

# ADMINISTRATIVE COMPENSATION SURVEY

| For the 2009–10 |  
| Academic Year |

The logo for cuppa.hr features the text "cuppa.hr" in a lowercase, rounded, sans-serif font. A large, light gray, curved swoosh arches over the text, starting from the left and ending on the right. A small "TM" trademark symbol is positioned to the right of the "hr" portion of the text.

cuppa.hr<sup>TM</sup>

The Definitive Source for  
Higher Education Salaries Since 1967

2010

## ACKNOWLEDGMENTS

Publication of the *2009–10 Administrative Compensation Survey* marks the survey's forty-third year. This year's report reflects the salaries of 77,186 incumbents in 280 senior-level administrative positions at 1,280 colleges and universities nationwide, making it a key resource for salary-related decision making in the higher education community.

We wish to thank our members for their support relative to survey design and content. CUPA-HR would not be able to offer a tool so central to the needs of higher education administrators without their continuing insight and advice. We also want to thank 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.

Andy Brantley  
President and Chief Executive Officer

### CUPA-HR RESEARCH STAFF

Ray "Chip" Sizemore, Ph.D.  
Director of Research

Maria Rodriguez-Calcagno, Ph.D.  
Senior Research Associate

Suzi Bowen, M.A.  
Research Associate



### 2009–10 ADMINISTRATIVE COMPENSATION SURVEY

©2010 by the College and University Professional  
Association for Human Resources (CUPA-HR)

All rights reserved. No information in this book may be reproduced in any form for any purpose without written consent of the College and University Professional Association for Human Resources. Inquiries may be directed to CUPA-HR Research. The CUPA-HR logo is a registered trademark of the College and University Professional Association for Human Resources.  
Centerpoint Commons, 1811 Commons Point Drive, Knoxville, TN 37932

Data Reflect Salaries as of October 15, 2009  
Publication Date: February 2010

## CONTENTS

Acknowledgments	2
List of Salary Tables	4
Introduction	5
Survey Content	6
Survey Methodology	7
Accessing Survey Results	8
Chief HR Officer Reporting Relationship	10
Annual Cash Bonus Or Incentive For Selected Positions	11
Outlook for Hiring	12
Profile of 2009–10 Participating Institutions	13
2009–10 Salary Increases: Overall and By Affiliation	14
Pervasiveness of 0% Salary Increases 2009 to 2010	15
2009–10 Salary Increases: By Classification	16
2009–10 Salary Increases: By Job Category	17
Data Specifications and Definitions	18
Salary Tables	20
General Tables	21
Comparative Tables	81
Demographic Tables	149
Appendices	
Appendix A: Position Descriptions	A-1
Appendix B: Responding Institutions	B-1

**\*\* Note:** In this summary only Table 2 is provided. The full report can be purchased at <http://portal.cupahr.org/iMISpublic/surveys/surveyrules.aspx>

## LIST OF SALARY TABLES (Un-Weighted Data)

Table #	Title	Page #
<b>General Tables</b>		
1	Median Salary by Affiliation – All Institutions	21
2	Median Salary by 2005 Carnegie Classification – All Institutions	25
3	Median Salary by Budget Quartile – All Institutions	29
4-A	Median Salary by Enrollment Quartile – All Institutions	33
4-B	Median Salary by Enrollment Quartile – Public Institutions	37
4-C	Median Salary by Enrollment Quartile – Private Independent Institutions	41
4-D	Median Salary by Enrollment Quartile – Private Religious Institutions	45
<b>Median Salary by Budget Quartile and Affiliation</b>		
5	Median Salary by Budget Quartile – Public Institutions	49
6	Median Salary by Budget Quartile – Private Institutions	53
7	Median Salary by Budget Quartile – Private Independent Institutions	57
8	Median Salary by Budget Quartile – Private Religious Institutions	61
<b>Median Salary by Budget Quartile and 2005 Carnegie Classification</b>		
9	Median Salary by Budget Quartile – Doctorate-Granting Institutions	65
10	Median Salary by Budget Quartile – Master’s Institutions	69
11	Median Salary by Budget Quartile – Baccalaureate Institutions	73
12	Median Salary by Budget Quartile – Associate’s Institutions	77
<b>Salary Percentiles for All Institutions and by Affiliation</b>		
13	Salary Percentiles – All Institutions	81
14	Salary Percentiles – Public Institutions	85
15	Salary Percentiles – Private Institutions	89
16	Salary Percentiles – Private Independent Institutions	93
17	Salary Percentiles – Private Religious Institutions	97
<b>Salary Percentiles by 2005 Carnegie Classification</b>		
18	Salary Percentiles – Doctorate-Granting Institutions	101
19	Salary Percentiles – Master’s Institutions	105
20	Salary Percentiles – Baccalaureate Institutions	109
21	Salary Percentiles – Associate’s Institutions	113
<b>Salary Percentiles for All Institutions by Budget Quartile</b>		
22	Salary Percentiles – Budget Quartile 1	117
23	Salary Percentiles – Budget Quartile 2	121
24	Salary Percentiles – Budget Quartile 3	125
25	Salary Percentiles – Budget Quartile 4	129
<b>Salary Percentiles for All Institutions by Enrollment Quartile</b>		
26	Salary Percentiles – Enrollment Quartile 1	133
27	Salary Percentiles – Enrollment Quartile 2	137
28	Salary Percentiles – Enrollment Quartile 3	141
29	Salary Percentiles – Enrollment Quartile 4	145
<b>Demographic Tables for Single Incumbent Positions, All Institutions</b>		
30	Median Salaries of Males Compared to Females	149
31	Median Salaries of Minorities Compared to Non-Minorities	153
32	Median Salaries of Inside Hires Compared to Outside Hires	157
33	Median Salaries and Median Years of Service	161
<b>Median Salary by Census Region</b>		
34	Median Salaries by Census Region	165

## 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.

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. This year's survey included 280 positions, as well as a short Pay Practices section. Where applicable, report tables use the 2005 Carnegie classifications.

### New Positions

Six new positions were added to this year's survey: [1051] Chief Diversity Officer (replaces Director of Institutional Diversity [2006]); [2015] Director of Museums; [2016] Education Abroad Director; [2017] Director/Dean of Workforce and Career Development; [3007] College/Division Business Affairs Officer; and [4012] Director, Disability Services.

Positions in the AdComp survey are grouped into 11 categories:

- Senior Executive Officers
- Chief Functional Officers
- Academic Deans
- Academic Associate/Assistant Deans
- Academic Affairs
- Business & Administrative Affairs
- Human Resources
- Information Technology
- Athletics
- Student Affairs
- External Affairs

The Mid-Level Survey uses the same categories and the numbering of positions for the two surveys is complimentary, with the AdComp Survey having the lower half of a given series and the Mid-Level Survey the upper half.

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 [research@cupahr.org](mailto:research@cupahr.org) and specify "AdComp Survey Suggestion" in the subject line.

### Important Changes in Reporting of Data Starting in 2006–07

In 2006–07 CUPA-HR changed to reporting "**un-weighted**" rather than "**weighted**" salary data in all survey reports. Un-weighted data more precisely reflects what institutions are paying as the average or median salary for a position is included only once for each participant school. Weighted data, in contrast, is more an indicator of what incumbents are earning since the average or median salary for a position is included once for each incumbent, thereby giving more weight to salaries paid by institutions with large numbers of incumbents.

