE						
101.00 CEO of a System	*	197,500	202,917	331,179	275,000	87
101.10 Assistant to the CEO System	*	*	*	115,618	115,059	52
102.00 CEO Single Unit	150,442	189,900	230,977	300,000	207,999	1,168
102.10 Assist to CEO Single Unit	60,000	68,973	81,699	114,673	86,950	498
103.00 Executive Vice President	108,180	132,714	144,882	226,102	153,951	196
ACADEMIC I - Deans and Directors						
201.00 Chf Academic Off	99,218	125,000	156,798	227,100	140,595	1,165
201.10 Assoc Chf Academic Off	71,040	85,696	107,156	141,192	104,972	602
202.00 Chf Hlth Prof Off	63,649	98,694	95,980	358,750	225,865	59
203.00 Dir, Lib Services	56,687	70,708	89,260	129,652	79,560	1,023
203.20 Acquisitions Librarian	40,000	47,634	53,851	65,316	54,768	349
203.30 Chf Technical Services Librarian	41,216	47,922	58,386	76,900	55,153	494
203.40 Chf Public Services Librarian	40,361	46,386	60,000	76,614	56,859	451
204.00 Dir, Institutional Res	56,916	65,287	75,796	96,000	75,920	799
204.10 Assoc Dir, Institutional Res	44,521	48,277	51,588	71,036	59,947	242
205.00 Dir, Educal Media Services	46,008	52,443	61,427	78,700	61,310	392
206.00 Dir, Learning Resources Ctr	46,908	53,673	61,532	73,362	58,024	275
207.00 Dir, International Educ	56,612	57,599	71,615	92,250	77,454	272
207.10 Dir, International Studies Educ	52,530	55,006	63,000	72,666	63,299	218
208.00 Dir, Academic Computing	51,000	66,500	78,872	103,832	80,288	292
208.10 Assoc Dir, Academic Computing	*	49,674	68,500	86,777	70,714	86
209.00 Dir, Sponsored Res and Progs	61,683	68,368	76,378	99,000	85,750	379
210.00 Dean of Architecture	*	*	124,346	164,800	161,600	75
211.00 Dean of Agriculture	*	*	111,635	195,228	169,786	67
212.00 Dean of Arts and Letters	74,461	92,301	111,074	150,317	117,101	103
213.00 Dean of Arts and Sciences	73,017	95,289	119,687	177,025	121,942	428
214.00 Dean of Business	68,632	98,450	130,000	205,757	135,080	583
215.00 Dean of Communications	76,621	71,250	99,893	162,889	129,370	77
216.00 Dean of Continuing Educ	73,271	81,900	98,227	130,804	99,595	304
217.00 Dean of Dentistry	*	*	*	257,169	250,548	46
218.00 Dean of Educ	71,060	90,942	113,979	153,866	117,450	467
219.00 Dean of Engineering	74,340	96,777	131,000	214,092	187,410	218
221.00 Dean of External Degree Progs	66,193	78,327	*	*	83,686	24
222.00 Dean of Fine Arts	71,000	85,300	109,095	147,933	124,952	148
223.00 Dean of Graduate Progs	72,100	91,863	110,264	146,005	120,120	327
224.00 Dean of Hlth-Related Prof	78,468	82,269	110,601	159,564	110,346	226
225.00 Dean of Home Economics	*	*	*	161,957	159,335	18
226.00 Dean of Humanities	68,349	80,280	102,505	174,314	96,609	118
227.00 Dean of Instruction	74,965	85,778	85,500	101,372	82,804	43
228.00 Dean of Law	*	*	204,567	247,327	239,577	128
229.00 Dean Lib/Info Sciences	78,940	77,588	101,208	140,000	118,843	107
230.00 Dean of Mathematics	59,562	82,609	100,000	135,637	90,931	70
231.00 Dean of Medicine	*	*	281,760	383,000	362,508	69
232.00 Dean of Music	55,767	61,800	105,656	143,552	120,200	55
233.00 Dean of Nursing	80,088	85,431	107,516	171,120	112,497	252
234.00 Dean of Occ Stds/Voc Educ	74,854	79,073	104,587	128,473	83,108	101
235.00 Dean of Pharmacy	*	*	185,000	201,576	195,000	72
236.00 Dean of Public Hlth	*	*	*	236,413	236,413	26
237.00 Dean of Sciences	68,703	87,999	108,000	161,727	114,957	190
238.00 Dean of Social Sciences	61,942	79,773	92,592	161,688	96,487	101
239.00 Dean of Social Work	*	61,127	102,404	159,923	146,452	66
240.00 Dean of Special Progs	68,084	81,000	87,608	*	84,213	47
241.00 Dean of Undergraduate Progs	76,677	94,742	109,684	145,900	116,056	86
242.00 Dean of Veterinary Medicine	*	*	*	202,500	200,000	24
243.00 Dir, Continuing Educ	55,066	61,903	71,649	90,000	68,774	353
244.00 Chf Res Off	*	118,344	131,250	198,062	185,967	179
245.00 Chf Technology Transfer Off	*	*	124,800	139,012	136,804	103
245.10 Senior Technology Licensing Off	*	*	*	98,660	103,135	63
250.00 Dean of Honors Prog	*	69,123	84,569	118,132	99,766	118
251.00 Dean of Coop Extension	*	*	*	152,100	142,644	33
260.00 Dir, Distance Learning	54,800	61,969	73,149	79,789	68,998	234
261.00 Dir, Teaching Center	55,230	57,796	71,041	95,010	79,975	125
262.00 Dean, Public Affairs	*	*	108,554	176,154	150,510	26
ACADEMIC II - Assistant/Associate Deans						
210.10 A/A Dean, Architecture	*	*	*	103,792	101,286	38
211.10 A/A Dean, Agriculture	*	*	*	134,790	132,837	47
212.10 A/A Dean, Arts and Letters	*	*	83,934	107,876	97,848	45
213.10 A/A Dean, Arts and Sciences	66,497	72,936	91,848	104,089	94,245	214
214.10 A/A Dean, Business	75,121	79,000	103,247	131,008	116,582	289
215.10 A/A Dean, Communications	*	*	87,235	92,105	90,983	38
216.10 A/A Dean, Continuing Education	44,923	53,000	73,049	92,449	77,347	100
217.10 A/A Dean, Dentistry	*	*	*	156,914	154,208	29

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

* 4 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$29.2M	\$29.2M-\$59.0M	\$59.0M-\$145.7M	> \$145.7M	Median	Number
218.10 A/A Dean, Education	67,459	77,589	85,273	102,815	95,150	224
219.10 A/A Dean, Engineering	*	*	92,695	127,843	122,455	137
221.10 A/A Dean, External Degree Prgms	*	*	*	*	93,207	8
222.10 A/A Dean, Fine Arts	*	*	80,901	99,272	93,016	63
223.10 A/A Dean, Graduate Programs	82,678	69,896	79,191	100,644	92,972	147
224.10 A/A Dean, Health-Related Profs	64,946	75,600	82,990	103,931	92,885	91
225.10 A/A Dean, Family/Consumer Sci	*	*	*	119,142	105,193	12
226.10 A/A Dean, Humanities	*	*	87,402	101,759	91,350	44
227.10 A/A Dean, Instruction	*	*	90,731	*	84,047	17
228.10 A/A Dean, Law	*	*	98,000	129,329	126,935	89
229.10 A/A Dean, Library & Info Sciences	*	*	74,364	95,138	88,736	64
230.10 A/A Dean, Mathematics	*	*	76,000	107,179	82,820	15
231.10 A/A Dean, Medicine	*	*	*	163,715	164,382	44
232.10 A/A Dean, Music	*	*	73,084	86,589	84,100	25
233.10 A/A Dean, Nursing	68,300	73,690	83,000	109,724	95,693	134
234.10 A/A Dean, Occ Studies/Voc Ed/Tech	68,172	*	80,413	102,195	80,497	42
235.10 A/A Dean, Pharmacy	127,500	107,085	*	117,780	116,486	54
236.10 A/A Dean, Public Health	*	*	*	136,612	134,770	21
237.10 A/A Dean, Sciences	*	*	86,659	113,211	104,577	79
238.10 A/A Dean, Social Sciences	*	*	81,427	107,488	97,280	42
239.10 A/A Dean, Social Work	*	*	*	106,225	95,666	35
240.10 A/A Dean, Special Programs	*	*	*	*	65,965	8
241.10 A/A Dean, Undergrad Programs	*	57,120	77,561	83,026	75,000	53
242.10 A/A Dean, Veterinary Medicine	*	*	*	148,587	148,587	16
250.10 A/A Dean, Honors Program	*	*	*	80,004	81,460	34
251.10 A/A Dean, Cooperative Extension	*	*	*	116,376	114,768	10
262.10 A/A Dean, Public Affairs	*	*	*	109,182	91,476	15
ADMINISTRATIVE						
301.00 Chf Business Off	95,052	124,365	149,432	196,188	137,424	901
301.01 Chf Administration Off	85,000	105,470	132,825	180,125	129,875	237
301.02 Chf Financial Off	84,578	97,290	119,250	164,864	118,586	471
301.03 Chf Investment Off	*	*	127,082	178,457	151,626	91
301.10 Dir, Environ Hlth and Safety	53,706	52,515	62,960	89,475	75,669	333
301.20 Dir, Telecom / Networking	48,895	64,000	76,867	97,790	80,593	402
302.00 Chf Planning Off	83,817	92,350	105,591	144,002	109,517	120
303.00 Chf Budgeting Off	59,226	79,914	83,933	111,546	93,690	415
303.10 Assoc Budget Dir	62,721	66,722	69,647	84,894	75,675	202
304.00 Chf Planning & Budget Off	*	95,100	100,220	152,734	124,750	74
305.00 General Counsel	*	102,150	117,361	163,632	149,625	317
306.00 Chf Personnel/HR Off	60,000	73,750	94,000	123,377	87,869	996
306.10 Assoc Dir, Personnel/HR	48,032	52,317	63,950	88,785	70,008	399
306.20 Mgr, Benefits	39,500	44,436	53,085	72,208	60,000	395
306.30 Mgr, Training and Dev	84,643	70,736	55,368	73,578	65,620	224
306.40 Mgr, Employee Rel	*	*	66,400	74,000	72,590	124
306.50 Mgr, Labor Rel	*	*	58,453	92,964	88,719	76
306.60 Mgr, Employment	47,500	52,718	56,906	65,000	60,630	218
306.70 Mgr, Wage and Sal / Mgr, Comp	*	50,000	59,658	73,857	70,181	200
306.80 Mgr, Personnel Info Systems	*	44,865	58,161	77,979	71,527	188
307.00 Dir, AA/EEO	*	78,445	75,950	93,360	86,813	274
307.10 Assoc Dir, AA/Equal Employment	*	*	*	66,582	65,818	66
308.00 Dir, Personnel and AA	53,789	70,000	81,037	106,000	70,000	109
309.00 Chf Info Systems Off	69,700	90,000	113,729	159,866	105,392	944
309.10 Assoc Dir, Info Systems	56,595	69,387	87,276	110,166	87,847	308
309.20 Database Administrator	50,143	60,208	73,164	82,427	72,095	431
309.30 Systems Analyst (Highest Level)	50,000	56,170	65,219	77,028	64,148	280
310.00 Dir, Admin Computing	56,299	71,007	87,525	109,362	86,160	405
310.10 Assoc Dir, Admin Computing	45,250	53,071	73,208	90,208	72,944	145
312.00 Chf Phys Plant / Facil Mgmt. Off	59,994	76,896	96,415	125,000	89,933	996
312.10 Assoc Dir, Phys Plant / Facil	46,357	56,597	72,156	91,175	71,885	525
312.20 Mgr, Landscape and Grounds	34,316	42,621	52,077	63,371	52,312	499
312.30 Mgr, Bldg Maintenance Trades	41,787	51,400	59,450	70,701	59,884	365
312.40 Mgr, Technical Trades	41,546	52,425	58,488	70,921	60,285	252
312.50 Mgr, Custodial Services	34,050	42,581	50,508	60,768	48,444	570
312.60 Mgr, Power Plant	*	58,109	58,993	69,408	64,491	203
313.00 Comptroller	64,000	76,925	92,000	122,217	86,436	774
313.10 Mgr, Payroll	38,960	42,706	51,297	70,103	54,674	633
313.20 Asst Comptroller	44,671	50,696	64,858	87,437	65,000	344
313.30 Restr Funds Accountant	*	50,220	50,271	58,628	54,420	167
314.00 Dir, Accounting	49,950	59,711	70,628	86,008	72,012	367
315.00 Bursar	42,026	51,023	59,986	81,362	61,318	501
315.10 Assoc Bursar	33,756	37,635	45,529	56,378	48,905	175
316.00 Dir, Purchasing / Mtrls Mgmt	45,955	54,500	65,575	87,193	68,000	612
316.10 Assoc Dir, Purchasing / Mtrls Mgt	43,200	42,388	49,816	65,345	58,875	190

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

* 4 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$29.2M	\$29.2M-\$59.0M	\$59.0M-\$145.7M	> \$145.7M	Median	Number
317.00 Dir, Bookstore	37,266	46,290	57,158	76,647	50,801	415
317.10 Assoc Dir, Bookstore	26,305	38,631	42,200	54,244	43,100	137
318.00 Dir, Internal Audit	*	62,975	68,250	100,000	85,850	315
319.00 Dir, Auxiliary Services	48,265	63,594	80,000	107,544	82,783	321
320.00 Dir, Campus Security	40,000	51,374	68,181	93,280	67,116	889
321.00 Dir, Risk Mgmt and Insurance	56,000	64,873	67,276	88,063	82,000	209
322.00 Administrator, Hospital Med Ctr	*	*	*	373,912	333,222	26
322.10 Dir, Med Ctr Public Rel	*	*	*	128,318	124,800	23
322.20 Dir, Med Ctr Personnel	*	*	*	140,964	119,268	24
EXTERNAL AFFAIRS						
401.00 Chf Dev Off	89,717	114,830	136,919	189,000	125,000	894
401.10 Dir, Annual Giving	45,149	52,530	60,432	73,508	58,181	630
401.20 Dir, Corporate / Foundation Rel	54,000	60,000	74,083	90,000	74,343	473
401.40 Dir, Planned Giving	59,264	70,000	81,800	99,578	82,945	418
402.00 Chf Public Rel Off	53,025	67,582	87,569	126,725	82,689	695
402.10 Dir, Governmental / Legislative Rel	69,669	77,210	95,200	125,880	113,775	229
403.00 Chf Dev and Public Rel Off	81,868	87,530	125,000	174,824	124,920	105
404.00 Dir, Alumni Affairs	44,747	51,786	64,480	90,836	61,678	776
405.00 Dir, Dev and Alumni Affairs	59,000	62,040	80,889	99,727	72,100	135
406.00 Dir, Major Gifts	53,000	68,845	82,486	98,717	78,294	356
407.00 Dir, Church Rel	44,574	57,964	64,653	*	55,510	67
408.00 Dir, Community Services	40,549	49,153	54,149	70,000	56,900	175
409.00 Dir, Publications	44,225	53,910	59,539	75,337	60,869	415
409.10 Assoc Dir, Publications	31,518	42,125	47,966	58,467	49,635	168
409.20 Mgr, Printing Services	35,000	38,909	46,675	62,809	50,070	314
410.00 Dir, Info Office	50,000	54,049	63,960	85,870	63,900	370
411.00 Dir, News Bureau	35,913	42,318	52,406	68,142	56,273	182
412.00 Dir, Marketing	53,519	69,600	73,062	89,786	72,100	273
STUDENT SERVICES						
501.00 Chf Stdnt Affairs Off	79,122	98,350	122,000	161,480	109,132	974
501.10 Assoc Chf Stdnt Affairs Off	49,503	60,000	81,705	105,585	82,876	377
501.50 Dean of Stdnts	59,300	67,450	82,526	100,940	80,012	482
502.00 Chf Admissions Off	57,735	68,403	80,340	98,325	75,920	849
502.10 Assoc Dir, Admissions	40,000	45,404	54,109	62,086	52,316	692
502.15 Dir, Academic Advising	47,061	52,000	61,724	72,323	59,410	400
503.00 Dir, Admissions & Registrar	52,055	66,500	74,828	101,903	67,440	101
504.00 Registrar	49,968	60,500	74,534	90,093	66,008	1,034
504.10 Assoc Registrar	35,925	42,700	48,500	62,889	49,380	555
504.20 Assistant Registrar	31,200	36,400	39,776	48,314	39,161	504
505.00 Dir, Admissions and Financial Aid	68,916	87,850	116,000	99,382	94,700	83
506.00 Dir, Stdnt Financial Aid	51,000	61,617	74,413	89,282	68,000	1,132
506.10 Assoc Dir, Stdnt Financial Aid	36,675	43,930	51,173	63,785	50,090	719
507.00 Dir, Food Services	45,656	57,192	72,505	88,000	75,861	205
507.10 Assoc Dir, Food Services	45,338	46,650	58,475	68,184	62,160	116
508.00 Dir, Stdnt Housing	40,632	45,078	59,422	83,500	58,689	654
508.10 Assoc Dir, Stdnt Housing	31,531	30,914	44,548	60,390	49,923	294
508.20 Housing Off / Admin Operations	28,062	31,759	40,926	60,684	52,685	163
508.30 Housing Off / Residence Life	33,332	34,734	39,876	55,723	42,750	288
509.00 Dir of Union and Stdnt Activities	34,939	51,575	64,136	82,115	65,440	157
510.00 Dir, Foreign Stdnts	39,900	47,506	47,841	63,820	52,102	237
511.00 Dir, Stdnt Union	*	45,428	58,192	78,989	67,141	199
511.10 Assoc Dir, Stdnt Union	*	36,956	42,333	56,085	50,765	136
512.00 Dir, Stdnt Activities	36,880	44,000	51,100	63,573	50,000	663
512.10 Asst Dir Stdnt Activities	30,500	33,212	38,309	44,161	38,333	294
513.00 Dir, Career Dev and Placement	43,000	50,554	62,331	81,276	58,907	868
514.00 Dir, Stdnt Counseling	48,889	57,539	68,977	84,891	65,233	538
514.10 Assoc Dir, Stdnt Counseling	42,024	45,027	52,756	67,650	59,000	183
515.00 Dir, Stdnt Hlth Services (Physician)	*	84,020	113,753	143,263	137,709	164
516.00 Dir, Stdnt Hlth Services (Nurse)	39,523	49,977	63,344	75,360	60,120	437
516.10 Dir Std Hlth Svcs (Non Med Admin)	*	58,157	70,254	90,000	83,254	137
517.00 Dir, Campus Ministries	42,000	51,574	58,000	77,944	53,399	331
518.00 Dir, Athletics	58,221	73,792	95,000	161,555	89,707	858
519.00 Dir, Sports Info	31,500	37,566	42,500	54,908	42,678	608
520.00 Dir, Men's Athletic Progs	*	58,848	65,181	106,620	73,578	40
521.00 Dir, Women's Athletic Progs	39,150	54,764	58,350	82,400	62,200	108
522.00 Dir, Campus Recreation/Intramurals	37,207	44,984	50,145	72,108	56,117	394
522.10 Asst Dir Campus Rec/Intramurals	24,128	35,716	38,625	50,749	45,042	169
523.00 Chf, Enrollment Mgmt	80,340	99,091	108,070	127,476	104,000	481
524.00 Dir, Minority Affairs	41,091	46,350	55,887	68,692	55,541	385
525.00 Dir, Conferences	41,405	46,985	57,337	72,162	55,629	261
526.00 Dir Woman's Ctr	42,800	50,694	51,599	62,969	60,387	152