Another change made in 2006-07, to comply with Department of Justice (DOJ) Safe Harbor Guidelines, was to increase the minimum number of responding institutions required for

reporting salary data **from four to five**. Reporting un-weighted data also ensures our ability to provide results for the greatest number of positions, given Safe Harbor's 25% rule for weighted data (see below).

In DataOnDemand both un-weighted and weighted salary data are available. Un-weighted data is the default for reports and weighted data is a user selected option. To comply with DOJ Safe Harbor Guidelines the weighted data option provides salary data only for positions with 5 or more responding institutions **and** in which no responding institution accounts for more than 25% of the 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 Safe Harbor Guidelines go to <http://www.ftc.gov/reports/hlth3s.htm#6> and select Statement 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 A** 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.

### **Institution-specific data pre-loaded**

- Institution name
- 2000 Carnegie classification
- 2005 Carnegie classification
- 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
- 2009–10 Total operating budget
- Student enrollment for Fall 2009–10
  - 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 2009–10
  - 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, 2009
- 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 15, 2009 and closed in late January, 2010. An Upload Option was available that allowed respondents to upload a file of salary data to SurveysOnline (SOL), saving the effort of manually keying each item. Institutional identification information, including name, Carnegie classification, affiliation, level of instruction and NCAA division are preloaded. 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 *2009–10 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 or aspiration institutions and to higher education as a whole, thus providing the basis for informed decisions. Results for the *2009–10 AdComp Survey* can be accessed in three ways.

- **Survey Report**

The survey report provides an easy-to-read, national-level summary of salaries by position. Salary data are shown for all institutions as a whole, and for groupings based on affiliation, budget size, student enrollment and 2005 Carnegie classification. 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 Comparisons:* 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 the end of January 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 five 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 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 gives you the option of reporting salaries on the basis of gender, minority status, years of service and hiring source. Report can be produced using un-weighted or weighted data. Output format: HTML.
- **Multi-Position Report:** Provides average, median, minimum and maximum salary for multiple 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 un-weighted or weighted data. Output format: HTML, PDF or Excel.

- **Ordinal Rank Report:** Provides an anonymous listing of the average salary reported for each position by each responding institution, and the un-weighted or weighted average salary by position. Output format: HTML, PDF or Excel.
- **Trend Report:** Allows you to see the percentage change in your salaries by position from a prior year to a second year (e.g. the current year) and comparable percentage change statistics for a selected set of peer institutions. The report shows the percentage change 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 in percentile ranks 20, 25, 33, 40, 60, 67, 75, 80 **or** 10, 20, 30, 40, 60, 70, 80, 90. Report can be produced using un-weighted or weighted data. Output format: HTML, PDF or Excel.
- **Multi-Position Demographic Report:** Provides salary data by minority/non-minority status, gender and hiring source (internal vs. external). For single incumbent positions only, average, median, minimum and maximum salary is reported, 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. Output format: HTML, PDF 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. We 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 can also 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 [http://www.cupahr.org/surveys/order\\_salary\\_0910.asp](http://www.cupahr.org/surveys/order_salary_0910.asp) 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 [1037] reports. As the table below shows, 34.4% said their CHRO reports to the Chief Business Officer, 21.7% to the CEO, 14.2% to the Chief Financial Officer, 9.3% to the Chief Administrative Officer, and 8% to the Executive Vice President. An additional 11.5% of the respondents indicated that their CHRO reports to other positions. These responses are very similar to last year's results.

<b>CUPA-HR 2009-10 Administrative Compensation Survey</b>	<b>N</b>	<b>%</b>
Chief Business Officer [1029]	386	34.4%
CEO/President/Chancellor [1001/ 1003]	244	21.7%
Chief Financial Officer [1031]	159	14.2%
Chief Administrative Officer [1030]	104	9.3%
Executive Vice President [1005]	90	8.0%
Chief Academic Officer and Provost [1026]	9	0.8%
Other	129	11.5%
<b>Total</b>	<b>1121</b>	<b>100.0%</b>

## 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, only a small percentage of the incumbents received a bonus. The highest percentage, 12.1%, was for CEO of a single institution. Only a few institutions reported bonus amounts, but for those that did, the largest bonuses were received by the Chief Investment Officers.

CUPA-HR 2009-10 Administrative Compensation Survey	N Yes	N Reply	% Giving Bonus	If Bonus Paid: \$ Amount Received This Year		
				N Rpt Amt	Median	Average
CEO System or District [1001]	15	803	*	8	\$55,000	\$74,688
CEO Single Institution [1003]	131	1087	12.1%	73	\$35,000	\$53,226
Executive VP / Vice Chancellor [1005]	13	854	1.5%	8	\$10,000	\$18,696
CAAO / Provost [1026]	58	1072	5.4%	34	\$13,343	\$17,450
Chief Business Officer [1029]	30	988	3.0%	17	\$10,000	\$14,941
Chief Financial Officer [1031]	35	965	3.6%	22	\$13,843	\$20,144
Chief Investment Officer [1032]	15	815	1.8%	7	\$130,737	\$213,957
Chief Budget Officer [1034]	9	886	1.0%	2	\$33,815	\$33,815
Chief Human Resources Officer [1037]	31	1031	3.0%	14	\$12,936	\$17,060
Chief Health Professions Officer [1041]	11	809	1.4%	2	\$80,000	\$80,000
Chief Student Affairs/Life Officer [1043]	28	1021	2.7%	15	\$13,000	\$13,749
Chief External Affairs Officer [1046]	15	864	1.7%	6	\$15,826	\$21,275
Chief Development Officer [1047]	45	1001	4.5%	19	\$18,919	\$18,693
Chief Audit Officer [1050]	5	829	0.6%	1	\$40,000	\$40,000
Dean, Business [1206]	14	899	1.6%	5	\$15,000	\$21,912
Dean, Law [1225]	6	793	0.8%	1	\$40,000	\$40,000
Dean, Medicine [1228]	6	787	0.8%	1	\$110,000	\$110,000

\* It is not possible to calculate an accurate percentage for this variable since many of those answering no did so because they are an institution and not a system.

## OUTLOOK FOR HIRING

With the economic downturn, we added a new question to the survey last year asking respondents if they expect to be authorized to fill/add more or fewer vacant/new positions this fiscal year compared to last. Across the board, less than 1% expect the number to be “significantly more” and only 10% or less expect the number to be “somewhat more,” with the larger percentages continuing to be associated with faculty. These results are very similar to those reported in last year’s survey. The greatest change this year compared to last is a reduction in the percentage expecting fewer authorizations and an increase in the percentage expecting authorizations to remain about the same. The latter increased on average by about 6% indicating a degree of stabilization in hiring.

	Significantly more	Somewhat more	About the same	Somewhat fewer	Significantly fewer	N
<b>Vacant Positions</b>						
<b>Full-Time</b>						
Exempt/professional staff	0.2%	3.7%	53.8%	30.9%	11.4%	1100
Non-exempt/support staff	0.2%	3.2%	52.7%	31.8%	12.2%	1099
Faculty	0.3%	9.0%	61.5%	22.0%	7.2%	1086
<b>Part-Time</b>						
Exempt/professional staff	0.1%	2.2%	55.3%	29.7%	12.7%	1086
Non-exempt/support staff	0.1%	3.0%	54.5%	29.8%	12.6%	1090
Faculty	0.5%	8.3%	62.2%	20.8%	8.2%	1078
<b>New Positions</b>						
<b>Full-Time</b>						
Exempt/professional staff	0.3%	5.3%	36.7%	33.2%	24.5%	1095
Non-exempt/support staff	0.2%	3.6%	39.0%	32.9%	24.4%	1092
Faculty	0.6%	9.9%	43.9%	27.1%	18.4%	1081
<b>Part-Time</b>						
Exempt/professional staff	0.1%	2.3%	40.9%	31.6%	25.1%	1086
Non-exempt/support staff	0.1%	2.6%	41.3%	31.1%	24.9%	1091
Faculty	0.3%	8.9%	46.3%	25.4%	19.0%	1073

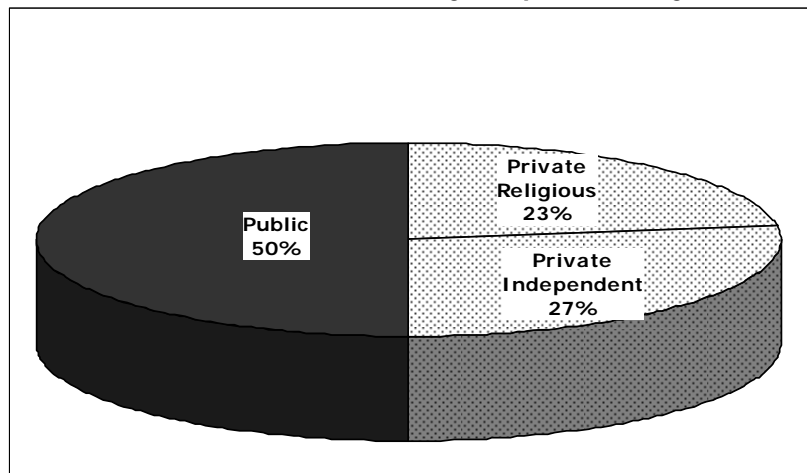
## PROFILE OF 2009–10 PARTICIPATING INSTITUTIONS

This year's Administrative Compensation Survey was completed by **1,280** higher education institutions. **Appendix B** lists survey participants in alphabetical order, along with each institution's Unit ID, **2005 Carnegie** classification, affiliation, structure and state.

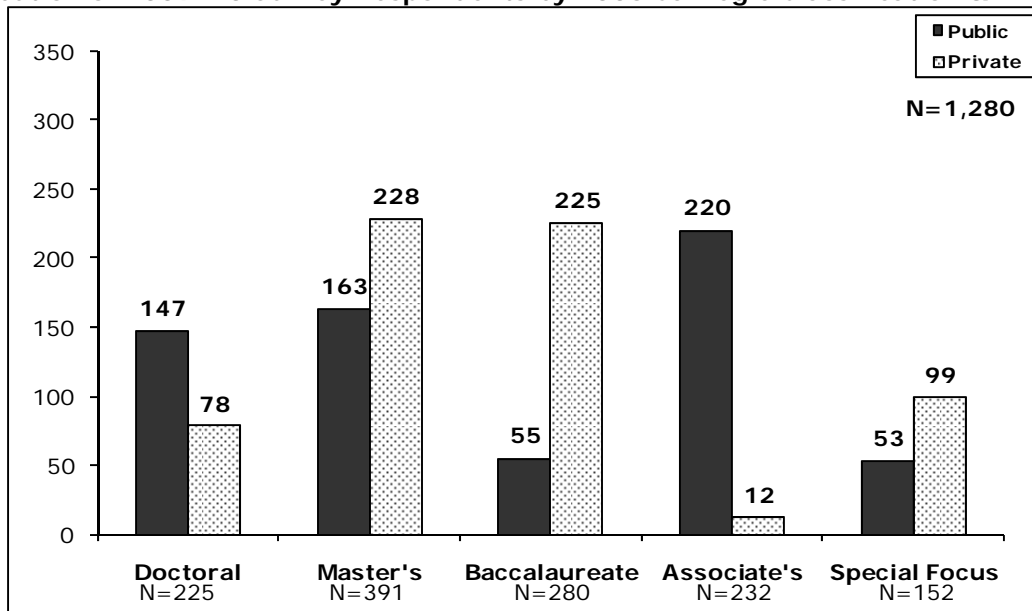
The charts below describe this year's respondents. Public institutions comprise 49.8% (638) of the 2009–10 respondents, and private institutions 50.2% (642). The latter includes slightly more independent including (27.1% or 347) than religiously affiliated (23.1% or 295) institutions.

In terms of the 2005 Carnegie classification, Master's colleges and universities are the largest group of participants at 30.5% (391), with private institutions making up slightly more than half of the group (17.8%). Baccalaureate and Associate's colleges comprise about 22% and 18% of the respondents respectively; the former are almost all private and the latter are almost all public. Doctorate-Granting institutions make up 17.6% (225) of the respondents; more than two-thirds are public. Special Focus institutions (which include system offices) are the smallest segment of respondents at 11.8% (152).

**% Distribution of 2009–10 Survey Respondents by Affiliation**



**Distribution of 2009–10 Survey Respondents by 2005 Carnegie Classification & Affiliation**

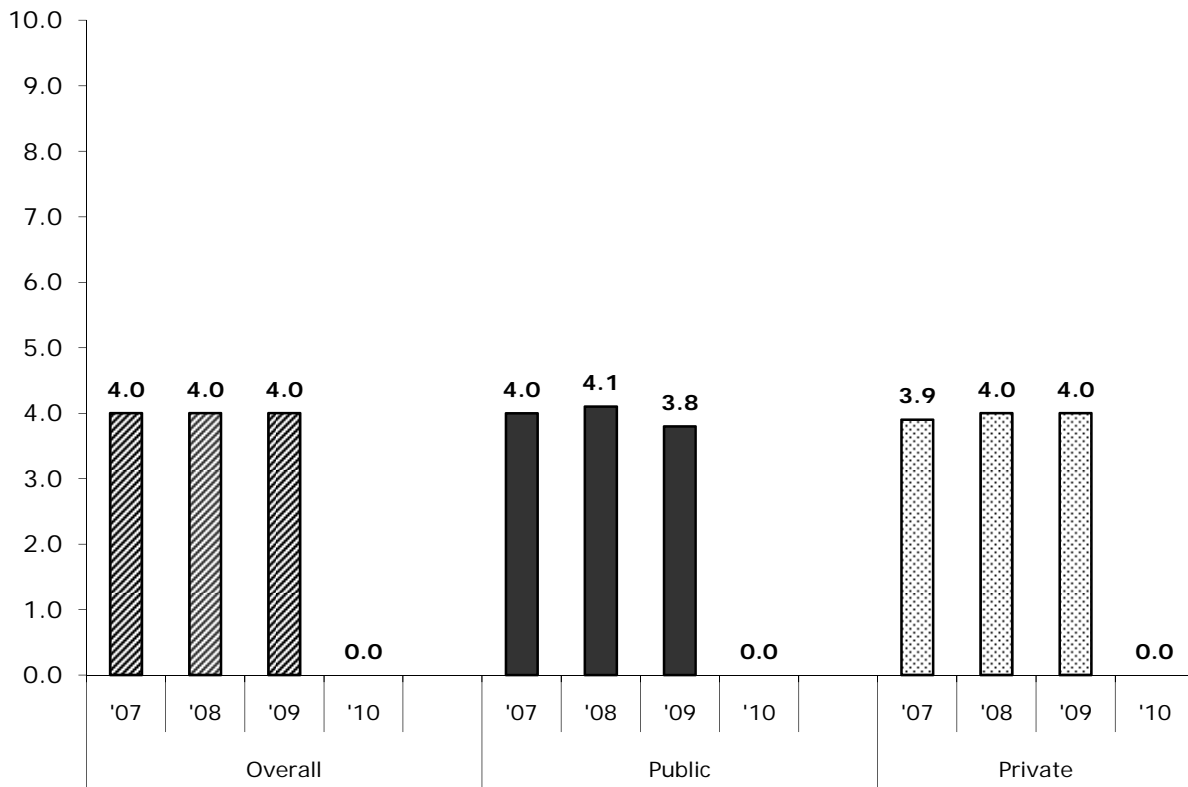


## 2009–10 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 93% (1,192) of the institutions participating in the *2009–10 AdComp Survey* also completed the 2008-09 survey. A position-by-position analysis of the salaries reported by these institutions in both years show that **the median salary increase was 0.0%**.<sup>1</sup>

While the median salary increase was 0% this year, this was still better than inflation which was negative. According to the Bureau of Labor Statistics, the **annual** Consumer Price Index for all urban consumers [CPI-U] in 2009 was -0.4% lower than in 2008.