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

* 4 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	All Institutions	
	< \$29.2M	\$29.2M-\$59.0M	\$59.0M-\$145.7M	> \$145.7M	Median	Number
NEW POSITIONS						
Senior Executive Officers						
1006 Secretary of the Institution	44,000	54,800	71,300	114,651	79,195	84
1046 Chief External Affairs off	107,164	105,464	143,399	182,063	148,500	86
ACADEMIC DEANS & ASSOC/ASST DEANS						
1205 Dean, Biological & Life Sciences	*	*	*	173,158	109,881	20
1207 Dean, Computer & Info Sciences	*	86,459	88,180	158,127	122,542	28
1211 Dean, Divinity / Theology	65,790	76,691	92,725	134,027	83,247	33
1217 Dean, Forestry & Environ Studies	*	*	*	161,756	148,366	9
1232 Dean, Performing Arts	*	102,961	*	104,149	95,000	21
1234 Dean, Public Administration	*	*	*	177,000	151,000	6
1405 Assoc/Asst Dean, Bio & Life Sci	*	*	*	122,551	119,783	9
1407 Assoc/Asst Dean, Comp & Info Sci	*	*	*	133,797	117,195	8
1411 Assoc/Asst Dean, Divinity / Theo	*	*	65,793	*	65,793	11
1417 Assoc/Asst Dean, Forest/Enviro Std	*	*	*	106,549	106,549	6
1432 Assoc/Asst Dean, Performing Arts	*	*	*	102,765	71,435	11
1434 Assoc/Asst Dean, Public Admin	*	*	*	*	*	3
SENIOR ADMINISTRATORS						
2001 Vice Provost	*	90,200	117,283	145,510	131,955	85
2003 Asst Provost	*	71,091	95,965	96,979	94,757	96
2006 Dir of Institutional Diversity	51,993	51,764	80,000	108,413	83,400	115
2026 Chief Op off (non-fac), Med Sch	*	*	*	193,003	198,003	28
2027 Chief Fin off, Med Sch	*	*	*	150,001	150,000	47
2028 Chief Admissions off, Med Sch	*	*	*	100,470	96,089	28
2029 Chief Fin Aid off, Med Sch	*	*	*	64,125	64,125	20
2030 Chief Stdt Affairs off, Med Sch	*	*	*	134,333	126,578	24
2031 Chief Development Off, Med Sch	*	*	*	122,924	122,924	32
2032 Chief IT off, Med Sch	*	*	*	120,750	118,366	30
2033 Chief Research off, Med Sch	*	*	*	179,869	176,889	27
2034 Chief Librarian, Med Sch	*	*	*	111,041	109,699	31
2035 Chief HR off, Med Sch	*	*	*	85,750	85,750	25
2054 Head Librarian, Cataloging	42,426	43,460	48,204	61,873	54,520	147
2055 Head Librarian, Collection Devel	*	46,885	57,283	64,568	59,727	119
2056 Head Librarian, Archives/Rec Mgt	35,207	43,957	53,650	65,405	55,535	138
BUSINESS & ADMINISTRATIVE AFFAIRS						
3004 Dir, University Research Park	*	*	*	145,495	144,742	24
3005 Dir, Contracts & Grants	52,000	54,000	67,611	82,476	76,229	142
3006 Dir, College/University Press	*	*	*	98,261	96,285	55
3052 Dir/Manager, Mail Services	28,941	32,364	37,960	52,006	41,340	224
3078 Dir, Parking & Transportation	*	*	46,934	75,000	70,335	138
3101 Dir, Real Estate & Space Mgt	*	*	82,962	100,755	99,542	61
3102 Architect for the Institution	*	*	81,770	97,734	93,150	105
3104 Dir, Energy & Utilities	*	*	51,934	84,373	83,067	60
INFORMATION TECHNOLOGY						
5007 Dir, Enterprise Info Systems	*	80,812	85,630	107,175	98,011	97
5008 Dir, Research Computing	*	*	*	110,259	109,305	25
5009 Dir, Enterprise Data Center	*	63,828	71,765	94,374	89,532	64
5010 Dir, IT Security	*	58,057	74,570	89,857	86,924	110
5011 Dir, Instructional Technology	50,738	58,000	72,229	92,186	74,276	168
5012 Dir, User Services	*	56,818	62,265	83,894	72,566	152
5013 Dir, Information Management	*	*	70,214	93,600	83,964	47
ATHLETICS						
6002 Assoc Athletic Dir	39,562	49,750	60,961	88,176	64,500	227
6006 Assoc/Asst Athl Dir for Fin & Busin	*	*	59,117	78,125	73,698	141
6007 Assoc/Asst Athl Dir for Operations	*	46,170	51,893	69,918	62,000	127
6008 Assoc/Asst Athl Dir for Ext Affairs	*	*	45,544	79,462	65,624	98
6009 Assoc/Asst Athl Dir for Develop	*	45,801	67,088	76,440	72,460	132
6010 Assoc/Asst Athl Dir for Acad Affairs	*	*	51,516	71,750	65,206	90
6011 Assoc/Asst Athl Dir for Compliance	37,260	41,000	48,000	66,075	55,120	173
STUDENT AFFAIRS						
7002 Asst VP for Student Affairs	55,000	67,400	78,100	94,905	87,331	83
7004 Dir, Greek Life	*	35,316	38,000	46,641	42,024	96
7104 Dir, Counseling & Psych Services	49,397	60,830	74,950	85,000	76,129	201
EXTERNAL AFFAIRS						
8001 Assoc/Asst VP/Chancellor for Devel	*	97,425	110,773	129,000	112,000	111
8008 Dir of Devel for Instit School/Coll	60,000	67,068	77,082	72,862	71,181	104
8009 Dir, Donor Relations	48,360	47,725	54,257	64,387	58,710	139
8010 Dir, Advance Research/Prospect Mgt	54,000	50,697	56,842	68,897	60,000	151
8027 Dir, Federal Relations	*	*	*	112,943	112,270	25
8028 Dir, State Government Relations	*	*	*	100,016	99,059	44

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
A. T. Still University of Health Sciences	2477	Spec Medical	Priv/Ind	Institution within system	MO
Abilene Christian University	3537	Master's	Priv/Rel	Single unit institution	TX
Adams State College	1345	Master's	Public	Single unit institution	CO
Adelphi University	2666	Doctoral	Priv/Ind	Single unit institution	NY
Aims Community College	7582	Two-Year	Public	Single unit institution	CO
Alabama Agricultural and Mechanical University	1002	Doctoral	Public	Single unit institution	AL
Alabama State University	1005	Master's	Public	Single unit institution	AL
Alamo Community College District Central Office	3607	CC System	Public	System office	TX
Albany State University	1544	Master's	Public	Institution within system	GA
Albertson College	1617	Baccalaureate	Priv/Ind	Single unit institution	ID
Albertus Magnus College	1374	Baccalaureate	Priv/Ind	Single unit institution	CT
Albright College	3229	Baccalaureate	Priv/Rel	Single unit institution	PA
Alderson Broaddus College	3806	Baccalaureate	Priv/Rel	Single unit institution	WV
Alexandria Technical College	5544	Two-Year	Public	Institution within system	MN
Alice Lloyd College	1951	Baccalaureate	Priv/Ind	Single unit institution	KY
Allegany College of Maryland	2057	Two-Year	Public	Single unit institution	MD
Allegheny College	3230	Baccalaureate	Priv/Ind	Single unit institution	PA
Allen College	30691	Spec Health	Priv/Ind	Single unit institution	IA
Alliant International University	666132	Univ System	Priv/Ind	System office	CA
Alma College	2236	Baccalaureate	Priv/Ind	Single unit institution	MI
Alvernia College	3233	Baccalaureate	Priv/Rel	Single unit institution	PA
Alverno College	3832	Baccalaureate	Priv/Ind	Single unit institution	WI
American University	1434	Doctoral	Priv/Rel	Single unit institution	DC
Amherst College	2115	Baccalaureate	Priv/Ind	Single unit institution	MA
Anderson University	1785	Master's	Priv/Rel	Single unit institution	IN
Andrews University	2238	Doctoral	Priv/Rel	Single unit institution	MI
Anne Arundel Community College	2058	Two-Year	Public	Single unit institution	MD
Anoka Technical College	7350	Two-Year	Public	Institution within system	MN
Anoka-Ramsey Community College	2332	Two-Year	Public	Institution within system	MN
Antioch College	666810	Baccalaureate	Priv/Ind	Institution within system	OH
Antioch University Seattle	666812	Master's	Priv/Ind	Institution within system	WA
Appalachian State University	2906	Master's	Public	Institution within system	NC
Aquinas College	2239	Master's	Priv/Rel	Single unit institution	MI
Arapahoe Community College	1346	Two-Year	Public	Institution within system	CO
Arcadia University	3235	Master's	Priv/Ind	Single unit institution	PA
Arizona State University at the Polytechnic Campus	666984	Spec Engineering	Public	Institution within system	AZ
Arizona State University Main	1081	Doctoral	Public	Single unit institution	AZ
Arizona State University West	666935	Master's	Public	Institution within system	AZ
Arkansas State University	1090	Master's	Public	Institution within system	AR
Arkansas Tech University	1089	Master's	Public	Institution within system	AR
Asbury College	1952	Baccalaureate	Priv/Ind	Single unit institution	KY
Ashland Community and Technical College	1990	Two-Year	Public	Institution within system	KY
Ashland University	3012	Master's	Priv/Rel	Single unit institution	OH
Assumption College	2118	Master's	Priv/Rel	Single unit institution	MA
Auburn University	1009	Doctoral	Public	Single unit institution	AL
Auburn University at Montgomery	8310	Master's	Public	Institution within system	AL
Augsburg College	2334	Master's	Priv/Rel	Single unit institution	MN
Augusta State University	1552	Master's	Public	Single unit institution	GA
Augustana College	3458	Baccalaureate	Priv/Rel	Single unit institution	SD
Augustana College	1633	Baccalaureate	Priv/Rel	Single unit institution	IL
Aultman College of Nursing and Health Sciences	9993095	Spec Health	Priv/Ind	Single unit institution	OH
Aurora University	1634	Master's	Priv/Ind	Institution within system	IL
Austin College	3543	Baccalaureate	Priv/Rel	Single unit institution	TX
Austin Community College	12015	Two-Year	Public	Single unit institution	TX
Austin Peay State University	3478	Master's	Public	Institution within system	TN
Austin Presbyterian Theological Seminary	3544	Spec Theological	Priv/Rel	Single unit institution	TX
Avila University	2449	Master's	Priv/Rel	Single unit institution	MO
Azusa Pacific University	1117	Master's	Priv/Ind	Institution within system	CA
Babson College	2121	Spec Business	Priv/Ind	Single unit institution	MA
Baker College of Flint	4673	Baccalaureate	Priv/Ind	Institution within system	MI
Baker College of Jackson	4680	Spec Business	Priv/Ind	Institution within system	MI
Baker College of Owosso	666937	Baccalaureate	Priv/Ind	Institution within system	MI
Baker College System Office	666923	Univ System	Priv/Ind	System office	MI
Baker University	1903	Master's	Priv/Rel	Single unit institution	KS
Baldwin-Wallace College	3014	Master's	Priv/Rel	Single unit institution	OH
Ball State University	1786	Doctoral	Public	Single unit institution	IN
Bank Street College of Education	2669	Spec Education	Priv/Ind	Single unit institution	NY
Baptist Memorial College of Health Science	34403	Two-Year	Priv/Ind	Single unit institution	TN
Barnard College	2708	Baccalaureate	Priv/Ind	Single unit institution	NY
Barton College	2908	Baccalaureate	Priv/Rel	Single unit institution	NC
Bastyr University	22425	Spec Health	Priv/Ind	Single unit institution	WA
Bates College	2036	Baccalaureate	Priv/Ind	Single unit institution	ME
Baylor College of Medicine	4949	Spec Medical	Priv/Ind	Single unit institution	TX
Baylor University	3545	Doctoral	Priv/Rel	Single unit institution	TX
Becker College-Worcester	2123	Baccalaureate	Priv/Ind	Single unit institution	MA