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



\*Survey years reported in table: '06–'07, '07–'08, '08–'09, '09–'10

<sup>1</sup> **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 is calculated.

## PERVASIVENESS OF 0% SALARY INCREASES 2009 TO 2010

Approximately two-thirds of responding institutions gave no salary increases this past year and about two-thirds of incumbents received no increases. A small sub-set of these actually gave or received a salary decrease.

In addition to a median salary increase last year of 0%, the number of institutions providing no staff increases across the board was also large. While the data in the table below are taken from our Mid-Level Survey, we believe that the numbers are applicable to staff positions in general. As the table shows, close to 65% or almost two-thirds of the institutions responding to the question gave no salary increases this past year to administrative staff, and about 2% actually decreased salaries. For the approximately 33% that gave raises this past year, the median increase was 3%.

### % of Institutions with Decreases, No Change and Increases in Exempt and Non-Exempt Salaries 2009 to 2010

*CUPA-HR 2009–10 Mid-Level Survey*

	Changes in Exempt Salaries 2009 to 2010	N of Institutions	Changes in Non-Exempt Salaries 2009 to 2010	N of Institutions
Decreased	2.1%	18	2.2%	18
No Change	65.3%	547	64.0%	533
Increased	32.6%	273	33.8%	282
Total	100.0%	838	100.0%	833

\* Data shown in this table are from CUPA-HR's Mid-Level Administrative and Professional Salary Survey in which respondents were asked to provide the average pay increase for mid-level and professional positions from 2009 to 2010.

Similar to institutions as a whole, only 36% of the 57,089 paired salaries examined from our AdComp Survey showed a salary increase from 2009 to 2010, with a median increase of 3%. But 55.4% showed no increase, and another 8% showed a median decrease of (6%).

### % of Paired Salaries with Decreases, No Change and Increases 2009 to 2010

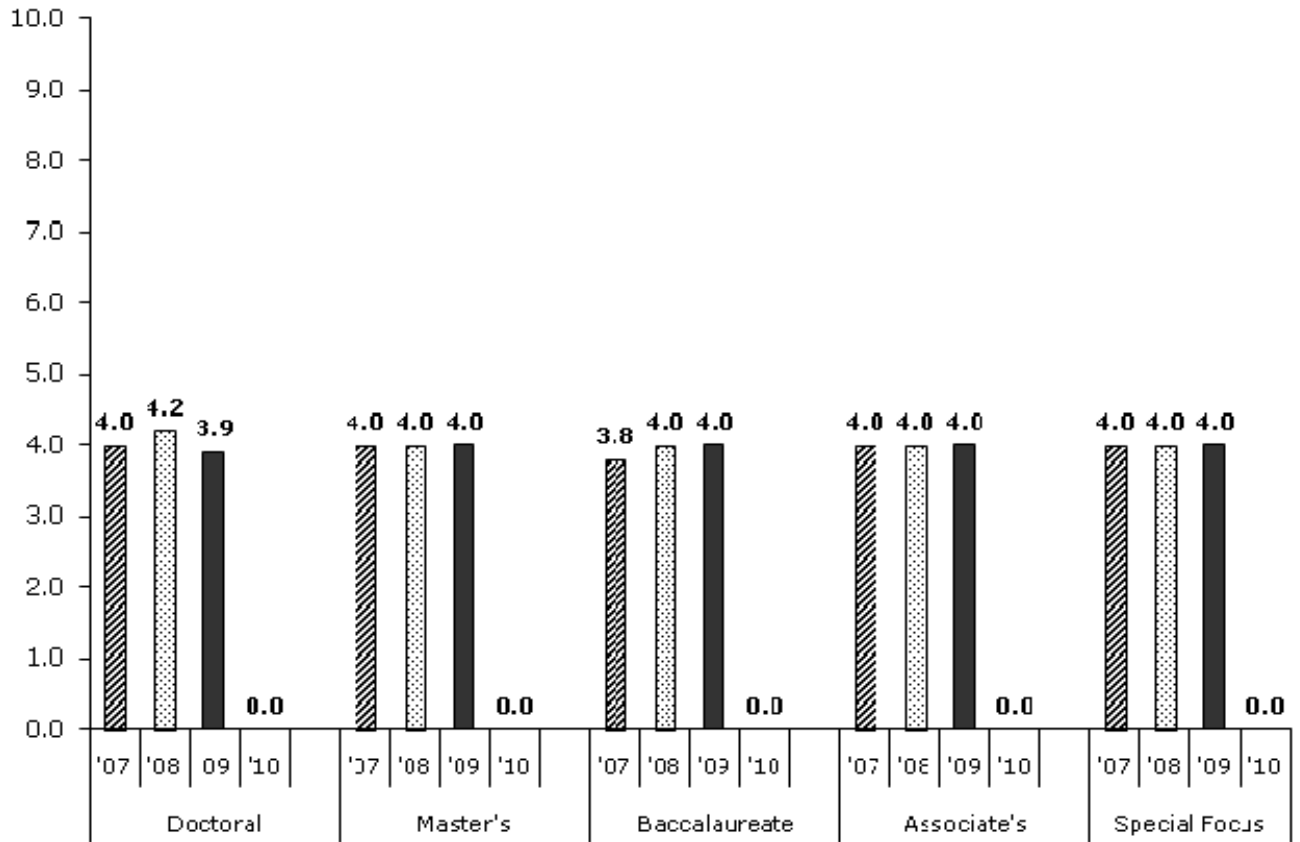
*CUPA-HR 2009–10 Administrative Compensation Survey*

	Changes in AdComp Salaries 2009 to 2010 for Paired Salaries	N of Paired Salaries	Median Change: All Responding Institutions	Median Change: Public Institutions	Median Change: Private Institutions
Decreased	8.3%	4,752	(6.0%)	(6.5%)	(5.0%)
No Change	55.4%	31,608			
Increased	36.3%	20,729	3.0%	3.5%	3.0%
Total	100.0%	57,089			

## 2009–10 SALARY INCREASES: BY 2005 CARNEGIE CLASSIFICATION

Median salary increases by classification was 0% for all categories.

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



\*Survey years reported in table: '06–'07, '07–'08, '08–'09, '09–'10

As the table below shows, with the exception of Private Associate's colleges (of which there are only a few) median salary increases by classification and affiliation was 0% for all categories.

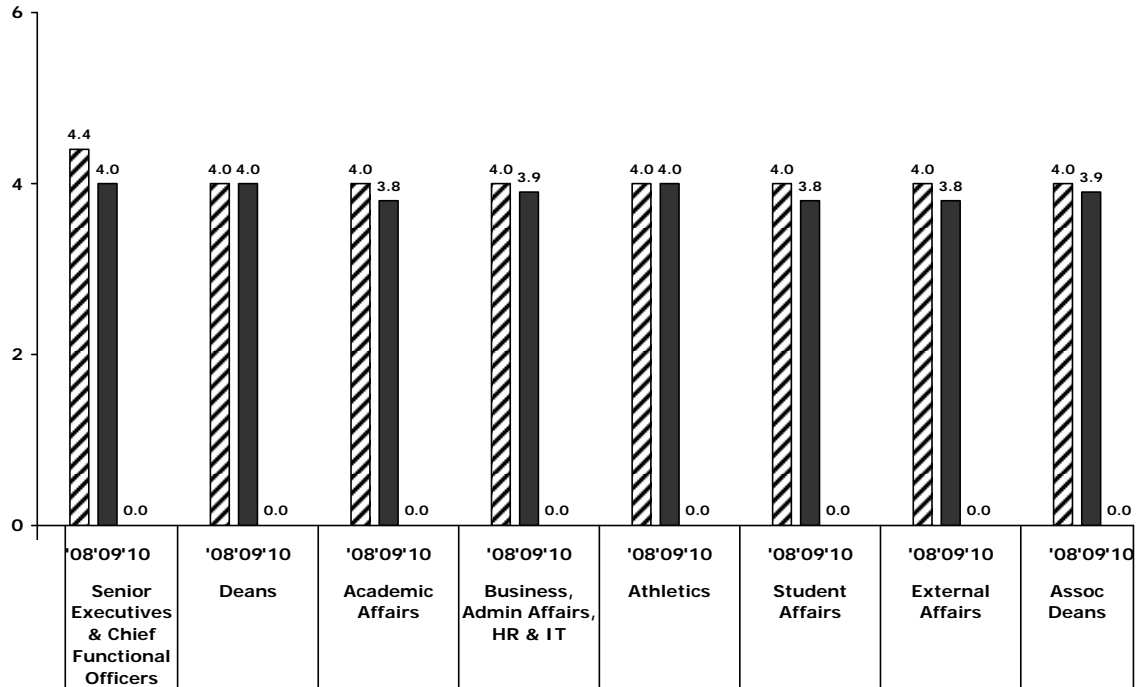
**% Median Salary Increase 2008-09 to 2009-10  
by Classification and Affiliation**

	Doctoral	Master's	Baccalaureate	Associate's	Special Focus
Public	0.0	0.0	0.0	0.0	0.0
Private	0.0	0.0	0.0	2.5	0.0

## 2009–10 SALARY INCREASES: BY JOB CATEGORY

Median salary increases for all job categories was 0%.

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



\*Survey years reported in table: '07-'08, '08-'09, '09-'10

As the table below shows, median salary increases this year by job category and affiliation was 0% for all but Associate Deans at private institutions which had a median increase of 1.1%.

**% Median Salary Increase '08-'09 to '09-'10  
by Job Category and Affiliation**

	Senior Executives & Chief Functional Officers	Deans	Associate Deans	Academic Affairs	Business, Admin Affairs, HR & IT	Athletics	Student Affairs	External Affairs
All	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Private	0.0	0.0	1.1	0.0	0.0	0.0	0.0	0.0

## DATA SPECIFICATIONS

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

- Salaries are those in effect as of October 15, 2009.
- 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 2009–10.
- 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 2005 Carnegie Classification is used in this report to classify institutions based on their degree-granting activities into the following five groups. The last group, Special Focus Institutions, is not broken out separately in the Carnegie-related tables, but is included in the final "All Institutions" column. In DataOnDemand, institutions (including Special Focus) are classified by both group and sub-group.
  - **Doctorate-granting Universities.** Includes institutions that award at least 20 doctoral degrees per year (excluding doctoral-level degrees that qualify recipients for entry into professional practice, such as the JD, MD, PharmD, DPT, etc.). Excludes Special Focus Institutions and Tribal Colleges.
    - > RU/VH: Research Universities (very high research activity)
    - > RU/H: Research Universities (high research activity)
    - > DRU: Doctoral/Research Universities
  - **Master's Colleges and Universities.** Generally includes institutions that award at least 50 master's degrees and fewer than 20 doctoral degrees per year. (Some institutions above the master's degree threshold are included among Baccalaureate Colleges, and some below the threshold are included among Master's Colleges and Universities. Excludes Special Focus Institutions and Tribal Colleges).
    - > Master's/L: Master's Colleges and Universities (larger programs)
    - > Master's/M: Master's Colleges and Universities (medium programs)
    - > Master's/S: Master's Colleges and Universities (smaller programs)
  - **Baccalaureate Colleges.** Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or 20 doctoral degrees per year. (Some institutions above the master's degree threshold are also included. Excludes Special Focus Institutions and Tribal Colleges).
    - > Bac/A&S: Baccalaureate Colleges—Arts & Sciences
    - > Bac/Diverse: Baccalaureate Colleges—Diverse Fields
    - > Bac/Assoc: Baccalaureate/Associate's Colleges

- **Associate's Colleges.** Includes institutions where all degrees are at the associate's level, or where bachelor's degrees account for less than 10 percent of all undergraduate degrees. Excludes institutions eligible for classification as Tribal Colleges or Special Focus Institutions.
  - > Assoc/Pub-R-S: Associate's—Public Rural-serving Small
  - > Assoc/Pub-R-M: Associate's—Public Rural-serving Medium
  - > Assoc/Pub-R-L: Associate's—Public Rural-serving Large
  - > Assoc/Pub-S-SC: Associate's—Public Suburban-serving Single Campus
  - > Assoc/Pub-S-MC: Associate's—Public Suburban-serving Multicampus
  - > Assoc/Pub-U-SC: Associate's—Public Urban-serving Single Campus
  - > Assoc/Pub-U-MC: Associate's—Public Urban-serving Multicampus
  - > Assoc/Pub-Spec: Associate's—Public Special Use
  - > Assoc/PrivNFP: Associate's—Private Not-for-profit
  - > Assoc/PrivFP: Associate's—Private For-profit
  - > Assoc/Pub2in4: Associate's—Public 2-year Colleges under Universities
  - > Assoc/Pub4: Associate's—Public 4-year, Primarily Associate's
  - > Assoc/PrivNFP4: Associate's—Private Not-for-profit 4-year, Primarily Associate's
  - > Assoc/PrivFP4: Associate's—Private For-profit 4-year, Primarily Associate's
  
- **Special Focus Institutions.** Institutions awarding baccalaureate or higher-level degrees where a high concentration of degrees is in a single field or set of related fields. Excludes Tribal Colleges.
  - > Spec/Faith: Theological seminaries, Bible colleges; other faith-related institutions
  - > Spec/Medical: Medical schools and medical centers
  - > Spec/Health: Other health profession schools
  - > Spec/Eng: Schools of engineering
  - > Spec/Tech: Other technology-related schools>
  - > Spec/Bus: Schools of business and management
  - > Spec/Arts: Schools of art, music, and design
  - > Spec/Law: Schools of law
  - > Spec/Other: Other special-focus institutions

## 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:

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

# SALARY TABLES

## Important Changes in Reporting of Data as of 2006-07

To ensure compliance with Department of Justice Guidelines for "Safe Harbor" all salary tables included in this document report **un-weighted rather than weighted** salary data and data is reported only for positions having at least five responding institutions. The same is true for DatOnDemand reports. Weighted data reports are still available as a user selected option. However, the weighted data option provides salary data only for positions with 5 or more responding institutions **and** in which no responding institutions comprises more than 25% 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> and select Statement 6.