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Bellarmino University	1954	Master's	Priv/Ind	Single unit institution	KY
Belleuve University	9743	Spec Business	Priv/Ind	Single unit institution	NE
Bellin College of Nursing	6639	Spec Health	Priv/Ind	Single unit institution	WI
Belmont Abbey College	2910	Baccalaureate	Priv/Rel	Single unit institution	NC
Belmont Technical College	9941	Two-Year	Public	Single unit institution	OH
Belmont University	3479	Master's	Priv/Rel	Single unit institution	TN
Bemidji State University	2336	Master's	Public	Institution within system	MN
Benedictine University	1767	Master's	Priv/Rel	Single unit institution	IL
Bennington College	3682	Baccalaureate	Priv/Ind	Single unit institution	VT
Bentley College	2124	Master's	Priv/Ind	Single unit institution	MA
Berea College	1955	Baccalaureate	Priv/Ind	Single unit institution	KY
Berklee College of Music	2126	Spec Art	Priv/Ind	Single unit institution	MA
Berry College	1554	Baccalaureate	Priv/Ind	Single unit institution	GA
Bethany College	3808	Baccalaureate	Priv/Rel	Single unit institution	WV
Bethany Lutheran College	2337	Two-Year	Priv/Rel	Single unit institution	MN
Bethel College	1905	Baccalaureate	Priv/Rel	Single unit institution	KS
Big Sandy Community and Technical College	1996	Two-Year	Public	Institution within system	KY
Biola University	1122	Doctoral	Priv/Ind	Single unit institution	CA
Birmingham-Southern College	1012	Baccalaureate	Priv/Rel	Single unit institution	AL
Bismarck State College	2988	Two-Year	Public	Institution within system	ND
Black River Technical College	20522	Two-Year	Public	Single unit institution	AR
Blackburn College	1639	Baccalaureate	Priv/Rel	Single unit institution	IL
Blessing-Rieman College of Nursing	6214	Spec Health	Priv/Ind	Single unit institution	IL
Bloomfield College	2597	Baccalaureate	Priv/Rel	Single unit institution	NJ
Bloomsburg University of Pennsylvania	3315	Master's	Public	Institution within system	PA
Bluegrass Community and Technical Colleges	9707	Two-Year	Public	Institution within system	KY
Boise State University	1616	Master's	Public	Single unit institution	ID
Bossier Parish Community College	20554	Two-Year	Public	Single unit institution	LA
Boston College	2128	Doctoral	Priv/Rel	Single unit institution	MA
Bowdoin College	2038	Baccalaureate	Priv/Ind	Single unit institution	ME
Bowie State University	2062	Master's	Public	Institution within system	MD
Bowling Green State University	3018	Doctoral	Public	Single unit institution	OH
Bowling Green Technical College	5271	Two-Year	Public	Institution within system	KY
Bradley University	1641	Master's	Priv/Ind	Single unit institution	IL
Brandeis University	2133	Doctoral	Priv/Ind	Single unit institution	MA
Bridgewater State College	2183	Master's	Public	Single unit institution	MA
Brigham Young University	3670	Doctoral	Priv/Rel	Single unit institution	UT
Brigham Young University Hawaii Campus	1606	Baccalaureate	Priv/Rel	Institution within system	HI
Brigham Young University-Idaho	1625	Two-Year	Priv/Rel	Single unit institution	ID
Brookdale Community College	8404	Two-Year	Public	Single unit institution	NJ
Broward Community College	1500	Two-Year	Public	System office	FL
Brown University	3401	Doctoral	Priv/Ind	Single unit institution	RI
Bryan College	3536	Baccalaureate	Priv/Ind	Single unit institution	TN
BryanLGH College of Health Sciences		Spec Health	Priv/Ind	Single unit institution	NE
Bryant University	3402	Master's	Priv/Ind	Single unit institution	RI
Bryn Mawr College	3237	Baccalaureate	Priv/Ind	Single unit institution	PA
Bucknell University	3238	Baccalaureate	Priv/Ind	Single unit institution	PA
Bucks County Community College	3239	Two-Year	Public	Single unit institution	PA
Buena Vista University	1847	Baccalaureate	Priv/Rel	Single unit institution	IA
Bunker Hill Community College	11210	Two-Year	Public	Single unit institution	MA
Butler County Community College	3240	Two-Year	Public	Single unit institution	PA
Butler University	1788	Master's	Priv/Ind	Single unit institution	IN
Cabarrus College of Health Sciences	6477	Two-Year	Priv/Ind	Single unit institution	NC
Cabrini College	3241	Master's	Priv/Rel	Single unit institution	PA
Caldwell College	2598	Baccalaureate	Priv/Rel	Single unit institution	NJ
California Institute of Technology	1131	Doctoral	Priv/Ind	Single unit institution	CA
California Institute of the Arts	1132	Spec Art	Priv/Ind	Single unit institution	CA
California Lutheran University	1133	Master's	Priv/Rel	Single unit institution	CA
California Polytechnic State University-San Luis Obispo	1143	Master's	Public	Institution within system	CA
California State University-Long Beach	1139	Master's	Public	Institution within system	CA
California State University-Northridge	1153	Master's	Public	Institution within system	CA
California State University-San Marcos	30113	Master's	Public	Institution within system	CA
Calvin College	2241	Baccalaureate	Priv/Rel	Single unit institution	MI
Campbellsville University	1959	Master's	Priv/Rel	Single unit institution	KY
Canisius College	2681	Master's	Priv/Ind	Single unit institution	NY
Capital University	3023	Master's	Priv/Rel	Single unit institution	OH
Cardinal Stritch University	3837	Master's	Priv/Rel	Single unit institution	WI
Carl Sandburg College	7265	Two-Year	Priv/Ind	Single unit institution	IL
Carleton College	2340	Baccalaureate	Priv/Ind	Single unit institution	MN
Carlos Albizu University Miami Campus	666814	Spec Other	Priv/Ind	Institution within system	FL
Carnegie Mellon University	3242	Doctoral	Priv/Ind	Single unit institution	PA
Carolinas College of Health Sciences	31042	Two-Year	Priv/Ind	Single unit institution	NC
Carroll College	2526	Baccalaureate	Priv/Rel	Single unit institution	MT
Carroll College	3838	Baccalaureate	Priv/Rel	Single unit institution	WI
Carthage College	3839	Master's	Priv/Rel	Single unit institution	WI

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Case Western Reserve University	3024	Doctoral	Priv/Ind	Single unit institution	OH
Castleton State College	3683	Master's	Public	Institution within system	VT
Catawba College	2914	Baccalaureate	Priv/Rel	Single unit institution	NC
Cazenovia College	2685	Baccalaureate	Priv/Ind	Single unit institution	NY
Cedar Crest College	3243	Baccalaureate	Priv/Rel	Single unit institution	PA
Cedar Valley College	3561	Two-Year	Public	Institution within system	TX
Cedarville University	3025	Baccalaureate	Priv/Rel	Single unit institution	OH
Central College	1850	Baccalaureate	Priv/Rel	Single unit institution	IA
Central Lakes College	2339	Two-Year	Public	Institution within system	MN
Central Methodist University	2453	Baccalaureate	Priv/Rel	Single unit institution	MO
Central Michigan University	2243	Doctoral	Public	Single unit institution	MI
Central New Mexico Community College	4742	Two-Year	Public	Single unit institution	NM
Central Ohio Technical College	11046	Two-Year	Public	Single unit institution	OH
Central Piedmont Community College	2915	Two-Year	Public	Institution within system	NC
Central State University	3026	Baccalaureate	Public	Single unit institution	OH
Central Virginia Community College	4988	Two-Year	Public	Institution within system	VA
Central Washington University	3771	Master's	Public	Single unit institution	WA
Central Wyoming College	7289	Two-Year	Public	Single unit institution	WY
Centre College	1961	Baccalaureate	Priv/Ind	Single unit institution	KY
Century College	6774	Two-Year	Public	Institution within system	MN
Chadron State College	2539	Master's	Public	Institution within system	NE
Champlain College	3684	Baccalaureate	Priv/Ind	Single unit institution	VT
Chapman University	1164	Master's	Priv/Ind	Single unit institution	CA
Charter Oak State College	32343	Baccalaureate	Public	Single unit institution	CT
Chattanooga State Technical Community College	3998	Two-Year	Public	Single unit institution	TN
Chesapeake College	4650	Two-Year	Public	Single unit institution	MD
Chestnut Hill College	3245	Master's	Priv/Rel	Single unit institution	PA
Christian Brothers University	3482	Master's	Priv/Rel	Single unit institution	TN
Christopher Newport University	3706	Baccalaureate	Public	Single unit institution	VA
Claremont Graduate University	1169	Doctoral	Priv/Ind	Single unit institution	CA
Clarian Health Partners		Spec Health	Priv/Ind	Single unit institution	IN
Clark University	2139	Doctoral	Priv/Ind	Single unit institution	MA
Clarkson College	9862	Spec Health	Priv/Ind	Single unit institution	NE
Clarkson University	2699	Doctoral	Priv/Ind	Single unit institution	NY
Clayton State University	8976	Baccalaureate	Public	Institution within system	GA
Cleary University	2246	Spec Business	Priv/Ind	Single unit institution	MI
Clemson University	3425	Doctoral	Public	Single unit institution	SC
Cleveland Institute of Art	3982	Spec Art	Priv/Ind	Single unit institution	OH
Cleveland State Community College	3999	Two-Year	Public	Institution within system	TN
Cleveland State University	3032	Doctoral	Public	Institution within system	OH
Clovis Community College	4743	Two-Year	Public	Single unit institution	NM
Coastal Carolina University	3451	Baccalaureate	Public	Single unit institution	SC
Cochise College	1072	Two-Year	Public	Single unit institution	AZ
Coconino County Community College	31004	Two-Year	Public	Single unit institution	AZ
Coker College	3427	Baccalaureate	Priv/Ind	Single unit institution	SC
Colby College	2039	Baccalaureate	Priv/Ind	Single unit institution	ME
Colgate University	2701	Baccalaureate	Priv/Ind	Single unit institution	NY
College for Creative Studies	6771	Spec Art	Priv/Ind	Single unit institution	MI
College Misericordia	3247	Master's	Priv/Rel	Single unit institution	PA
College of DuPage	6656	Two-Year	Public	Single unit institution	IL
College of Eastern Utah	3676	Two-Year	Public	Single unit institution	UT
College of Lake County	7694	Two-Year	Public	Single unit institution	IL
College of Mount Saint Joseph	3033	Master's	Priv/Rel	Single unit institution	OH
College of Mount Saint Vincent	2703	Master's	Priv/Ind	Single unit institution	NY
College of Notre Dame of Maryland	2065	Master's	Priv/Rel	Single unit institution	MD
College of Saint Benedict	2341	Baccalaureate	Priv/Rel	Single unit institution	MN
College of Saint Catherine	2342	Master's	Priv/Rel	Single unit institution	MN
College of Saint Elizabeth	2600	Baccalaureate	Priv/Rel	Single unit institution	NJ
College of Saint Mary	2540	Baccalaureate	Priv/Rel	Single unit institution	NE
College of Saint Rose	2705	Master's	Priv/Ind	Single unit institution	NY
College of Santa Fe	2649	Master's	Priv/Ind	Single unit institution	NM
College of the Atlantic	11385	Baccalaureate	Priv/Ind	Single unit institution	ME
College of the Holy Cross	2141	Baccalaureate	Priv/Rel	Single unit institution	MA
College of the Southwest	2650	Master's	Priv/Ind	Single unit institution	NM
Collin County Community College District	23614	Two-Year	Public	Single unit institution	TX
Colorado College	1347	Baccalaureate	Priv/Ind	Single unit institution	CO
Colorado Community College System Summary	9993105	CC System	Public	System summary	CO
Colorado Northwestern Community College	1359	Two-Year	Public	Institution within system	CO
Colorado School of Mines	1348	Spec Engineering	Public	Single unit institution	CO
Colorado State University	1350	Doctoral	Public	Institution within system	CO
Colorado State University System Office	33437	Univ System	Public	System office	CO
Colorado State University-Pueblo	1365	Master's	Public	Institution within system	CO
Columbia College	2456	Baccalaureate	Priv/Rel	Single unit institution	MO
Columbia Theological Seminary	1560	Spec Theological	Priv/Rel	Single unit institution	GA
Columbia University in the City of New York	2707	Doctoral	Priv/Ind	Single unit institution	NY

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Columbus College of Art & Design	3039	Spec Art	Priv/Ind	Single unit institution	OH
Columbus State Community College	6867	Two-Year	Public	Single unit institution	OH
Community College of Allegheny County	3231	Two-Year	Public	Single unit institution	PA
Community College of Baltimore County, The	2063	Two-Year	Public	Single unit institution	MD
Community College of Denver	9542	Two-Year	Public	Institution within system	CO
Community College of Rhode Island	3408	Two-Year	Public	Single unit institution	RI
Community College of Southern Nevada	10362	Two-Year	Public	Institution within system	NV
Community College of Vermont	11167	Two-Year	Public	Institution within system	VT
Community Colleges of Spokane District 17	10784	Two-Year	Public	Institution within system	WA
Concordia College-Moorhead	2346	Baccalaureate	Priv/Rel	Single unit institution	MN
Concordia Seminary	2457	Spec Theological	Priv/Rel	Single unit institution	MO
Concordia University at Austin	3557	Baccalaureate	Priv/Rel	Institution within system	TX
Concordia University Wisconsin	3842	Master's	Priv/Rel	Single unit institution	WI
Connecticut College	1379	Baccalaureate	Priv/Ind	Single unit institution	CT
Converse College	3431	Master's	Priv/Ind	Single unit institution	SC
Cooper Union	2710	Spec Engineering	Priv/Ind	Single unit institution	NY
Coppin State University	2068	Master's	Public	Single unit institution	MD
Cornell College	1856	Baccalaureate	Priv/Rel	Single unit institution	IA
Cornell University	2711	Doctoral	Priv/Ind	Single unit institution	NY
Cornerstone University	2266	Master's	Priv/Ind	Institution within system	MI
Cornish College of the Arts	12315	Spec Art	Priv/Ind	Single unit institution	WA
Cottey College	2458	Two-Year	Priv/Ind	Single unit institution	MO
Covenant College	3484	Baccalaureate	Priv/Rel	Single unit institution	GA
Covenant Theological Seminary	4707	Spec Theological	Priv/Rel	Single unit institution	MO
Creighton University	2542	Master's	Priv/Rel	Single unit institution	NE
Crichton College	9982	Baccalaureate	Priv/Ind	Single unit institution	TN
Cuesta College	1192	Two-Year	Public	Single unit institution	CA
Culinary Institute of America	7304	Spec Other	Priv/Ind	Single unit institution	NY
Culver-Stockton College	2460	Baccalaureate	Priv/Rel	Single unit institution	MO
Cuyahoga Community College	3040	Two-Year	Public	System office	OH
Daemen College	2808	Baccalaureate	Priv/Ind	Single unit institution	NY
Dakota County Technical College	10402	Two-Year	Public	Institution within system	MN
Dakota State University	3463	Baccalaureate	Public	Single unit institution	SD
Dakota Wesleyan University	3461	Baccalaureate	Priv/Rel	Single unit institution	SD
Dallas Theological Seminary	3562	Spec Theological	Priv/Ind	Single unit institution	TX
Dartmouth College	2573	Doctoral	Priv/Ind	Single unit institution	NH
Davenport University	2249	Spec Business	Priv/Ind	Single unit institution	MI
Davidson College	2918	Baccalaureate	Priv/Rel	Single unit institution	NC
Del Mar College	3563	Two-Year	Public	Single unit institution	TX
Delaware Tech & Com College System Summary - All 4 Campuses	8074000	CC System	Public	System summary	DE
Delgado Community College	4625	Two-Year	Public	Institution within system	LA
Denison University	3042	Baccalaureate	Priv/Ind	Single unit institution	OH
DePaul University	1671	Doctoral	Priv/Rel	Single unit institution	IL
Des Moines University	1855	Spec Medical	Priv/Ind	Single unit institution	IA
DeSales University	3986	Master's	Priv/Rel	Single unit institution	PA
Desert Research Institute	990005	Spec Other	Public	Institution within system	NV
DeVry University - Illinois 3 Campuses	1672	Univ System	Priv/for-Profit	System summary	IL
Dickinson College	3253	Baccalaureate	Priv/Ind	Single unit institution	PA
Dickinson State University	2989	Baccalaureate	Public	Institution within system	ND
Dixie State College of Utah	3671	Two-Year	Public	Single unit institution	UT
Dominican College of Blauvelt	2713	Baccalaureate	Priv/Ind	Single unit institution	NY
Dominican University	1750	Master's	Priv/Rel	Single unit institution	IL
Dominican University of California	1196	Master's	Priv/Ind	Single unit institution	CA
Dordt College	1859	Baccalaureate	Priv/Rel	Single unit institution	IA
Drake University	1860	Master's	Priv/Ind	Single unit institution	IA
Drew University	2603	Baccalaureate	Priv/Ind	Single unit institution	NJ
Drexel University	3256	Doctoral	Priv/Ind	Single unit institution	PA
Drury University	2461	Master's	Priv/Ind	Single unit institution	MO
Duke University	2920	Doctoral	Priv/Ind	Single unit institution	NC
Duquesne University	3258	Doctoral	Priv/Rel	Single unit institution	PA
D'Youville College	2712	Spec Health	Priv/Ind	Single unit institution	NY
East Carolina University	2923	Doctoral	Public	Institution within system	NC
East Central College	8862	Two-Year	Public	Single unit institution	MO
East Central University	3154	Master's	Public	Single unit institution	OK
East Tennessee State University	3487	Doctoral	Public	Institution within system	TN
East Texas Baptist University	3564	Baccalaureate	Priv/Rel	Single unit institution	TX
Eastern Connecticut State University	1425	Master's	Public	Institution within system	CT
Eastern Illinois University	1674	Master's	Public	Single unit institution	IL
Eastern Kentucky University	1963	Master's	Public	Single unit institution	KY
Eastern Michigan University	2259	Master's	Public	Single unit institution	MI
Eastern Nazarene College	2145	Master's	Priv/Rel	Institution within system	MA
Eastern New Mexico University Main Campus	2651	Master's	Public	Institution within system	NM
Eastern Oregon University	3193	Master's	Public	Institution within system	OR
Eastern University	3259	Master's	Priv/Rel	Single unit institution	PA
Eastern Virginia Medical School	10338	Spec Medical	Priv/Ind	Single unit institution	VA