### Budget and Enrollment Quartiles for All 2009–10 AdComp Survey Participants

	Budget	Enrollment
Quartile 1	<\$34,036,912	<1,701
Quartile 2	\$34,036,912-\$72,412,500	1,701–3,330
Quartile 3	\$72,412,501-\$183,108,000	3,331–9,046
Quartile 4	>\$183,108,000	>9,046

### Budget Quartiles for 2009–10 AdComp Participants by Affiliation

	Public	Private
Quartile 1	<\$44,978,320	<\$27,620,302
Quartile 2	\$44,978,320-\$115,035,781	\$27,620,302-\$53,744,552
Quartile 3	\$115,035,782-\$353,993,479	\$53,744,553-\$107,973,823
Quartile 4	>\$353,993,479	>\$107,973,823
	Private Independent	Private Religious
Quartile 1	<\$31,007,206	<\$25,853,501
Quartile 2	\$31,007,206-\$63,957,347	\$25,853,501-\$45,500,000
Quartile 3	\$63,957,348-\$130,111,399	\$45,500,001-\$74,608,500
Quartile 4	>\$130,111,399	>\$74,608,500

### Budget Quartiles for 2009–10 AdComp Participants by Carnegie Classification

	Doctorate-Granting	Master's
Quartile 1	<\$292,741,001	<\$50,461,141
Quartile 2	\$292,741,001-\$543,376,003	\$50,461,141-\$84,432,000
Quartile 3	\$543,376,004-\$1,048,678,772	\$84,432,001-\$135,934,175
Quartile 4	>\$1,048,678,772	>\$135,934,175
	Baccalaureate	Associate's
Quartile 1	<\$25,411,286	<\$23,117,055
Quartile 2	\$25,411,286-\$42,112,690	\$23,117,055-\$40,133,814
Quartile 3	\$42,112,691-\$75,075,903	\$40,133,815-\$78,186,469
Quartile 4	>\$75,075,903	>\$78,186,469

**Unweighted Median Salary by Carnegie Classification - All Institutions**

* 4 cases or fewer	Doctorate-Granting	Master's	Baccalaureate	Associate's	All Institutions	
					Median	Number
<b>Senior Exec &amp; Chief Functional Officers</b>						
[1001] CEO of Syst/District	437,500	209,745	*	243,890	323,000	85
[1002] Ex Asst/Chief Staff for CEO Syst/Dist	148,715	*	*	134,390	132,298	44
[1003] CEO of Single Institution	375,000	248,842	225,200	165,950	243,150	1,124
[1004] Ex Asst/Chief Staff CEO Single Inst	130,500	95,460	84,498	76,384	97,000	463
[1005] Exec VP/Vice Chancellor	282,867	183,232	134,100	147,086	183,616	176
[1006] Secretary of the Institution	152,700	72,100	82,500	60,935	82,994	134
[1026] Chief Acad Affairs Officer & Provost	265,056	166,500	139,256	115,341	160,000	1,115
[1027] Chief Research Officer	218,400	129,937	105,000	92,936	200,408	221
[1028] Chief Technology Transfer Officer	156,966	*	*	*	162,598	120
[1029] Chief Business Officer	228,762	162,168	141,550	108,667	158,100	824
[1030] Chief Administration Officer	208,060	135,000	119,636	115,986	139,050	229
[1031] Chief Financial Officer	187,160	130,000	113,925	106,759	139,050	487
[1032] Chief Investment Officer	200,000	127,004	184,000	109,180	175,000	115
[1033] Chief Planning Officer	165,000	106,286	130,159	113,376	129,044	111
[1034] Chief Budget Officer	127,157	92,638	96,007	93,667	105,222	376
[1035] Chief Planning & Budget Officer	171,480	128,998	107,000	*	140,500	78
[1036] Chief Legal Affairs Officer	193,000	139,359	143,650	130,398	165,748	344
[1037] Chief HR Officer	145,248	92,920	82,407	89,128	98,990	994
[1038] Chief Information Officer	192,000	114,123	100,658	97,557	119,267	944
[1039] Chief Phys Plant/Facilities Officer	146,815	98,400	86,537	81,744	100,001	950
[1040] Chief Accounting Officer/Comptroller	135,000	94,259	83,963	87,991	97,308	806
[1041] Chief Health Professions Officer	464,857	88,999	*	104,131	267,891	54
[1042] Chief Admin, Hospital/Med Center	480,468	*	*	*	380,000	33
[1043] Chief Student Affairs/Life Officer	183,476	125,000	105,970	101,945	121,613	945
[1044] Chief Admissions Officer	109,390	80,525	79,750	63,959	84,605	740
[1045] Chief, Enrollment Mgt Officer	149,263	123,584	111,344	81,755	118,648	598
[1046] Chief External Affairs Officer	210,500	140,000	123,700	130,000	149,774	156
[1047] Chief Development Officer	224,441	143,000	130,000	93,812	142,161	810
[1048] Chief PR Officer	156,900	90,320	83,543	74,430	98,840	620
[1049] Chief Development & PR Officer	215,400	142,128	120,000	99,171	140,236	125
[1050] Chief Audit Officer	116,856	80,666	91,000	82,955	100,563	304
[1051] Chief Diversity Officer	128,775	86,128	83,175	69,739	97,749	224
<b>Academic Deans</b>						
[1201] Dean, Agriculture	223,208	115,000	*	90,204	192,330	59
[1202] Dean, Architecture	195,000	130,949	*	*	185,296	68
[1203] Dean, Arts & Letters	184,000	120,868	104,000	93,482	120,891	110
[1204] Dean, Arts & Sciences	200,000	126,652	109,298	85,384	135,000	415
[1205] Dean, Biological & Life Sciences	224,306	115,287	*	83,077	109,225	38
[1206] Dean, Business	260,378	148,420	118,189	87,935	154,775	585
[1207] Dean, Computer & Info Sciences	214,240	147,265	127,882	80,730	124,515	46
[1208] Dean, Continuing Education	153,734	109,975	84,518	93,548	107,616	268
[1209] Dean, Cooperative Extension	170,652	*	*	*	146,953	26
[1210] Dean, Dentistry	302,775	*	*	*	285,000	51
[1211] Dean, Divinity / Theology	162,386	92,978	73,599	*	92,978	48
[1212] Dean, Education	179,953	120,934	89,113	86,212	130,394	456
[1213] Dean, Engineering	234,291	161,397	113,600	90,219	206,760	205
[1214] Dean, External Degree Programs	*	108,240	75,917	81,263	93,164	23
[1215] Dean, Family & Consumer Sci	182,998	*	*	*	181,089	16
[1216] Dean, Fine Arts	182,000	126,451	97,702	89,490	135,500	140
[1217] Dean, Forestry & Environ Studies	190,215	*	*	*	179,110	13
[1218] Dean, Gov/Pub Affairs/Pub Policy	237,820	*	*	*	216,303	27
[1219] Dean, Graduate Programs	171,234	117,500	92,000	*	134,993	280
[1220] Dean, Health-Related Profs	181,358	124,996	110,979	91,255	119,279	214
[1221] Dean, Honors Program	129,645	90,459	*	*	121,539	104
[1222] Dean, Humanities	198,500	119,850	87,000	87,148	102,844	118
[1223] Dean, Instruction	*	*	86,675	89,185	89,185	41
[1224] Dean, Journalism & Mass Comm	190,000	122,470	*	94,777	170,641	79
[1225] Dean, Law	283,528	244,300	*	*	275,000	132
[1226] Library Dean	154,801	113,500	83,200	92,233	130,555	194
[1227] Dean, Mathematics	128,391	112,080	95,984	87,939	92,378	56
[1228] Dean, Medicine	410,961	*	*	*	427,727	72
[1229] Dean, Music	185,558	107,310	*	*	147,573	46
[1230] Dean, Nursing	190,041	114,396	95,074	82,400	127,340	252
[1231] Dean, Occup Studies/Voc Ed/Techn	136,005	136,590	105,781	85,862	92,000	97
[1232] Dean, Performing Arts	191,000	136,194	*	*	139,392	31
[1233] Dean, Pharmacy	224,626	185,400	200,900	*	213,159	86
[1234] Dean, Public Administration	218,000	*	*	*	135,900	15
[1235] Dean, Public Health	285,000	*	*	*	272,232	36
[1236] Dean, Sciences	207,000	131,619	94,016	84,736	131,000	171
[1237] Dean, Social Sciences	207,164	120,000	70,958	88,276	104,321	106
[1238] Dean, Social Work	195,738	99,639	*	*	176,819	57

**Unweighted Median Salary by Carnegie Classification - All Institutions**

* 4 cases or fewer	Doctorate-Granting	Master's	Baccalaureate	Associate's	All Institutions	
					Median	Number
[1239] Dean, Special Programs	148,294	80,965	92,050	83,720	85,511	39
[1240] Dean, Undergraduate Programs	159,655	115,508	100,000	86,026	127,150	103
[1241] Dean, Veterinary Medicine	225,082	*	*	*	229,000	23
<b>Associate/Assistant Academic Deans</b>						
[1401] A/A Dean, Agriculture	146,304	*	*	*	143,770	49
[1402] A/A Dean, Architecture	106,235	*	*	*	106,235	39
[1403] A/A Dean, Arts & Letters	115,306	95,976	*	*	98,374	54
[1404] A/A Dean, Arts & Sciences	116,168	90,000	85,249	78,327	100,266	240
[1405] A/A Dean, Bio & Life Sci	132,162	*	*	*	112,169	13
[1406] A/A Dean, Business	148,281	114,359	91,997	77,091	123,456	332
[1407] A/A Dean, Comp & Info Sci	161,513	*	102,500	*	119,211	23
[1408] A/A Dean, Continuing Ed	103,704	75,000	62,836	69,346	79,253	109
[1409] A/A Dean, Coop Extension	148,941	*	*	*	145,744	18
[1410] A/A Dean, Dentistry	166,482	*	*	*	174,300	33
[1411] A/A Dean, Divinity / Theology	80,618	73,300	*	*	82,949	17
[1412] A/A Dean, Education	112,171	93,415	81,900	*	102,250	263
[1413] A/A Dean, Engineering	139,085	113,699	*	*	136,888	148
[1414] A/A Dean, Ext Degree Programs	*	*	*	*	101,135	8
[1415] A/A Dean, Family & Consum Sci	126,372	*	*	*	116,291	15
[1416] A/A Dean, Fine Arts	95,617	88,255	*	*	91,509	75
[1417] A/A Dean, Forest & Envir Studies	122,051	*	*	*	119,483	7
[1418] A/A Dean, Gov/Pub Affairs/Pub Pol	126,472	*	*	*	123,810	19
[1419] A/A Dean, Graduate Pgrms	105,513	84,422	70,500	*	99,154	170
[1420] A/A Dean, Health-Rel Profs	114,231	97,038	*	80,608	100,500	91
[1421] A/A Dean, Honors Program	99,712	78,030	*	*	83,583	45
[1422] A/A Dean, Humanities	117,600	89,333	*	71,210	94,328	46
[1423] A/A Dean, Instruction	*	*	*	83,038	83,745	12
[1424] A/A Dean, Journ & Mass Comm	103,476	90,066	*	*	100,844	44
[1425] A/A Dean, Law	133,418	140,151	*	*	133,663	105
[1426] Deputy Coll Librarian	99,600	79,499	*	79,922	91,485	93
[1427] A/A Dean, Mathematics	*	103,060	*	80,063	98,100	11
[1428] A/A Dean, Medicine	182,703	*	*	*	185,566	48
[1429] A/A Dean, Music	92,335	87,671	*	*	92,128	28
[1430] A/A Dean, Nursing	117,738	100,000	97,020	83,079	107,298	138
[1431] A/A Dean, Occ Stds/Voc Ed/Tech	102,329	86,895	*	81,000	87,773	34
[1432] A/A Dean, Performing Arts	131,919	*	*	*	103,450	15
[1433] A/A Dean, Pharmacy	135,415	125,469	*	*	134,273	64
[1434] A/A Dean, Public Admin	*	*	*	*	83,373	8
[1435] A/A Dean, Public Health	144,547	*	*	*	145,876	23
[1436] A/A Dean, Sciences	124,726	105,088	*	80,064	115,651	82
[1437] A/A Dean, Social Sciences	114,591	95,741	*	79,741	99,410	43
[1438] A/A Dean, Social Work	94,161	92,395	*	*	94,161	26
[1439] A/A Dean, Special Programs	54,224	*	*	60,165	62,882	21
[1440] A/A Dean, Undergrad Programs	86,429	85,878	74,437	*	82,971	61
[1441] A/A Dean, Veterinary Med	168,849	*	*	*	168,146	20
<b>Academic Affairs</b>						
[2001] Vice Provost	180,292	129,697	117,500	112,266	152,114	181
[2002] Assoc Provost	149,841	113,661	102,000	87,876	116,127	461
[2003] Asst Provost	109,279	90,114	87,240	83,122	94,553	172
[2004] Dir, Institutional Research	108,787	78,000	71,400	75,979	81,450	791
[2005] Assoc Dir, Institutional Research	74,551	55,000	52,141	65,211	65,171	236
[2007] Dir, International Education	105,435	75,902	70,265	75,523	84,131	274
[2008] Dir, International Studies Ed	79,361	64,974	62,300	88,916	70,000	199
[2009] Dir, Sponsored Research & Programs	112,587	83,246	74,966	71,489	93,227	337
[2010] Dir, Continuing Education	95,528	74,352	65,430	69,159	74,281	360
[2011] Senior Technology Licensing Officer	98,933	*	*	*	99,467	80
[2012] Dir, Distance Learning	86,770	70,745	61,941	70,239	74,662	245
[2013] Dir, Teaching Center	100,000	82,000	71,920	59,775	84,159	133
[2014] Assoc/Asst VP for Research	163,009	111,120	*	*	152,656	78
[2015] Dir of Museums	113,579	82,475	87,373	*	96,642	105
[2016] Education Abroad Director	77,575	61,639	64,777	*	69,592	96
[2017] Dir/Dean Workforce & Career Develop	91,560	71,576	59,136	87,820	89,141	58
[2026] Chief Op Officer (non-faculty), Med Sch	238,704	*	*	*	244,152	32
[2027] Chief Financial Officer, Med Sch	182,202	*	*	*	172,733	48
[2028] Chief Admissions Officer, Med Sch	119,012	*	*	*	107,768	38
[2029] Chief Financial Aid Officer, Med Sch	66,728	*	*	*	65,592	24
[2030] Chief Student Affairs Officer, Med Sch	144,200	*	*	*	144,200	37
[2031] Chief Development Officer, Med Sch	160,000	*	*	*	152,808	36
[2032] Chief IT Officer, Med Sch	128,125	*	*	*	132,377	34
[2033] Chief Research Officer, Med Sch	200,000	*	*	*	201,829	24
[2034] Chief Librarian, Med Sch	129,311	*	*	*	122,290	33
[2035] Chief HR Officer, Med Sch	118,727	*	*	*	118,727	25