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Eastern Washington University	3775	Master's	Public	Single unit institution	WA
Eckerd College	1487	Baccalaureate	Priv/Rel	Single unit institution	FL
Edgewood College	3848	Master's	Priv/Rel	Institution within system	WI
Edinboro University of Pennsylvania	3321	Master's	Public	Institution within system	PA
Edison College	1477	Two-Year	Public	Institution within system	FL
Edmonds Community College	5001	Two-Year	Public	Single unit institution	WA
El Paso Community College	10387	Two-Year	Public	Single unit institution	TX
Elizabeth City State University	2926	Baccalaureate	Public	Institution within system	NC
Elizabethtown College	3262	Baccalaureate	Priv/Rel	Single unit institution	PA
Elizabethtown Community and Technical College	1991	Two-Year	Public	Institution within system	KY
Elmhurst College	1676	Baccalaureate	Priv/Rel	Single unit institution	IL
Elmira College	2718	Baccalaureate	Priv/Ind	Single unit institution	NY
Embry-Riddle Aeronautical University	1479	Master's	Priv/Ind	Single unit institution	FL
Emerson College	2146	Master's	Priv/Ind	Single unit institution	MA
Emmanuel College	2147	Master's	Priv/Rel	Single unit institution	MA
Emory & Henry College	3709	Baccalaureate	Priv/Rel	Single unit institution	VA
Emory University	1564	Doctoral	Priv/Rel	Single unit institution	GA
Emporia State University	1927	Master's	Public	Single unit institution	KS
Episcopal Divinity School	2149	Spec Theological	Priv/Rel	Single unit institution	MA
Erikson Institute	35103	Spec Other	Priv/Ind	Single unit institution	IL
Erskine College	3432	Baccalaureate	Priv/Ind	Single unit institution	SC
Fairfield University	1385	Master's	Priv/Ind	Single unit institution	CT
Fairleigh Dickinson University	2607	Master's	Priv/Ind	Single unit institution	NJ
Fairmont State University	3812	Baccalaureate	Public	Institution within system	WV
Ferris State University	2260	Master's	Public	Single unit institution	MI
Finger Lakes Community College	7532	Two-Year	Public	Single unit institution	NY
Finlandia University	2322	Two-Year	Priv/Rel	Single unit institution	MI
Flathead Valley Community College	6777	Two-Year	Public	Single unit institution	MT
Florida Atlantic University	1481	Doctoral	Public	Single unit institution	FL
Florida Career College	9993096	Two-Year	Priv/for-Profit	Single unit institution	FL
Florida Gulf Coast University	32553	Master's	Public	Institution within system	FL
Florida Hospital College of Health Sciences	31155	Two-Year	Priv/Rel	Single unit institution	FL
Florida Institute of Technology	1469	Doctoral	Priv/Ind	Single unit institution	FL
Florida International University	9635	Doctoral	Public	Single unit institution	FL
Florida Southern College	1488	Baccalaureate	Priv/Rel	Single unit institution	FL
Florida State University	1489	Doctoral	Public	Institution within system	FL
Fond du Lac Tribal and Community College	31291	Two-Year	Public	Institution within system	MN
Fontbonne University	2464	Master's	Priv/Rel	Single unit institution	MO
Fort Hays State University	1915	Master's	Public	Single unit institution	KS
Fort Lewis College	1353	Baccalaureate	Public	Single unit institution	CO
Francis Marion University	9226	Master's	Public	Single unit institution	SC
Franciscan University of Steubenville	3036	Master's	Priv/Rel	Single unit institution	OH
Franklin & Marshall College	3265	Baccalaureate	Priv/Ind	Single unit institution	PA
Franklin College of Indiana	1798	Baccalaureate	Priv/Rel	Single unit institution	IN
Franklin Pierce College	2575	Baccalaureate	Priv/Ind	Single unit institution	NH
Franklin University	3046	Spec Business	Priv/Ind	Single unit institution	OH
Fresno Pacific University	1253	Master's	Priv/Rel	Single unit institution	CA
Friends University	1918	Master's	Priv/Ind	Single unit institution	KS
Frostburg State University	2072	Master's	Public	Institution within system	MD
Fuller Theological Seminary	1200	Spec Theological	Priv/Ind	Single unit institution	CA
Furman University	3434	Baccalaureate	Priv/Ind	Single unit institution	SC
Gallaudet University	1443	Master's	Priv/Ind	Single unit institution	DC
Gannon University	3266	Master's	Priv/Rel	Single unit institution	PA
Gateway Community and Technical College	5273	Two-Year	Public	Institution within system	KY
Geneva College	3267	Master's	Priv/Rel	Single unit institution	PA
George Fox University	3194	Master's	Priv/Rel	Single unit institution	OR
George Mason University	3749	Doctoral	Public	Single unit institution	VA
Georgetown College	1964	Baccalaureate	Priv/Rel	Single unit institution	KY
Georgetown University	1445	Doctoral	Priv/Rel	Single unit institution	DC
Georgia College & State University	1602	Master's	Public	Institution within system	GA
Georgia Gwinnett College		Baccalaureate	Public	Institution within system	GA
Georgia Institute of Technology	1569	Doctoral	Public	Institution within system	GA
Georgia Military College	1571	Two-Year	Priv/Ind	Single unit institution	GA
Georgia Perimeter College	1562	Two-Year	Public	Institution within system	GA
Georgia Southwestern State University	1573	Master's	Public	Institution within system	GA
Georgia State University	1574	Doctoral	Public	Institution within system	GA
Georgian Court University	2608	Master's	Priv/Rel	Single unit institution	NJ
Gettysburg College	3268	Baccalaureate	Priv/Rel	Single unit institution	PA
Gloucester County College	6901	Two-Year	Public	Single unit institution	NJ
Goldey-Beacom College	1429	Spec Business	Priv/Ind	Single unit institution	DE
Gonzaga University	3778	Master's	Priv/Rel	Single unit institution	WA
Good Samaritan College of Nursing and Health Science	9993097	Two-Year	Priv/Ind	Single unit institution	OH
Goodwin College	22449	Two-Year	Priv/for-Profit	Single unit institution	CT
Gordon College	2153	Baccalaureate	Priv/Ind	Single unit institution	MA
Goshen College	1799	Baccalaureate	Priv/Rel	Single unit institution	IN

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Goucher College	2073	Baccalaureate	Priv/Ind	Single unit institution	MD
Governors State University	9145	Master's	Public	Single unit institution	IL
Grace College and Seminary	1800	Baccalaureate	Priv/Rel	Single unit institution	IN
Graceland University	1866	Baccalaureate	Priv/Ind	Single unit institution	IA
Grambling State University	2006	Master's	Public	Institution within system	LA
Grand Canyon University	1074	Master's	Priv/Ind	Single unit institution	AZ
Grand Valley State University	2268	Master's	Public	Single unit institution	MI
Granite State College	31013	Baccalaureate	Public	Institution within system	NH
Greenville College	1684	Baccalaureate	Priv/Rel	Single unit institution	IL
Grinnell College	1868	Baccalaureate	Priv/Ind	Single unit institution	IA
Gustavus Adolphus College	2353	Baccalaureate	Priv/Rel	Single unit institution	MN
Gwynedd-Mercy College	3270	Master's	Priv/Rel	Single unit institution	PA
Hamilton College	2728	Baccalaureate	Priv/Ind	Single unit institution	NY
Hamline University	2354	Master's	Priv/Rel	Single unit institution	MN
Hampden-Sydney College	3713	Baccalaureate	Priv/Rel	Single unit institution	VA
Hampshire College	4661	Baccalaureate	Priv/Ind	Single unit institution	MA
Hanover College	1801	Baccalaureate	Priv/Rel	Single unit institution	IN
Harrisburg Area Community College	3273	Two-Year	Public	Single unit institution	PA
Harrisburg University of Science & Technology		Baccalaureate	Priv/Ind	Single unit institution	PA
Harris-Stowe State University	2466	Spec Education	Public	Single unit institution	MO
Hartford Seminary	1387	Spec Theological	Priv/Ind	Single unit institution	CT
Hartwick College	2729	Baccalaureate	Priv/Ind	Single unit institution	NY
Harvey Mudd College	1171	Baccalaureate	Priv/Ind	Single unit institution	CA
Haverford College	3274	Baccalaureate	Priv/Ind	Single unit institution	PA
Hazard Community and Technical College	6962	Two-Year	Public	Institution within system	KY
Heartland Community College	30838	Two-Year	Public	Single unit institution	IL
Heidelberg College	3048	Master's	Priv/Rel	Single unit institution	OH
Henderson Community College	1993	Two-Year	Public	Institution within system	KY
Henderson State University	1098	Master's	Public	Single unit institution	AR
Hendrix College	1099	Baccalaureate	Priv/Rel	Single unit institution	AR
Hennepin Technical College	10491	Two-Year	Public	Institution within system	MN
Hibbing Community College, A Technical and Comm Coll	2355	Two-Year	Public	Institution within system	MN
Highline Community College	3781	Two-Year	Public	Single unit institution	WA
Hilbert College	2735	Baccalaureate	Priv/Ind	Single unit institution	NY
Hillsborough Community College	7870	Two-Year	Public	System office	FL
Hinds Community College	2407	Two-Year	Public	Single unit institution	MS
Hiram College	3049	Baccalaureate	Priv/Ind	Single unit institution	OH
Hobart and William Smith Colleges	2731	Baccalaureate	Priv/Ind	Single unit institution	NY
Hollins University	3715	Baccalaureate	Priv/Ind	Single unit institution	VA
Holy Family University	3275	Master's	Priv/Rel	Single unit institution	PA
Holyoke Community College	2170	Two-Year	Public	Single unit institution	MA
Hope College	2273	Baccalaureate	Priv/Rel	Single unit institution	MI
Hopkinsville Community College	1994	Two-Year	Public	Institution within system	KY
Houston Baptist University	3576	Master's	Priv/Rel	Single unit institution	TX
Houston Community College System Summary - All 6 Schools	10633	Two-Year	Public	System summary	TX
Howard College	3574	Two-Year	Public	Single unit institution	TX
Hudson County Community College	12954	Two-Year	Public	Single unit institution	NJ
Huntingdon College	1019	Baccalaureate	Priv/Rel	Single unit institution	AL
Huntington University	1803	Baccalaureate	Priv/Rel	Single unit institution	IN
Husson College	2043	Master's	Priv/Ind	Single unit institution	ME
Idaho State University	1620	Doctoral	Public	Single unit institution	ID
Illinois Institute of Technology	1691	Doctoral	Priv/Ind	Single unit institution	IL
Illinois State University	1692	Doctoral	Public	Single unit institution	IL
Illinois Wesleyan University	1696	Baccalaureate	Priv/Ind	Single unit institution	IL
Immaculata University	3276	Master's	Priv/Rel	Single unit institution	PA
Indiana State University	1807	Doctoral	Public	Single unit institution	IN
Indiana University at Bloomington	1809	Doctoral	Public	Institution within system	IN
Indiana University East	1811	Baccalaureate	Public	Institution within system	IN
Indiana University Kokomo	1814	Baccalaureate	Public	Institution within system	IN
Indiana University Northwest	1815	Master's	Public	Institution within system	IN
Indiana University of Pennsylvania	3277	Doctoral	Public	Institution within system	PA
Indiana University South Bend	1816	Master's	Public	Institution within system	IN
Indiana University Southeast	1817	Master's	Public	Institution within system	IN
Indiana University System Office	8002	Univ System	Public	System office	IN
Indiana University-Purdue University Fort Wayne	1828	Master's	Public	Institution within system	IN
Indiana University-Purdue University Indianapolis	1813	Doctoral	Public	Institution within system	IN
Indiana Wesleyan University	1822	Master's	Priv/Rel	Single unit institution	IN
Inver Hills Community College	9740	Two-Year	Public	Institution within system	MN
Iona College	2737	Master's	Priv/Ind	Single unit institution	NY
Iowa State University	1869	Doctoral	Public	Single unit institution	IA
Itasca Community College	2356	Two-Year	Public	Institution within system	MN
Ithaca College	2739	Master's	Priv/Ind	Single unit institution	NY
Jacksonville State University	1020	Master's	Public	Single unit institution	AL
Jacksonville University	1495	Master's	Priv/Ind	Single unit institution	FL
James A. Rhodes State College	10027	Two-Year	Public	Single unit institution	OH

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
James Madison University	3721	Master's	Public	Single unit institution	VA
Jamestown College	2990	Baccalaureate	Priv/Rel	Single unit institution	ND
Jarvis Christian College	3637	Baccalaureate	Priv/Rel	Single unit institution	TX
Jefferson College of Health Sciences	6622	Spec Health	Priv/Ind	Single unit institution	VA
Jefferson Community and Technical College District	6961	Two-Year	Public	Institution within system	KY
John Brown University	1100	Baccalaureate	Priv/Ind	Single unit institution	AR
John Carroll University	3050	Master's	Priv/Rel	Single unit institution	OH
John F. Kennedy University	4484	Master's	Priv/Ind	Single unit institution	CA
Johnson C. Smith University	2936	Baccalaureate	Priv/Ind	Single unit institution	NC
Johnson State College	3688	Master's	Public	Institution within system	VT
Joliet Junior College	1699	Two-Year	Public	Single unit institution	IL
Judson College	1700	Baccalaureate	Priv/Rel	Single unit institution	IL
Judson College	1023	Baccalaureate	Priv/Rel	Single unit institution	AL
Juniata College	3279	Baccalaureate	Priv/Ind	Single unit institution	PA
Kankakee Community College	7690	Two-Year	Public	Single unit institution	IL
Kansas City Art Institute	2473	Spec Art	Priv/Ind	Single unit institution	MO
Kansas City Kansas Community College	1925	Two-Year	Public	Single unit institution	KS
Kansas State University	1928	Doctoral	Public	Single unit institution	KS
Kansas Wesleyan University	1929	Baccalaureate	Priv/Rel	Single unit institution	KS
Keene State College	2590	Master's	Public	Institution within system	NH
Kennebec Valley Community College	9826	Two-Year	Public	Institution within system	ME
Kent State University Main Campus	3051	Doctoral	Public	Institution within system	OH
Kentucky Christian University	1965	Baccalaureate	Priv/Rel	Single unit institution	KY
Kentucky Community and Technical College System Office	6724	CC System	Public	System office	KY
Kentucky State University	1968	Master's	Public	Single unit institution	KY
Kentucky Wesleyan College	1969	Baccalaureate	Priv/Rel	Single unit institution	KY
Kenyon College	3065	Baccalaureate	Priv/Ind	Single unit institution	OH
Kettering College of Medical Arts	7035	Spec Health	Priv/Rel	Single unit institution	OH
Kettering University	2262	Spec Engineering	Priv/Ind	Single unit institution	MI
Keuka College	2744	Baccalaureate	Priv/Ind	Single unit institution	NY
Kilgore College	3580	Two-Year	Public	Single unit institution	TX
Kilian Community College	21446	Two-Year	Priv/Ind	Single unit institution	SD
King's College	3282	Master's	Priv/Rel	Single unit institution	PA
Kirkwood Community College	4076	Two-Year	Public	Single unit institution	IA
Kirtland Community College	7171	Two-Year	Public	Single unit institution	MI
L. E. Fletcher Technical Community College	5761	Two-Year	Public	Institution within system	LA
La Salle University	3287	Master's	Priv/Rel	Single unit institution	PA
La Sierra University	1215	Master's	Priv/Rel	Single unit institution	CA
Laboure College	6324	Two-Year	Priv/Rel	Single unit institution	MA
LaGrange College	1578	Baccalaureate	Priv/Rel	Single unit institution	GA
Lake Region State College	2991	Two-Year	Public	Institution within system	ND
Lake Superior College	5757	Two-Year	Public	Institution within system	MN
Lakeland Community College	6804	Two-Year	Public	Single unit institution	OH
Lamar State College-Orange	23582	Two-Year	Public	Institution within system	TX
Lamar University	3581	Master's	Public	Institution within system	TX
Laramie County Community College	9259	Two-Year	Public	Single unit institution	WY
Latter-Day Saints Business College	3672	Two-Year	Priv/Rel	Single unit institution	UT
Le Moyne College	2748	Master's	Priv/Ind	Single unit institution	NY
Lebanon Valley College	3288	Master's	Priv/Rel	Single unit institution	PA
Lee University	3500	Baccalaureate	Priv/Rel	Single unit institution	TN
Lees-McRae College	2939	Baccalaureate	Priv/Rel	Single unit institution	NC
Lehigh Carbon Community College	6810	Two-Year	Public	Single unit institution	PA
Lehigh University	3289	Doctoral	Priv/Ind	Single unit institution	PA
Lesley University	2160	Master's	Priv/Ind	Institution within system	MA
LeTourneau University	3584	Master's	Priv/Ind	Single unit institution	TX
Lewis and Clark College	3197	Baccalaureate	Priv/Ind	Single unit institution	OR
Lewis-Clark State College	1621	Baccalaureate	Public	Single unit institution	ID
Life University	20748	Spec Health	Priv/Ind	Single unit institution	GA
Lincoln University	2479	Master's	Public	Single unit institution	MO
Lincoln University	3290	Master's	Public	Single unit institution	PA
Linfield College	3198	Baccalaureate	Priv/Rel	Single unit institution	OR
Lipscomb University	3486	Master's	Priv/Rel	Single unit institution	TN
Lock Haven University of Pennsylvania	3323	Master's	Public	Institution within system	PA
Logan College of Chiropractic	4703	Spec Health	Priv/Ind	Single unit institution	MO
Loma Linda University	1218	Doctoral	Priv/Rel	Single unit institution	CA
Long Island University Administration	2751	Univ System	Public	System summary	NY
Longwood University	3719	Master's	Public	Single unit institution	VA
Loras College	1873	Baccalaureate	Priv/Rel	Single unit institution	IA
Los Angeles Community College District Office	1221	CC System	Public	System office	CA
Louisiana College	2007	Baccalaureate	Priv/Rel	Single unit institution	LA
Louisiana Delta Community College	999904	Two-Year	Public	Institution within system	LA
Louisiana State Univ and A & M Coll-Paul M. Hebert Law Cen	999948	Spec Law	Public	Institution within system	LA
Louisiana State Univ and Agricultural & Mechanical College	2010	Doctoral	Public	Institution within system	LA
Louisiana State Univ at Alexandria	2011	Two-Year	Public	Institution within system	LA
Louisiana State Univ at Eunice	2012	Two-Year	Public	Institution within system	LA

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Louisiana State Univ Health Sciences Center	2014	Spec Medical	Public	Institution within system	LA
Louisiana State Univ Health Sciences Center Shreveport		Spec Medical	Public	Institution within system	LA
Louisiana State Univ in Shreveport	2013	Master's	Public	Institution within system	LA
Louisiana Tech University	2008	Doctoral	Public	Institution within system	LA
Louisville Presbyterian Theological Seminary	1974	Spec Theological	Priv/Rel	Single unit institution	KY
Lourdes College	3069	Baccalaureate	Priv/Rel	Single unit institution	OH
Lower Columbia College	3782	Two-Year	Public	Single unit institution	WA
Loyola College in Maryland	2078	Master's	Priv/Rel	Single unit institution	MD
Loyola Marymount University	11649	Master's	Priv/Rel	Single unit institution	CA
Loyola University Chicago	1710	Doctoral	Priv/Rel	Single unit institution	IL
Loyola University New Orleans	2016	Master's	Priv/Rel	Single unit institution	LA
Luther College	1874	Baccalaureate	Priv/Rel	Single unit institution	IA
Luzerne County Community College	6811	Two-Year	Public	Single unit institution	PA
Lycoming College	3293	Baccalaureate	Priv/Rel	Single unit institution	PA
Lynchburg College	3720	Master's	Priv/Rel	Single unit institution	VA
Lyndon State College	3689	Baccalaureate	Public	Institution within system	VT
Lyon College	1088	Baccalaureate	Priv/Rel	Single unit institution	AR
Macalester College	2358	Baccalaureate	Priv/Rel	Single unit institution	MN
Madisonville Community College	9010	Two-Year	Public	Institution within system	KY
Madonna University	2282	Master's	Priv/Rel	Single unit institution	MI
Manatee Community College	1504	Two-Year	Public	Single unit institution	FL
Manhattan College	2758	Master's	Priv/Ind	Single unit institution	NY
Manhattanville College	2760	Master's	Priv/Ind	Single unit institution	NY
Marian College of Fond Du Lac	3861	Master's	Priv/Rel	Single unit institution	WI
Maricopa Cty Cmty Col District System Summary - 11 Campuses	1075000	CC System	Public	System summary	AZ
Marietta College	3073	Baccalaureate	Priv/Ind	Single unit institution	OH
Marine Biological Laboratory	999958	Spec Other	Priv/Ind	Single unit institution	MA
Marion Technical College	10736	Two-Year	Public	Single unit institution	OH
Marist College	2765	Master's	Priv/Ind	Single unit institution	NY
Marquette University	3863	Doctoral	Priv/Rel	Single unit institution	WI
Mars Hill College	2944	Baccalaureate	Priv/Rel	Single unit institution	NC
Marshall University	3815	Master's	Public	Single unit institution	WV
Mary Baldwin College	3723	Master's	Priv/Rel	Single unit institution	VA
Maryland Institute College of Art	2080	Spec Art	Priv/Ind	Single unit institution	MD
Marymount College	10474	Two-Year	Priv/Rel	Single unit institution	CA
Marymount Manhattan College	2769	Baccalaureate	Priv/Ind	Single unit institution	NY
Marymount University	3724	Master's	Priv/Rel	Single unit institution	VA
Maryville College	3505	Baccalaureate	Priv/Rel	Single unit institution	TN
Maryville University of Saint Louis	2482	Master's	Priv/Ind	Single unit institution	MO
Marywood University	3296	Master's	Priv/Rel	Single unit institution	PA
Massachusetts College of Liberal Arts	2187	Baccalaureate	Public	Single unit institution	MA
Massachusetts College of Pharmacy and Health Sciences	2165	Spec Health	Priv/Ind	Single unit institution	MA
Maysville Community and Technical College	6960	Two-Year	Public	Institution within system	KY
Mayville State University	2993	Baccalaureate	Public	Institution within system	ND
McDaniel College	2109	Baccalaureate	Priv/Ind	Single unit institution	MD
McKendree College	1722	Baccalaureate	Priv/Rel	Single unit institution	IL
McNeese State University	2017	Master's	Public	Institution within system	LA
Medaille College	2777	Baccalaureate	Priv/Ind	Single unit institution	NY
Medical College of Georgia	1579	Spec Medical	Public	Institution within system	GA
Medical College of Wisconsin	24535	Spec Medical	Priv/Ind	Single unit institution	WI
Medical University of South Carolina	3438	Spec Medical	Public	Single unit institution	SC
Menlo College	1236	Baccalaureate	Priv/Ind	Single unit institution	CA
Mercer University	1580	Master's	Priv/Rel	Single unit institution	GA
Mercy College of Health Sciences	6273	Spec Health	Priv/Rel	Single unit institution	IA
Meredith College	2945	Master's	Priv/Ind	Single unit institution	NC
Mesa State College	1358	Baccalaureate	Public	Single unit institution	CO
Mesabi Range Community & Technical College	5739	Two-Year	Public	Institution within system	MN
Mesalands Community College	32063	Two-Year	Public	Single unit institution	NM
Messiah College	3298	Baccalaureate	Priv/Rel	Single unit institution	PA
Methodist College of Nursing		Spec Health	Priv/Ind	Single unit institution	IL
Methodist Theological School in Ohio	3075	Spec Theological	Priv/Rel	Single unit institution	OH
Metropolitan State College of Denver	1360	Baccalaureate	Public	Single unit institution	CO
Metropolitan State University	10374	Master's	Public	Institution within system	MN
MGH Institute of Health Professions	22316	Spec Health	Priv/Ind	Single unit institution	MA
Miami University	3077	Doctoral	Public	Single unit institution	OH
Michigan State University	2290	Doctoral	Public	Single unit institution	MI
Michigan Technological University	2292	Doctoral	Public	Single unit institution	MI
Middle Tennessee State University	3510	Doctoral	Public	Institution within system	TN
Middlebury College	3691	Baccalaureate	Priv/Ind	Single unit institution	VT
Midway College	1975	Baccalaureate	Priv/Rel	Single unit institution	KY
Midwestern State University	3592	Master's	Public	Single unit institution	TX
Midwestern University	666001	Spec Health	Priv/Ind	System office	AZ
Midwestern University	1657	Spec Medical	Priv/Ind	Single unit institution	IL
Milligan College	3511	Master's	Priv/Ind	Single unit institution	TN
Millikin University	1724	Baccalaureate	Priv/Rel	Single unit institution	IL

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Mills College	1238	Baccalaureate	Priv/Ind	Single unit institution	CA
Milwaukee Area Technical College	3866	Two-Year	Public	Single unit institution	WI
Minneapolis College of Art Design	2365	Spec Art	Priv/Ind	Single unit institution	MN
Minneapolis Community and Technical College	2362	Two-Year	Public	Institution within system	MN
Minnesota State College - Southeast Technical	2393	Two-Year	Public	Institution within system	MN
Minnesota State Colleges and Universities System Office	9346	Univ System	Public	System office	MN
Minnesota State Comm and Tech College-Fergus Falls	2352	Two-Year	Public	Institution within system	MN
Minnesota State University Moorhead	2367	Master's	Public	Institution within system	MN
Minnesota State University, Mankato	2360	Master's	Public	Institution within system	MN
Minnesota West Community and Technical College	5263	Two-Year	Public	Institution within system	MN
Minot State University	2994	Master's	Public	Institution within system	ND
Mississippi State University	2423	Doctoral	Public	Single unit institution	MS
Missouri Baptist University	7540	Baccalaureate	Priv/Rel	Single unit institution	MO
Missouri State University	2503	Master's	Public	Institution within system	MO
Missouri State University-West Plains	31060	Two-Year	Public	Institution within system	MO
Missouri Western State University	2490	Baccalaureate	Public	Single unit institution	MO
Mitchell College	1393	Two-Year	Priv/Ind	Single unit institution	CT
Mitchell Technical Institute	8284	Two-Year	Public	Single unit institution	SD
Mohave Community College	11864	Two-Year	Public	Single unit institution	AZ
Mohawk Valley Community College	2871	Two-Year	Public	Single unit institution	NY
Molloy College	2775	Master's	Priv/Ind	Single unit institution	NY
Monmouth College	1725	Baccalaureate	Priv/Rel	Single unit institution	IL
Monmouth University	2616	Master's	Priv/Ind	Single unit institution	NJ
Monroe Community College	2872	Two-Year	Public	Single unit institution	NY
Montana State University - Bozeman	2532	Doctoral	Public	Institution within system	MT
Montana State University - Great Falls College of Tech	9314	Two-Year	Public	Institution within system	MT
Montana Tech of The University of Montana	2531	Spec Engineering	Public	Institution within system	MT
Montclair State University	2617	Master's	Public	Single unit institution	NJ
Moravian College	3301	Baccalaureate	Priv/Rel	Single unit institution	PA
Morehead State University	1976	Master's	Public	Single unit institution	KY
Morehouse College	1582	Baccalaureate	Priv/Ind	Single unit institution	GA
Morgan Community College	9981	Two-Year	Public	Institution within system	CO
Morningside College	1879	Baccalaureate	Priv/Rel	Single unit institution	IA
Motlow State Community College	6836	Two-Year	Public	Institution within system	TN
Mount Aloysius College	3302	Baccalaureate	Priv/Ind	Single unit institution	PA
Mount Carmel College of Nursing	30719	Spec Health	Priv/Rel	Institution within system	OH
Mount Holyoke College	2192	Baccalaureate	Priv/Ind	Single unit institution	MA
Mount Ida College	2193	Baccalaureate	Priv/Ind	Single unit institution	MA
Mount Mercy College	1880	Baccalaureate	Priv/Rel	Single unit institution	IA
Mount Saint Mary College	2778	Master's	Priv/Ind	Single unit institution	NY
Mount Saint Mary's College and Seminary	2086	Master's	Priv/Rel	Single unit institution	MD
Mount Union College	3083	Baccalaureate	Priv/Rel	Single unit institution	OH
Mount Vernon Nazarene University	7085	Baccalaureate	Priv/Rel	Single unit institution	OH
Mt. Hood Community College	3204	Two-Year	Public	Single unit institution	OR
Muhlenberg College	3304	Baccalaureate	Priv/Rel	Single unit institution	PA
Multnomah Bible College and Biblical Seminary	3206	Spec Theological	Priv/Ind	Single unit institution	OR
Murray State University	1977	Master's	Public	Single unit institution	KY
Muskingum College	3084	Baccalaureate	Priv/Rel	Single unit institution	OH
Nassau Community College	2873	Two-Year	Public	Single unit institution	NY
National-Louis University	1733	Doctoral	Priv/Ind	Single unit institution	IL
Nazareth College of Rochester	2779	Master's	Priv/Ind	Single unit institution	NY
Nebraska Methodist College	6404	Spec Health	Priv/Ind	Single unit institution	NE
Nebraska Wesleyan University	2555	Baccalaureate	Priv/Rel	Single unit institution	NE
Neumann College	3988	Baccalaureate	Priv/Rel	Single unit institution	PA
Nevada System of Higher Education System Office	8026	Univ System	Public	System office	NV
New England Conservatory of Music	2194	Spec Art	Priv/Ind	Single unit institution	MA
New Mexico Junior College	2655	Two-Year	Public	Single unit institution	NM
New Mexico State University at Carlsbad	2659	Two-Year	Public	Institution within system	NM
New Mexico State University Main Campus	2657	Doctoral	Public	Institution within system	NM
New York Chiropractic College	12277	Spec Health	Priv/Ind	Single unit institution	NY
New York Law School	2783	Spec Law	Priv/Ind	Single unit institution	NY
Niagara University	2788	Master's	Priv/Ind	Single unit institution	NY
Nicholls State University	2005	Master's	Public	Single unit institution	LA
Nichols College	2197	Spec Business	Priv/Ind	Single unit institution	MA
Norfolk State University	3765	Master's	Public	Institution within system	VA
Normandale Community College	7954	Two-Year	Public	Single unit institution	MN
North Arkansas College	12261	Two-Year	Public	Single unit institution	AR
North Carolina School of the Arts	3981	Spec Art	Public	Institution within system	NC
North Carolina State University	2972	Doctoral	Public	Institution within system	NC
North Carolina Wesleyan College	2951	Baccalaureate	Priv/Rel	Single unit institution	NC
North Central College	1734	Master's	Priv/Rel	Single unit institution	IL
North Central Texas College	3558	Two-Year	Public	Single unit institution	TX
North Central University	2369	Spec Theological	Priv/Rel	Single unit institution	MN
North Dakota State College of Science	2996	Two-Year	Public	Institution within system	ND
North Dakota State University Main Campus	2997	Doctoral	Public	Institution within system	ND

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
North Georgia College & State University	1585	Master's	Public	Institution within system	GA
North Harris Montgomery Community College District	11145	Two-Year	Public	System summary	TX
North Hennepin Community College	2370	Two-Year	Public	Institution within system	MN
North Idaho College	1623	Two-Year	Public	Institution within system	ID
North Lake College	20774	Two-Year	Public	Single unit institution	TX
North Park University	1735	Master's	Priv/Rel	Single unit institution	IL
Northampton County Area Community College	7191	Two-Year	Public	Single unit institution	PA
Northeast State Technical Community College	5378	Two-Year	Public	Institution within system	TN
Northeastern Junior College	1361	Two-Year	Public	Institution within system	CO
Northeastern Ohio Universities College of Medicine	24544	Spec Medical	Public	Single unit institution	OH
Northeastern State University	3161	Master's	Public	Single unit institution	OK
Northeastern University	2199	Doctoral	Priv/Ind	Single unit institution	MA
Northern Arizona University	1082	Doctoral	Public	Institution within system	AZ
Northern Essex Community College	2174	Two-Year	Public	Single unit institution	MA
Northern Illinois University	1737	Doctoral	Public	Single unit institution	IL
Northern Kentucky University	9275	Master's	Public	Single unit institution	KY
Northern Michigan University	2301	Master's	Public	Single unit institution	MI
Northern State University	3466	Master's	Public	Institution within system	SD
Northern Virginia Community College	3727	Two-Year	Public	Institution within system	VA
Northern Wyoming Community College District	3930	Two-Year	Public	Single unit institution	WY
Northland College	3875	Baccalaureate	Priv/Ind	Single unit institution	WI
Northland Community and Technical College	2385	Two-Year	Public	Institution within system	MN
Northwest Christian College	3208	Baccalaureate	Priv/Rel	Single unit institution	OR
Northwest College	3931	Two-Year	Public	Single unit institution	WY
Northwest Missouri State University	2496	Master's	Public	Single unit institution	MO
Northwest Nazarene University	1624	Master's	Priv/Rel	Single unit institution	ID
Northwest Technical College	5541	Two-Year	Public	Institution within system	MN
Northwest Vista College	33723	Two-Year	Public	Institution within system	TX
Northwestern College	1883	Baccalaureate	Priv/Rel	Single unit institution	IA
Northwestern College	2371	Baccalaureate	Priv/Ind	Single unit institution	MN
Northwestern Health Sciences University	12328	Spec Health	Priv/Ind	Single unit institution	MN
Northwestern State University	2021	Master's	Public	Single unit institution	LA
Northwestern University	1739	Doctoral	Priv/Ind	Institution within system	IL
Norwich University	3692	Master's	Priv/Ind	Single unit institution	VT
Notre Dame de Namur University	1179	Master's	Priv/Ind	Single unit institution	CA
Nova Southeastern University	1509	Doctoral	Priv/Ind	Single unit institution	FL
Nunez Community College	21661	Two-Year	Public	Institution within system	LA
Oakton Community College	9896	Two-Year	Public	Single unit institution	IL
Oakwood College	1033	Baccalaureate	Priv/Rel	Single unit institution	AL
Oberlin College	3086	Baccalaureate	Priv/Ind	Single unit institution	OH
Occidental College	1249	Baccalaureate	Priv/Ind	Single unit institution	CA
Odessa College	3596	Two-Year	Public	Single unit institution	TX
Ohio Dominican University	3035	Baccalaureate	Priv/Rel	Single unit institution	OH
Ohio Northern University	3089	Baccalaureate	Priv/Rel	Single unit institution	OH
Ohio University Main Campus	3100	Doctoral	Public	Single unit institution	OH
Okaloosa-Walton Community College	1510	Two-Year	Public	Single unit institution	FL
Oklahoma City Community College	10391	Two-Year	Public	Single unit institution	OK
Oklahoma City University	3166	Master's	Priv/Rel	Single unit institution	OK
Oklahoma State University	3170	Doctoral	Public	System office	OK
Oklahoma State University - Oklahoma City	9647	Two-Year	Public	Institution within system	OK
Oklahoma State Univ Cent for Health Sci & OK State-Tulsa	11282	Spec Medical	Public	Institution within system	OK
Old Dominion University	3728	Doctoral	Public	Single unit institution	VA
Olivet College	2308	Baccalaureate	Priv/Ind	Single unit institution	MI
Olivet Nazarene University	1741	Master's	Priv/Rel	Single unit institution	IL
Olympic College	3784	Two-Year	Public	Single unit institution	WA
Oral Roberts University	3985	Master's	Priv/Ind	Single unit institution	OK
Oregon College of Art and Craft	30073	Spec Art	Priv/Ind	Single unit institution	OR
Oregon Health and Science University	4882	Spec Medical	Public	Single unit institution	OR
Oregon Institute of Technology	3211	Spec Engineering	Public	Institution within system	OR
Oregon State University	3210	Doctoral	Public	System office	OR
Oregon University System Office	9190	Univ System	Public	System office	OR
Ottawa University	1937	Baccalaureate	Priv/Rel	Single unit institution	KS
Otterbein College	3110	Baccalaureate	Priv/Rel	Single unit institution	OH
Our Lady of the Lake College	31062	Spec Health	Priv/Rel	Single unit institution	LA
Our Lady of the Lake University	3598	Master's	Priv/Rel	Single unit institution	TX
Owensboro Community and Technical College	30345	Two-Year	Public	Institution within system	KY
Ozarks Technical Community College	30830	Two-Year	Public	Single unit institution	MO
Pace University	2791	Doctoral	Priv/Ind	Institution within system	NY
Pacific Lutheran University	3785	Master's	Priv/Rel	Single unit institution	WA
Pacific Northwest College of Art	3207	Spec Art	Priv/Ind	Single unit institution	OR
Pacific Union College	1258	Baccalaureate	Priv/Rel	Single unit institution	CA
Pacific University	3212	Master's	Priv/Ind	Single unit institution	OR
Palm Beach Atlantic University	8849	Master's	Priv/Rel	Single unit institution	FL
Palm Beach Community College	1512	Two-Year	Public	Institution within system	FL
Palo Alto College	23413	Two-Year	Public	Institution within system	TX

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Paris Junior College	3601	Two-Year	Public	Single unit institution	TX
Paul Smith's College of Arts and Sciences	2795	Two-Year	Priv/Ind	Single unit institution	NY
Peace College	2953	Baccalaureate	Priv/Rel	Single unit institution	NC
Pellissippi State Technical Community College	12693	Two-Year	Public	Single unit institution	TN
Penn State University Park	3329	Doctoral	Public	Institution within system	PA
Pennsylvania College of Technology	3395	Baccalaureate	Public	Single unit institution	PA
Pennsylvania Highlands Community College	31804	Two-Year	Public	Single unit institution	PA
Pepperdine University	10149	Doctoral	Priv/Ind	Single unit institution	CA
Philadelphia University	3354	Master's	Priv/Ind	Single unit institution	PA
Pikeville College	1980	Baccalaureate	Priv/Rel	Single unit institution	KY
Pima County Community College District	7266	Two-Year	Public	System summary	AZ
Pine Technical College	5535	Two-Year	Public	Institution within system	MN
Pittsburg State University	1926	Master's	Public	Institution within system	KS
Pittsburgh Tech Institute and Boyd School Division of PTI	7437	Two-Year	Priv/for-Profit	Single unit institution	PA
Pitzer College	1172	Baccalaureate	Priv/Ind	Single unit institution	CA
Plymouth State University	2591	Master's	Public	Institution within system	NH
Point Loma Nazarene University	1262	Master's	Priv/Rel	Single unit institution	CA
Point Park University	3357	Master's	Priv/Ind	Single unit institution	PA
Pomona College	1173	Baccalaureate	Priv/Ind	Single unit institution	CA
Portland Community College	3213	Two-Year	Public	System summary	OR
Portland State University	3216	Doctoral	Public	Institution within system	OR
Prairie View A & M University	3630	Master's	Public	Institution within system	TX
Pratt Institute	2798	Spec Art	Priv/Ind	Single unit institution	NY
Presbyterian College	3445	Baccalaureate	Priv/Rel	Single unit institution	SC
Prescott College	20653	Master's	Priv/Ind	Single unit institution	AZ
Princeton University	2627	Doctoral	Priv/Ind	Single unit institution	NJ
Principia College	1744	Baccalaureate	Priv/Ind	Single unit institution	IL
Providence College	3406	Master's	Priv/Rel	Single unit institution	RI
Purdue University Calumet	1827	Master's	Public	Institution within system	IN
Purdue University Main Campus	1825	Doctoral	Public	System summary	IN
Purdue University North Central Campus	1826	Baccalaureate	Public	Institution within system	IN
Quincy University	1745	Master's	Priv/Rel	Single unit institution	IL
Radford University	3732	Master's	Public	Single unit institution	VA
Rainy River Community College	6775	Two-Year	Public	Institution within system	MN
Ramapo College of New Jersey	9344	Baccalaureate	Public	Institution within system	NJ
Randolph-Macon College	3733	Baccalaureate	Priv/Rel	Single unit institution	VA
Randolph-Macon Woman's College	3734	Baccalaureate	Priv/Rel	Single unit institution	VA
Reconstructionist Rabbinical College	22734	Spec Theological	Priv/Rel	Single unit institution	PA
Red Rocks Community College	9543	Two-Year	Public	Institution within system	CO
Reed College	3217	Baccalaureate	Priv/Ind	Single unit institution	OR
Regent University	30913	Master's	Priv/Ind	Single unit institution	VA
Regis University	1363	Master's	Priv/Rel	Single unit institution	CO
Rensselaer Polytechnic Institute	2803	Doctoral	Priv/Ind	Single unit institution	NY
Renton Technical College	10434	Two-Year	Public	Single unit institution	WA
Research Foundation of State University of New York	999902	Spec Other	Priv/Ind	System office	NY
Rhode Island School of Design	3409	Spec Art	Priv/Ind	Single unit institution	RI
Rhodes College	3519	Baccalaureate	Priv/Rel	Single unit institution	TN
Richland College	8504	Two-Year	Public	Institution within system	TX
Rider University	2628	Master's	Priv/Ind	Single unit institution	NJ
Ridgewater College	5252	Two-Year	Public	Institution within system	MN
Ringling School of Art and Design	12574	Spec Art	Priv/Ind	Single unit institution	FL
Riverland Community College	2335	Two-Year	Public	Institution within system	MN
Rivier College	2586	Master's	Priv/Rel	Single unit institution	NH
Roane State Community College	9914	Two-Year	Public	Single unit institution	TN
Roanoke College	3736	Baccalaureate	Priv/Rel	Single unit institution	VA
Robert Morris University	3359	Master's	Priv/Ind	Single unit institution	PA
Roberts Wesleyan College	2805	Master's	Priv/Ind	Single unit institution	NY
Rochester Community and Technical College	2373	Two-Year	Public	Institution within system	MN
Rockhurst University	2499	Master's	Priv/Rel	Single unit institution	MO
Rocky Mountain College	2534	Baccalaureate	Priv/Rel	Single unit institution	MT
Rocky Mountain College of Art & Design	7649	Spec Art	Priv/for-Profit	Single unit institution	CO
Roger Williams University	3410	Baccalaureate	Priv/Ind	Single unit institution	RI
Rollins College	1515	Master's	Priv/Ind	Single unit institution	FL
Roosevelt University	1749	Master's	Priv/Ind	Single unit institution	IL
Rose-Hulman Institute of Technology	1830	Spec Engineering	Priv/Ind	Single unit institution	IN
Rowan University	2609	Master's	Public	Single unit institution	NJ
Rowan-Cabarrus Community College	5754	Two-Year	Public	Institution within system	NC
Rutgers the State Univ of New Jersey Camden Campus	4741	Master's	Public	Institution within system	NJ
Rutgers the State Univ of New Jersey Central Office	2629	Univ System	Public	System office	NJ
Rutgers the State Univ of New Jersey New Brunswick Campus	6964	Doctoral	Public	Institution within system	NJ
Rutgers the State Univ of New Jersey Newark Campus	2631	Doctoral	Public	Institution within system	NJ
Sacred Heart University	1403	Master's	Priv/Ind	Institution within system	CT
Sage Colleges, The	999947	Master's	Priv/Ind	System summary	NY
Saginaw Valley State University	2314	Master's	Public	Single unit institution	MI
Saint Anselm College	2587	Baccalaureate	Priv/Rel	Single unit institution	NH

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Saint Cloud Technical College	5534	Two-Year	Public	Institution within system	MN
Saint Francis University	3366	Master's	Priv/Rel	Single unit institution	PA
Saint John's University	2379	Baccalaureate	Priv/Rel	Single unit institution	MN
Saint Joseph College	1409	Master's	Priv/Ind	Single unit institution	CT
Saint Joseph's College	1833	Baccalaureate	Priv/Rel	Single unit institution	IN
Saint Joseph's College	2051	Master's	Priv/Rel	Single unit institution	ME
Saint Joseph's University	3367	Master's	Priv/Rel	Single unit institution	PA
Saint Louis College of Pharmacy	2504	Spec Health	Priv/Ind	Single unit institution	MO
Saint Louis Community College Center	2469	CC System	Public	Institution within system	MO
Saint Louis University	2506	Doctoral	Priv/Rel	Single unit institution	MO
Saint Martin's University	3794	Master's	Priv/Rel	Institution within system	WA
Saint Mary-of-the-Woods College	1835	Baccalaureate	Priv/Rel	Single unit institution	IN
Saint Mary's College	1836	Baccalaureate	Priv/Rel	Single unit institution	IN
Saint Mary's University of Minnesota	2380	Master's	Priv/Rel	Single unit institution	MN
Saint Michael's College	3694	Master's	Priv/Rel	Single unit institution	VT
Saint Norbert College	3892	Baccalaureate	Priv/Rel	Single unit institution	WI
Saint Olaf College	2382	Baccalaureate	Priv/Rel	Single unit institution	MN
Saint Paul College, A Community & Technical College	5533	Two-Year	Public	Institution within system	MN
Saint Xavier University	1768	Master's	Priv/Rel	Institution within system	IL
Salem Academy and College	2960	Baccalaureate	Priv/Rel	Single unit institution	NC
Salem State College	2188	Master's	Public	Single unit institution	MA
Salisbury University	2091	Master's	Public	Institution within system	MD
Salish Kootenai College	21434	Baccalaureate	Priv/Ind	Single unit institution	MT
Salt Lake Community College	5220	Two-Year	Public	Single unit institution	UT
Salve Regina University	3411	Master's	Priv/Rel	Single unit institution	RI
Sam Houston State University	3606	Master's	Public	Institution within system	TX
Samuel Merritt College	7012	Spec Health	Priv/Ind	Single unit institution	CA
San Antonio College	9163	Two-Year	Public	Institution within system	TX
San Francisco Art Institute	3948	Spec Art	Priv/Ind	Single unit institution	CA
San Jacinto College System Office	29137	CC System	Public	System office	TX
San Juan College	2660	Two-Year	Public	Single unit institution	NM
Santa Clara University	1326	Master's	Priv/Ind	Single unit institution	CA
Santa Fe Community College	1519	Two-Year	Public	Single unit institution	FL
Santa Fe Community College	22781	Two-Year	Public	Single unit institution	NM
Sarah Lawrence College	2813	Baccalaureate	Priv/Ind	Single unit institution	NY
Saybrook Graduate School Research Center	21206	Spec Other	Priv/Ind	Single unit institution	CA
Schoolcraft College	2315	Two-Year	Public	Single unit institution	MI
Schreiner University	3610	Baccalaureate	Priv/Rel	Single unit institution	TX
Scripps College	1174	Baccalaureate	Priv/Ind	Single unit institution	CA
Seattle Pacific University	3788	Master's	Priv/Rel	Single unit institution	WA
Seattle University	3790	Master's	Priv/Rel	Single unit institution	WA
Seminole Community College	1520	Two-Year	Public	Single unit institution	FL
Seton Hall University	2632	Doctoral	Priv/Rel	Single unit institution	NJ
Seton Hill University	3362	Baccalaureate	Priv/Rel	Single unit institution	PA
Sewanee: The University of the South	3534	Baccalaureate	Priv/Rel	Single unit institution	TN
Shawnee State University	9942	Baccalaureate	Public	Single unit institution	OH
Shenandoah University	3737	Master's	Priv/Rel	Single unit institution	VA
Shippensburg University of Pennsylvania	3326	Master's	Public	Institution within system	PA
Shorter College	1591	Baccalaureate	Priv/Rel	Single unit institution	GA
Silver Lake College	3850	Master's	Priv/Rel	Single unit institution	WI
Simmons College	2208	Master's	Priv/Ind	Single unit institution	MA
Simon's Rock College of Bard	9645	Baccalaureate	Priv/Ind	Institution within system	MA
Simpson University	1291	Master's	Priv/Rel	Single unit institution	CA
Sinclair Community College	3119	Two-Year	Public	Single unit institution	OH
Skidmore College	2814	Baccalaureate	Priv/Ind	Single unit institution	NY
Slippery Rock University of Pennsylvania	3327	Master's	Public	Institution within system	PA
Smith College	2209	Baccalaureate	Priv/Ind	Single unit institution	MA
Snow College	3679	Two-Year	Public	Institution within system	UT
Somerset Community College	1997	Two-Year	Public	Institution within system	KY
Sonoma State University	1156	Master's	Public	Institution within system	CA
South Central College	5537	Two-Year	Public	Institution within system	MN
South Dakota School of Mines and Technology	3470	Spec Engineering	Public	Institution within system	SD
South Dakota State Board of Regents System Office	33438	Univ System	Public	System office	SD
South Dakota State University	3471	Doctoral	Public	Institution within system	SD
South Louisiana Community College	666389	Two-Year	Public	Institution within system	LA
South Texas Community College	31034	Two-Year	Public	Single unit institution	TX
Southeast Kentucky Community and Technical College	1998	Two-Year	Public	Institution within system	KY
Southeast Missouri Hospital Coll of Nursing and Health Sci	30709	Spec Health	Priv/Ind	Single unit institution	MO
Southeast Missouri State University	2501	Master's	Public	Single unit institution	MO
Southeastern Louisiana University	2024	Master's	Public	Institution within system	LA
Southeastern Oklahoma State University	3179	Master's	Public	Single unit institution	OK
Southeastern University of the Assemblies of God	1521	Baccalaureate	Priv/Rel	Single unit institution	FL
Southern Arkansas University	1107	Master's	Public	Institution within system	AR
Southern California College of Optometry	1230	Spec Health	Priv/Ind	Single unit institution	CA
Southern Illinois University Carbondale	1758	Doctoral	Public	Institution within system	IL

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Southern Illinois University Edwardsville	1759	Master's	Public	Institution within system	IL
Southern Illinois University System Office	8237	Univ System	Public	System office	IL
Southern Methodist University	3613	Doctoral	Priv/Rel	Single unit institution	TX
Southern New Hampshire University	2580	Spec Business	Priv/Ind	Single unit institution	NH
Southern Oregon University	3219	Master's	Public	Institution within system	OR
Southern Polytechnic State University	1570	Spec Engineering	Public	Institution within system	GA
Southern Univ and Agricultural & Mech Coll-Baton Rouge	2025	Master's	Public	Institution within system	LA
Southern Univ and Agricultural & Mech College- Sys Office	9637	Univ System	Public	System office	LA
Southern University at New Orleans	2026	Master's	Public	Institution within system	LA
Southern University at Shreveport-Louisiana	7686	Two-Year	Public	Institution within system	LA
Southern Utah University	3678	Master's	Public	Single unit institution	UT
Southern West Virginia Community and Technical College	3816	Two-Year	Public	Single unit institution	WV
Southwest Baptist University	2502	Master's	Priv/Rel	Single unit institution	MO
Southwest Minnesota State University	2375	Baccalaureate	Public	Institution within system	MN
Southwest Tennessee Community College	10439	Two-Year	Public	Institution within system	TN
Southwestern Assemblies of God University	3616	Spec Theological	Priv/Rel	Single unit institution	TX
Southwestern Oklahoma State University	3181	Master's	Public	Single unit institution	OK
Southwestern University	3620	Baccalaureate	Priv/Rel	Single unit institution	TX
Spalding University	1960	Master's	Priv/Ind	Single unit institution	KY
Spelman College	1594	Baccalaureate	Priv/Ind	Single unit institution	GA
Spring Arbor University	2318	Master's	Priv/Rel	Single unit institution	MI
Spring Hill College	1041	Master's	Priv/Rel	Single unit institution	AL
Springfield College	2211	Master's	Priv/Ind	Single unit institution	MA
Springfield Technical Community College	8078	Two-Year	Public	Single unit institution	MA
St. Ambrose University	1889	Master's	Priv/Rel	Single unit institution	IA
St. Bonaventure University	2817	Master's	Priv/Ind	Single unit institution	NY
St. Cloud State University	2377	Master's	Public	Institution within system	MN
St. Edward's University	3621	Master's	Priv/Ind	Single unit institution	TX
St. Francis College	2820	Baccalaureate	Priv/Ind	Single unit institution	NY
St. John Fisher College	2821	Master's	Priv/Ind	Single unit institution	NY
St. John's College	2092	Baccalaureate	Priv/Ind	Single unit institution	MD
St. John's College	2093	Baccalaureate	Priv/Ind	Single unit institution	NM
St. John's University	2823	Doctoral	Priv/Rel	Single unit institution	NY
St. Lawrence University	2829	Baccalaureate	Priv/Ind	Single unit institution	NY
St. Luke's College	7291	Two-Year	Priv/Ind	Single unit institution	IA
St. Mary's College of Maryland	2095	Baccalaureate	Public	Single unit institution	MD
St. Mary's University	3623	Master's	Priv/Rel	Single unit institution	TX
St. Philip's College	3608	Two-Year	Public	Institution within system	TX
St. Thomas University	1468	Master's	Priv/Rel	Single unit institution	FL
St. Vincent's College	6191	Two-Year	Priv/Ind	Single unit institution	CT
State University of New York at Buffalo	2837	Doctoral	Public	Institution within system	NY
State University of New York at Stony Brook	2838	Doctoral	Public	Institution within system	NY
State University of New York College at Brockport	2841	Master's	Public	Single unit institution	NY
State University of New York College at Cortland	2843	Master's	Public	Institution within system	NY
State University of New York College at Geneseo	2845	Master's	Public	Institution within system	NY
State University of New York College at Potsdam	2850	Master's	Public	Institution within system	NY
State University of New York College Ag & Technology-Morrisville	2859	Two-Year	Public	Institution within system	NY
State University of New York College of Envl Sci & Forestry	2851	Doctoral	Public	Institution within system	NY
State University of New York Inst of Tech at Utica-Rome	11678	Master's	Public	Institution within system	NY
State University of New York System Office	8788	Univ System	Public	System office	NY
State University of New York Upstate Medical University	2840	Spec Medical	Public	Institution within system	NY
Stephen F. Austin State University	3624	Master's	Public	Single unit institution	TX
Stonehill College	2217	Baccalaureate	Priv/Rel	Single unit institution	MA
Suffolk University	2218	Master's	Priv/Ind	Single unit institution	MA
Susquehanna University	3369	Baccalaureate	Priv/Rel	Single unit institution	PA
Swarthmore College	3370	Baccalaureate	Priv/Ind	Single unit institution	PA
Sweet Briar College	3742	Baccalaureate	Priv/Ind	Single unit institution	VA
Syracuse University Main Campus	2882	Doctoral	Priv/Ind	Single unit institution	NY
Tabor College	1946	Baccalaureate	Priv/Rel	Single unit institution	KS
Tarleton State University	3631	Master's	Public	Institution within system	TX
Tarrant County College District	3626	Two-Year	Public	System office	TX
Teachers College, Columbia University	3979	Doctoral	Priv/Ind	Institution within system	NY
Technical College of the Lowcountry	9910	Two-Year	Public	Single unit institution	SC
Temple University	3371	Doctoral	Public	Single unit institution	PA
Tennessee State University	3522	Doctoral	Public	Single unit institution	TN
Tennessee Technological University	3523	Master's	Public	Institution within system	TN
Texas A & M International University	9651	Master's	Public	Institution within system	TX
Texas A & M University	3632	Doctoral	Public	Institution within system	TX
Texas A & M University - Commerce	3565	Doctoral	Public	Institution within system	TX
Texas A & M University - Corpus Christi	11161	Master's	Public	Institution within system	TX
Texas A & M University at Galveston	10298	Baccalaureate	Public	Institution within system	TX
Texas A & M University System Office	3629	Univ System	Public	System office	TX
Texas Chiropractic College	3635	Spec Health	Priv/Ind	Single unit institution	TX
Texas Christian University	3636	Doctoral	Priv/Rel	Single unit institution	TX
Texas Lutheran University	3641	Baccalaureate	Priv/Rel	Single unit institution	TX

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
Texas State Technical College Harlingen	9225	Two-Year	Public	Institution within system	TX
Texas State Technical College Marshall	33965	Two-Year	Public	Institution within system	TX
Texas State Technical College System Office	9642	CC System	Public	System office	TX
Texas State Technical College Waco	3634	Two-Year	Public	Institution within system	TX
Texas State Technical College West Texas	9932	Two-Year	Public	Institution within system	TX
Texas State University-San Marcos	3615	Master's	Public	Institution within system	TX
Texas Tech University	3644	Doctoral	Public	Institution within system	TX
Texas Tech University Health Sciences Center	10674	Spec Medical	Public	Institution within system	TX
Texas Woman's University	3646	Doctoral	Public	Single unit institution	TX
The California State University System Office	1136	Univ System	Public	System office	CA
The Citadel, The Military College of South Carolina	3423	Master's	Public	Single unit institution	SC
The College of New Jersey	2642	Master's	Public	Single unit institution	NJ
The College of New Rochelle	2704	Master's	Priv/Ind	Single unit institution	NY
The College of Saint Scholastica	2343	Master's	Priv/Rel	Single unit institution	MN
The Defiance College	3041	Baccalaureate	Priv/Rel	Single unit institution	OH
The New School	20662	Doctoral	Priv/Ind	Single unit institution	NY
The Ohio State University System Summary	9993090	Doctoral	Public	System summary	OH
The Richard Stockton College of New Jersey	9345	Baccalaureate	Public	Single unit institution	NJ
The Southern Baptist Theological Seminary	1982	Spec Theological	Priv/Rel	Single unit institution	KY
The University of Akron, Main Campus	3123	Doctoral	Public	Single unit institution	OH
The University of Alabama	1051	Doctoral	Public	Institution within system	AL
The University of Findlay	3045	Master's	Priv/Rel	Single unit institution	OH
The University of Maine at Augusta	6760	Baccalaureate	Public	Institution within system	ME
The University of Montana - Missoula	2536	Doctoral	Public	Institution within system	MT
The University of Montana-Western	2537	Baccalaureate	Public	Institution within system	MT
The University of Scranton	3384	Master's	Priv/Rel	Single unit institution	PA
The University of South Dakota	3474	Doctoral	Public	Institution within system	SD
The University of Virginia's College at Wise	3747	Baccalaureate	Public	Institution within system	VA
The University System of Maryland System Office	7959	Univ System	Public	System office	MD
Thiel College	3376	Baccalaureate	Priv/Rel	Single unit institution	PA
Thomas Aquinas College	23580	Baccalaureate	Priv/Ind	Single unit institution	CA
Thomas College	2052	Spec Business	Priv/Ind	Single unit institution	ME
Thomas M. Cooley Law School	12627	Spec Law	Priv/Ind	Single unit institution	MI
Thomas More College	2001	Baccalaureate	Priv/Rel	Single unit institution	KY
Thunderbird, The American Graduate School of International Management	1070	Spec Business	Priv/Ind	Single unit institution	AZ
Tiffin University	3121	Spec Business	Priv/Ind	Single unit institution	OH
Towson University	2099	Master's	Public	Institution within system	MD
Transylvania University	1987	Baccalaureate	Priv/Rel	Single unit institution	KY
Trevecca Nazarene University	3526	Master's	Priv/Rel	Single unit institution	TN
Trinity Christian College	1771	Baccalaureate	Priv/Ind	Single unit institution	IL
Trinity College	1414	Baccalaureate	Priv/Ind	Single unit institution	CT
Trinity College	1460	Master's	Priv/Rel	Single unit institution	DC
Trinity College of Nursing & Health Sciences	666606	Spec Health	Priv/Ind	Single unit institution	IL
Trinity University	3647	Master's	Priv/Ind	Single unit institution	TX
Trinity Valley Community College	3572	Two-Year	Public	Single unit institution	TX
Truckee Meadows Community College	21077	Two-Year	Public	Institution within system	NV
Truman State University	2495	Master's	Public	Single unit institution	MO
Tufts University	2219	Doctoral	Priv/Ind	Single unit institution	MA
Tulane University	2029	Doctoral	Priv/Ind	Single unit institution	LA
Tulsa Community College	9763	Two-Year	Public	Single unit institution	OK
UMDNJ - Central Administration	10394	Univ System	Public	System office	NJ
Union College	2889	Baccalaureate	Priv/Ind	Single unit institution	NY
Union Institute & University	10923	Doctoral	Priv/Ind	Single unit institution	OH
Union Theological Seminary	2890	Spec Theological	Priv/Ind	Single unit institution	NY
United Theological Seminary of the Twin Cities	2386	Spec Theological	Priv/Rel	Single unit institution	MN
University of Alabama at Birmingham	1052	Doctoral	Public	Institution within system	AL
University of Alabama in Huntsville	1055	Doctoral	Public	Institution within system	AL
University of Alabama System Office	8004	Univ System	Public	System office	AL
University of Alaska Southeast	1065	Master's	Public	Institution within system	AK
University of Arizona	1083	Doctoral	Public	Single unit institution	AZ
University of Arkansas at Pine Bluff	1086	Baccalaureate	Public	Institution within system	AR
University of Arkansas Community College at Morrilton	5245	Two-Year	Public	Institution within system	AR
University of Arkansas for Medical Sciences	1109	Spec Medical	Public	Institution within system	AR
University of Arkansas Main Campus	1108	Doctoral	Public	Institution within system	AR
University of Baltimore	2102	Master's	Public	Institution within system	MD
University of California-Berkeley	1312	Doctoral	Public	Institution within system	CA
University of California-Hastings College of the Law	3947	Spec Law	Public	Institution within system	CA
University of California-Irvine	1314	Doctoral	Public	Institution within system	CA
University of California-Los Angeles	1315	Doctoral	Public	Institution within system	CA
University of California-Riverside	1316	Doctoral	Public	Institution within system	CA
University of California-San Diego	1317	Doctoral	Public	Institution within system	CA
University of California-San Francisco	1319	Doctoral	Public	Institution within system	CA
University of California-Santa Barbara	1320	Doctoral	Public	Institution within system	CA
University of California-Santa Cruz	1321	Doctoral	Public	Institution within system	CA
University of Central Arkansas	1092	Master's	Public	Single unit institution	AR

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
University of Central Florida	3954	Doctoral	Public	Institution within system	FL
University of Central Missouri	2454	Master's	Public	Single unit institution	MO
University of Central Oklahoma	3152	Master's	Public	Single unit institution	OK
University of Charleston	3818	Baccalaureate	Priv/Ind	Single unit institution	WV
University of Chicago	1774	Doctoral	Priv/Ind	Single unit institution	IL
University of Cincinnati System Summary	3125000	Doctoral	Public	System summary	OH
University of Colorado at Boulder	1370	Doctoral	Public	Institution within system	CO
University of Colorado at Colorado Springs	4509	Master's	Public	Institution within system	CO
University of Colorado at Denver and Health Science Center	4508	Spec Medical	Public	Institution within system	CO
University of Colorado System Office	7996	Univ System	Public	System office	CO
University of Connecticut	1417	Doctoral	Public	Single unit institution	CT
University of Connecticut Health Center	9867	Spec Medical	Public	Institution within system	CT
University of Dayton	3127	Doctoral	Priv/Rel	Single unit institution	OH
University of Delaware	1431	Doctoral	Public	Single unit institution	DE
University of Denver	1371	Doctoral	Priv/Ind	Single unit institution	CO
University of Detroit Mercy	2323	Master's	Priv/Rel	Single unit institution	MI
University of Dubuque	1891	Master's	Priv/Rel	Single unit institution	IA
University of Evansville	1795	Master's	Priv/Rel	Single unit institution	IN
University of Florida	1535	Doctoral	Public	Single unit institution	FL
University of Georgia	1598	Doctoral	Public	Institution within system	GA
University of Hartford	1422	Doctoral	Priv/Ind	Single unit institution	CT
University of Hawaii at Hilo	1611	Baccalaureate	Public	Institution within system	HI
University of Hawaii at Manoa	1610	Doctoral	Public	Institution within system	HI
University of Hawaii Community Colleges System Office	6751	CC System	Public	System office	HI
University of Hawaii Hawaii Community College	5258	Two-Year	Public	Institution within system	HI
University of Hawaii Honolulu Community College	1612	Two-Year	Public	Institution within system	HI
University of Hawaii Kapiolani Community College	1613	Two-Year	Public	Institution within system	HI
University of Hawaii Kauai Community College	1614	Two-Year	Public	Institution within system	HI
University of Hawaii Leeward Community College	4549	Two-Year	Public	Institution within system	HI
University of Hawaii Maui Community College	1615	Two-Year	Public	Institution within system	HI
University of Hawaii System Office	7885	Univ System	Public	System office	HI
University of Hawaii West Oahu	21078	Baccalaureate	Public	Institution within system	HI
University of Hawaii Windward Community College	11220	Two-Year	Public	Institution within system	HI
University of Houston	3652	Doctoral	Public	Institution within system	TX
University of Houston - Clear Lake	11711	Master's	Public	Institution within system	TX
University of Idaho	1626	Doctoral	Public	Single unit institution	ID
University of Illinois at Chicago	1776	Doctoral	Public	Institution within system	IL
University of Illinois at Springfield	9333	Master's	Public	Institution within system	IL
University of Illinois at Urbana-Champaign	1775	Doctoral	Public	Institution within system	IL
University of Illinois University Administration	8001	Univ System	Public	System office	IL
University of Indianapolis	1804	Master's	Priv/Rel	Single unit institution	IN
University of Iowa	1892	Doctoral	Public	Institution within system	IA
University of Judaism	2741	Baccalaureate	Priv/Ind	Single unit institution	CA
University of Kansas Main Campus	1948	Doctoral	Public	Institution within system	KS
University of Kansas Medical Center	24579	Spec Medical	Public	Institution within system	KS
University of Kentucky	1989	Doctoral	Public	Single unit institution	KY
University of LaVerne	1216	Doctoral	Priv/Ind	Single unit institution	CA
University of Louisiana at Lafayette	2031	Doctoral	Public	Single unit institution	LA
University of Louisiana at Monroe	2020	Master's	Public	Single unit institution	LA
University of Louisiana System Office	33444	Univ System	Public	System office	LA
University of Louisville	1999	Doctoral	Public	Single unit institution	KY
University of Maine	2053	Doctoral	Public	Institution within system	ME
University of Maine at Fort Kent	2041	Baccalaureate	Public	Institution within system	ME
University of Maine at Presque Isle	2033	Baccalaureate	Public	Institution within system	ME
University of Maine System Office	8012	Univ System	Public	System office	ME
University of Mary Washington	3746	Master's	Public	Single unit institution	VA
University of Maryland Baltimore	2104	Doctoral	Public	Institution within system	MD
University of Maryland Baltimore County	2105	Doctoral	Public	Institution within system	MD
University of Maryland Biotechnology Institute		Spec Other	Public	Institution within system	MD
University of Maryland College Park	2103	Doctoral	Public	Institution within system	MD
University of Maryland Eastern Shore	2106	Master's	Public	Institution within system	MD
University of Maryland University College	11644	Master's	Public	Institution within system	MD
University of Massachusetts	2221	Doctoral	Public	Institution within system	MA
University of Massachusetts Boston	2222	Doctoral	Public	Institution within system	MA
University of Massachusetts Dartmouth	2210	Master's	Public	Institution within system	MA
University of Massachusetts Lowell	2161	Doctoral	Public	Institution within system	MA
University of Miami	1536	Doctoral	Priv/Ind	Single unit institution	FL
University of Michigan-Ann Arbor	2325	Doctoral	Public	Institution within system	MI
University of Michigan-Dearborn	2326	Master's	Public	Institution within system	MI
University of Michigan-Flint	2327	Master's	Public	Institution within system	MI
University of Minnesota-Crookston	4069	Baccalaureate	Public	Institution within system	MN
University of Minnesota-Duluth	2388	Master's	Public	Institution within system	MN
University of Minnesota-Morris	2389	Baccalaureate	Public	Institution within system	MN
University of Minnesota-Twin Cities	3969	Doctoral	Public	Institution within system	MN
University of Mississippi	2440	Doctoral	Public	Single unit institution	MS

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
University of Missouri - Columbia	2516	Doctoral	Public	Institution within system	MO
University of Missouri - Kansas City	2518	Doctoral	Public	Institution within system	MO
University of Missouri - Rolla	2517	Doctoral	Public	Institution within system	MO
University of Missouri - Saint Louis	2519	Doctoral	Public	Institution within system	MO
University of Missouri System Administration Office	2515	Univ System	Public	System office	MO
University of Montevallo	1004	Master's	Public	Single unit institution	AL
University of Nebraska - Lincoln	2565	Doctoral	Public	Institution within system	NE
University of Nebraska at Kearney	2551	Master's	Public	Institution within system	NE
University of Nebraska at Omaha	2554	Master's	Public	Institution within system	NE
University of Nebraska Central Administration	8025	Univ System	Public	System office	NE
University of Nebraska Medical Center	6895	Spec Medical	Public	Institution within system	NE
University of Nevada, Reno	2568	Doctoral	Public	Institution within system	NV
University of Nevada-Las Vegas	2569	Doctoral	Public	Institution within system	NV
University of New England	2050	Master's	Priv/Ind	Single unit institution	ME
University of New Hampshire	2589	Doctoral	Public	Institution within system	NH
University of New Haven	1397	Master's	Priv/Ind	Single unit institution	CT
University of New Mexico Main Campus	2663	Doctoral	Public	System office	NM
University of New Mexico-Valencia	666741	Two-Year	Public	Institution within system	NM
University of New Orleans	2015	Doctoral	Public	Institution within system	LA
University of North Alabama	1016	Master's	Public	Single unit institution	AL
University of North Carolina at Chapel Hill	2974	Doctoral	Public	Institution within system	NC
University of North Carolina at Charlotte	2975	Master's	Public	Institution within system	NC
University of North Carolina at Greensboro	2976	Doctoral	Public	Institution within system	NC
University of North Carolina at Pembroke	2954	Master's	Public	Institution within system	NC
University of North Carolina at Wilmington	2984	Master's	Public	Institution within system	NC
University of North Carolina General Administration	2971	Univ System	Public	System office	NC
University of North Dakota Main Campus	3005	Doctoral	Public	Institution within system	ND
University of North Florida	9841	Master's	Public	Institution within system	FL
University of North Texas	3594	Doctoral	Public	Institution within system	TX
University of North Texas Health Sci Center at Fort Worth	9768	Spec Medical	Public	Institution within system	TX
University of Northern Colorado	1349	Doctoral	Public	Single unit institution	CO
University of Northern Iowa	1890	Master's	Public	Single unit institution	IA
University of Notre Dame	1840	Doctoral	Priv/Rel	System office	IN
University of Oklahoma Health Sciences Center	5889	Spec Medical	Public	Institution within system	OK
University of Oklahoma Norman Campus	3184	Doctoral	Public	Single unit institution	OK
University of Oregon	3223	Doctoral	Public	Institution within system	OR
University of Pennsylvania	3378	Doctoral	Priv/Ind	Single unit institution	PA
University of Phoenix	20988	Spec Business	Priv/for-Profit	Single unit institution	AZ
University of Pittsburgh, Pittsburgh Campus	3379	Doctoral	Public	Institution within system	PA
University of Redlands	1322	Master's	Priv/Ind	Single unit institution	CA
University of Rhode Island	3414	Doctoral	Public	Single unit institution	RI
University of Richmond	3744	Master's	Priv/Ind	Single unit institution	VA
University of Rochester	2894	Doctoral	Priv/Ind	Single unit institution	NY
University of Saint Francis	1664	Master's	Priv/Rel	Single unit institution	IL
University of Saint Francis	1832	Master's	Priv/Rel	Single unit institution	IN
University of Saint Thomas	2345	Doctoral	Priv/Rel	Single unit institution	MN
University of San Diego	10395	Doctoral	Priv/Rel	Single unit institution	CA
University of San Francisco	1325	Doctoral	Priv/Rel	Single unit institution	CA
University of South Alabama	1057	Doctoral	Public	Single unit institution	AL
University of South Carolina - Aiken	3449	Baccalaureate	Public	Institution within system	SC
University of South Carolina - Beaufort	3450	Two-Year	Public	Institution within system	SC
University of South Carolina - Columbia	3448	Doctoral	Public	Institution within system	SC
University of South Florida	1537	Doctoral	Public	Institution within system	FL
University of Southern Indiana	1808	Master's	Public	Single unit institution	IN
University of Southern Maine	2054	Master's	Public	Institution within system	ME
University of Southern Mississippi	2441	Doctoral	Public	Single unit institution	MS
University of Southern Nevada	9993103	Spec Health	Priv/Ind	Single unit institution	NV
University of St. Thomas	3654	Master's	Priv/Rel	Single unit institution	TX
University of Tampa	1538	Master's	Priv/Ind	Single unit institution	FL
University of Tennessee	3530	Doctoral	Public	Institution within system	TN
University of Tennessee at Chattanooga	3529	Master's	Public	Institution within system	TN
University of Tennessee at Martin	3531	Master's	Public	Institution within system	TN
University of Texas at Arlington	3656	Doctoral	Public	Institution within system	TX
University of Texas at Austin	3658	Doctoral	Public	Institution within system	TX
University of Texas at Dallas	9741	Doctoral	Public	Institution within system	TX
University of Texas at El Paso	3661	Doctoral	Public	Institution within system	TX
University of Texas at San Antonio	10115	Master's	Public	Institution within system	TX
University of Texas at Tyler	11163	Master's	Public	Institution within system	TX
University of Texas Health Science Center at San Antonio	3659	Spec Medical	Public	Single unit institution	TX
University of Texas Medical Branch	4952	Spec Medical	Public	Institution within system	TX
University of Texas of the Permian Basin	9930	Master's	Public	Institution within system	TX
University of Texas System Administration Office	3655	Univ System	Public	System office	TX
University of the Arts	3350	Spec Art	Priv/Ind	Single unit institution	PA
University of the District of Columbia	1441	Master's	Public	Single unit institution	DC
University of the Incarnate Word	3578	Master's	Priv/Rel	Single unit institution	TX

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
University of the Ozarks	1094	Baccalaureate	Priv/Rel	Single unit institution	AR
University of the Pacific	1329	Doctoral	Priv/Ind	Single unit institution	CA
University of the Sciences in Philadelphia	3353	Spec Health	Priv/Ind	Single unit institution	PA
University of Toledo - Main Campus	3131	Doctoral	Public	Single unit institution	OH
University of Tulsa	3185	Doctoral	Priv/Ind	Single unit institution	OK
University of Utah	3675	Doctoral	Public	Single unit institution	UT
University of Vermont	3696	Doctoral	Public	Single unit institution	VT
University of Virginia	3745	Doctoral	Public	Single unit institution	VA
University of Washington - Seattle	3798	Doctoral	Public	System summary	WA
University of West Florida	3955	Master's	Public	Institution within system	FL
University of Wisconsin System Office	3894	Univ System	Public	System office	WI
University of Wisconsin-Eau Claire	3917	Master's	Public	Institution within system	WI
University of Wisconsin-Green Bay	3899	Master's	Public	Institution within system	WI
University of Wisconsin-La Crosse	3919	Master's	Public	Institution within system	WI
University of Wisconsin-Madison	3895	Doctoral	Public	Institution within system	WI
University of Wisconsin-Milwaukee	3896	Doctoral	Public	Institution within system	WI
University of Wisconsin-Oshkosh	3920	Master's	Public	Institution within system	WI
University of Wisconsin-Stout	3915	Master's	Public	Institution within system	WI
University of Wisconsin-Superior	3925	Master's	Public	Institution within system	WI
University of Wisconsin-Whitewater	3926	Master's	Public	Institution within system	WI
University of Wyoming	3932	Doctoral	Public	Single unit institution	WY
University System of New Hampshire System Office	8027	Univ System	Public	System office	NH
Urbana University	3133	Baccalaureate	Priv/Ind	Single unit institution	OH
Ursinus College	3385	Baccalaureate	Priv/Ind	Single unit institution	PA
Ursuline College	3134	Master's	Priv/Rel	Single unit institution	OH
Utah State University	3677	Doctoral	Public	Single unit institution	UT
Utah Valley State College	4027	Baccalaureate	Public	Single unit institution	UT
Utica College	2883	Baccalaureate	Priv/Ind	Single unit institution	NY
Valdosta State University	1599	Master's	Public	Institution within system	GA
Valencia Community College	6750	Two-Year	Public	Single unit institution	FL
Valley City State University	3008	Baccalaureate	Public	Institution within system	ND
Valparaiso University	1842	Master's	Priv/Rel	Single unit institution	IN
Vanguard University of Southern California	1293	Baccalaureate	Priv/Rel	Single unit institution	CA
Vassar College	2895	Baccalaureate	Priv/Ind	Single unit institution	NY
Vermilion Community College	2350	Two-Year	Public	Institution within system	MN
Vermont Law School	11934	Spec Law	Priv/Ind	Single unit institution	VT
Vermont Technical College	3698	Spec Engineering	Public	Institution within system	VT
Villa Julie College	2107	Baccalaureate	Priv/Ind	Single unit institution	MD
Villanova University	3388	Master's	Priv/Rel	Single unit institution	PA
Virginia Commonwealth University	3735	Doctoral	Public	Single unit institution	VA
Virginia Community College System Office	8904	CC System	Public	System office	VA
Virginia Military Institute	3753	Baccalaureate	Public	Single unit institution	VA
Virginia Polytechnic Institute and State University	3754	Doctoral	Public	Single unit institution	VA
Virginia Wesleyan College	3767	Baccalaureate	Priv/Rel	Single unit institution	VA
Viterbo University	3911	Master's	Priv/Rel	Single unit institution	WI
Wagner College	2899	Master's	Priv/Ind	Single unit institution	NY
Wake Forest University	2978	Doctoral	Priv/Ind	Single unit institution	NC
Walla Walla Community College	5006	Two-Year	Public	Single unit institution	WA
Walsh College of Accountancy and Business Administration	4071	Spec Business	Priv/Ind	Single unit institution	MI
Walsh University	3135	Master's	Priv/Rel	Single unit institution	OH
Walters State Community College	8863	Two-Year	Public	Institution within system	TN
Warner Pacific College	3225	Baccalaureate	Priv/Rel	Single unit institution	OR
Warren Wilson College	2979	Master's	Priv/Rel	Single unit institution	NC
Wartburg College	1896	Baccalaureate	Priv/Rel	Single unit institution	IA
Washburn University	1949	Master's	Public	Single unit institution	KS
Washington and Jefferson College	3389	Baccalaureate	Priv/Ind	Single unit institution	PA
Washington and Lee University	3768	Baccalaureate	Priv/Ind	Single unit institution	VA
Washington College	2108	Baccalaureate	Priv/Ind	Single unit institution	MD
Washington State University	3800	Doctoral	Public	Single unit institution	WA
Washington University in St. Louis	2520	Doctoral	Priv/Ind	Single unit institution	MO
Waukesha County Technical College	5294	Two-Year	Public	Single unit institution	WI
Wayne State College	2566	Master's	Public	Institution within system	NE
Wayne State University	2329	Doctoral	Public	Single unit institution	MI
Weatherford College	3664	Two-Year	Public	Single unit institution	TX
Weber State University	3680	Master's	Public	Single unit institution	UT
Webster University	2521	Master's	Priv/Ind	Single unit institution	MO
Weill Medical College of Cornell University	4762	Spec Medical	Priv/Ind	Institution within system	NY
Wellesley College	2224	Baccalaureate	Priv/Ind	Single unit institution	MA
Wells College	2901	Baccalaureate	Priv/Ind	Single unit institution	NY
Wenatchee Valley College	3801	Two-Year	Public	Single unit institution	WA
Wentworth Institute of Technology	2225	Spec Health	Priv/Ind	Single unit institution	MA
Wesleyan University	1424	Baccalaureate	Priv/Ind	Single unit institution	CT
West Hills Community College District	1176	Two-Year	Public	System summary	CA
West Kentucky Community and Technical College	1979	Two-Year	Public	Institution within system	KY
West Suburban College of Nursing	6250	Spec Health	Priv/Ind	Single unit institution	IL

APPENDIX D

RESPONDING INSTITUTIONS

INSTITUTION NAME	FICE	CLASS	AFFILIATION	STRUCTURE	STATE
West Texas A&M University	3665	Master's	Public	Institution within system	TX
West Virginia University	3827	Doctoral	Public	Institution within system	WV
Westchester Community College	2881	Two-Year	Public	Institution within system	NY
Western Carolina University	2981	Master's	Public	Institution within system	NC
Western Connecticut State University	1380	Master's	Public	Institution within system	CT
Western Illinois University	1780	Master's	Public	Single unit institution	IL
Western Kentucky University	2002	Master's	Public	Single unit institution	KY
Western Nebraska Community College	2560	Two-Year	Public	Single unit institution	NE
Western Nevada Community College	10363	Two-Year	Public	Institution within system	NV
Western New England College	2226	Master's	Priv/Ind	Single unit institution	MA
Western New Mexico University	2664	Master's	Public	Single unit institution	NM
Western Oklahoma State College	3146	Two-Year	Public	Single unit institution	OK
Western Oregon University	3209	Master's	Public	Institution within system	OR
Western State College	1372	Baccalaureate	Public	Single unit institution	CO
Western University of Health Sciences	24827	Spec Medical	Priv/Ind	Single unit institution	CA
Western Washington University	3802	Master's	Public	Single unit institution	WA
Westfield State College	2189	Master's	Public	Institution within system	MA
Westminster College	2523	Baccalaureate	Priv/Ind	Single unit institution	MO
Westminster College	3392	Baccalaureate	Priv/Rel	Single unit institution	PA
Westminster College	3681	Master's	Priv/Ind	Single unit institution	UT
Westminster Theological Seminary in California	22768	Spec Theological	Priv/Ind	Single unit institution	CA
Westmont College	1341	Baccalaureate	Priv/Ind	Single unit institution	CA
Westmoreland County Community College	10176	Two-Year	Public	Single unit institution	PA
Wheaton College	1781	Baccalaureate	Priv/Ind	Single unit institution	IL
Wheaton College	2227	Baccalaureate	Priv/Ind	Single unit institution	MA
Wheeling Jesuit University	3831	Master's	Priv/Rel	Single unit institution	WV
Whitman College	3803	Baccalaureate	Priv/Ind	Single unit institution	WA
Whittier College	1342	Baccalaureate	Priv/Ind	Single unit institution	CA
Whitworth College	3804	Master's	Priv/Rel	Single unit institution	WA
Wichita State University	1950	Doctoral	Public	Single unit institution	KS
Widener University	3313	Doctoral	Priv/Ind	Single unit institution	PA
Willamette University	3227	Baccalaureate	Priv/Ind	Single unit institution	OR
William Mitchell College of Law	2391	Spec Law	Priv/Ind	Single unit institution	MN
William Paterson University of New Jersey	2625	Master's	Public	Single unit institution	NJ
William Penn University	1900	Baccalaureate	Priv/Rel	Single unit institution	IA
William Rainey Harper College	3961	Two-Year	Public	Single unit institution	IL
Williams College	2229	Baccalaureate	Priv/Ind	Single unit institution	MA
Williston State College	3007	Two-Year	Public	Institution within system	ND
Wilmington College	3142	Baccalaureate	Priv/Rel	Single unit institution	OH
Wilmington College	7948	Doctoral	Priv/Ind	Single unit institution	DE
Winona State University	2394	Master's	Public	Institution within system	MN
Winston-Salem State University	2986	Baccalaureate	Public	Institution within system	NC
Winthrop University	3456	Master's	Public	Single unit institution	SC
Wisconsin Lutheran College	21366	Baccalaureate	Priv/Ind	Single unit institution	WI
Wittenberg University	3143	Baccalaureate	Priv/Rel	Single unit institution	OH
Woodbury University	1343	Master's	Priv/Ind	Single unit institution	CA
Worcester Polytechnic Institute	2233	Doctoral	Priv/Ind	Single unit institution	MA
Worcester State College	2190	Master's	Public	Single unit institution	MA
Wright State University Main Campus	3078	Doctoral	Public	Single unit institution	OH
Xavier University	3144	Master's	Priv/Rel	Single unit institution	OH
Yale University	1426	Doctoral	Priv/Ind	Single unit institution	CT
Yavapai College	1079	Two-Year	Public	Single unit institution	AZ
Yeshiva University	2903	Doctoral	Priv/Ind	Institution within system	NY
York College of Pennsylvania	3399	Master's	Priv/Ind	Single unit institution	PA