**Unweighted Median Salary by Carnegie Classification - All Institutions**

* 4 cases or fewer	Doctorate-Granting	Master's	Baccalaureate	Associate's	All Institutions	
					Median	Number
[2050] Dir, Library Services	155,001	86,473	72,050	69,022	83,590	882
[2051] Acquisitions Librarian	64,989	55,446	53,000	65,016	57,688	284
[2052] Head, Technical Services	82,593	59,364	53,258	56,845	63,278	431
[2053] Head, Public (Access) Services	80,017	59,682	54,516	58,366	62,257	406
[2054] Head, Catalog & Metadata - Lev III	67,841	57,319	50,251	77,253	59,725	213
[2055] Head, Collection Development	74,500	62,786	63,181	*	66,420	170
[2056] Spec Collections Libr'n/Archivist	68,834	55,433	55,179	*	60,095	276
[2057] Dir, Educational Media Services	82,460	68,673	56,057	63,931	66,106	332
[2058] Dir, Learning Resources Center	81,498	57,448	55,121	63,489	61,109	280
[2076] Assoc Dir, Admissions	65,141	53,371	49,230	51,786	54,724	705
[2077] Dir, Admissions & Registrar	97,616	80,000	60,467	67,846	71,866	110
[2078] Registrar	98,666	73,014	64,618	61,814	73,149	1,004
[2079] Assoc Registrar	67,171	51,159	49,116	48,677	54,906	597
[2080] Asst Registrar	50,283	40,965	38,522	42,152	42,259	543
[2081] Dir, Admissions & Financial Aid	113,556	108,386	118,892	70,383	105,913	62
[2082] Dir, Student Financial Aid	99,951	74,327	66,226	67,460	75,079	1,098
[2083] Assoc Dir, Student Financial Aid	66,090	52,227	47,798	49,569	54,687	715
<b>Business and Administrative Affairs</b>						
[3001] Dir, Risk Mgt & Insurance	95,790	70,477	80,080	83,095	88,900	217
[3002] Dir, Med Center PR/Ext Affairs	134,316	*	*	*	115,000	23
[3003] Dir, Med Center HR	145,000	*	*	*	141,014	17
[3004] Dir, University Research Park	150,083	150,000	*	*	150,000	30
[3005] Dir, Contracts & Grants	94,248	70,848	72,500	65,282	81,099	212
[3006] Dir, College/University Press	105,616	82,558	*	*	102,863	66
[3007] College/Div Business Affairs Officer	97,763	85,000	*	*	92,800	72
[3026] Assoc Budget Dir	91,582	75,129	72,589	76,901	82,104	225
[3027] Asst Comptroller	92,820	70,068	61,450	63,922	73,080	379
[3028] Restricted Funds Accountant	65,217	53,883	58,700	47,285	60,000	151
[3029] Dir, Accounting	95,000	71,556	67,032	64,480	77,834	378
[3030] Bursar	85,878	61,799	54,000	58,977	65,000	545
[3031] Assoc/Asst Bursar	58,989	47,400	38,185	48,377	51,028	223
[3032] Dir/Mgr, Payroll	78,561	55,159	47,316	60,212	61,527	575
[3033] Dir, Purchasing/Materials Mgt	94,185	67,962	66,778	69,112	75,932	582
[3034] Assoc Dir, Purch/Materials Mgt	73,337	59,013	45,322	61,099	66,424	188
[3050] Dir, Auxiliary Services	119,368	84,593	83,100	75,928	89,070	327
[3051] Dir/Mgr, Printing Services	71,200	50,457	46,890	53,042	55,262	287
[3052] Dir/Mgr, Mail Services	54,694	44,577	36,902	53,976	47,408	267
[3053] Dir, Bookstore	85,577	56,319	49,089	51,137	55,588	386
[3054] Assoc Dir, Bookstore	62,030	40,220	42,252	48,872	46,441	120
[3055] Dir, Food/Dining Services	100,925	77,110	77,208	63,400	82,658	193
[3056] Assoc Dir, Food /Dining Services	78,103	61,200	58,076	40,758	67,568	111
[3076] Dir, Environmental Health & Safety	100,728	69,526	66,612	68,890	83,656	332
[3077] Dir, Campus Security/Safety	106,641	72,060	60,265	67,563	76,100	855
[3078] Dir, Parking & Transportation	79,253	60,041	43,183	*	74,678	160
[3101] Dir, Real Estate & Space Mgt	113,488	93,600	74,638	*	107,195	88
[3102] Architect for the Institution	110,700	87,916	83,119	91,460	99,491	165
[3103] Assoc Dir, Phy Plant/Facil Mgt	100,356	72,860	67,779	70,922	79,627	514
[3104] Dir, Energy & Utilities	92,988	78,773	78,226	*	91,224	117
[3105] Mgr, Landscape & Grounds	70,814	53,299	53,986	50,160	57,201	491
[3106] Mgr, Building Maintenance Trades	75,901	59,098	55,996	61,339	63,658	374
[3107] Mgr, Technical Trades	71,248	59,815	59,515	57,592	64,388	246
[3108] Mgr, Custodial Services	66,350	50,000	47,184	56,067	55,091	537
[3109] Mgr, Power Plant	78,962	64,995	64,325	69,948	69,826	181
<b>Human Resources &amp; Information Technology</b>						
[4001] Assoc Dir, HR	92,078	67,370	66,000	61,873	72,948	425
[4002] Dir/Mgr, Employee Benefits	80,179	60,000	55,249	67,167	67,716	367
[4003] Dir/Mgr, Training & Development	79,218	64,640	56,940	75,539	75,673	230
[4004] Dir/Mgr, Employee Relations	82,500	73,357	79,071	76,171	79,071	139
[4005] Dir/Mgr, Labor Relations	96,663	75,897	*	*	95,956	82
[4006] Dir/Mgr, Employment	74,513	59,300	54,645	70,000	67,209	210
[4007] Dir/Mgr, Compens & Classification	83,116	65,225	65,520	75,384	78,000	189
[4008] Dir/Mgr, HR Info Systems (HRIS)	84,216	67,474	60,672	74,689	75,307	207
[4009] Dir, AA/Equal Employment	99,456	83,208	75,077	82,103	92,446	223
[4010] Assoc Dir, AA/Equal Employment	70,743	73,463	*	*	70,301	57
[4011] Dir, HR & AA	97,000	78,618	76,109	77,500	78,574	91
[4012] Dir, Disability Services	69,571	55,676	57,120	52,965	58,486	154
[5001] Deputy Chief Info Officer	136,549	93,081	69,688	95,428	103,265	289
[5002] Dir, Academic Computing	119,557	80,028	86,162	77,427	88,536	227
[5003] Assoc Dir, Academic Computing	88,146	66,800	60,290	64,220	73,105	90
[5004] Dir, Admin Computing	116,002	85,792	80,295	72,879	90,747	367
[5005] Assoc Dir, Admin Computing	98,538	72,406	62,539	63,190	77,410	123
[5006] Dir, Telecom/ Networking	107,450	81,940	75,876	80,335	88,452	450

**Unweighted Median Salary by Carnegie Classification - All Institutions**

* 4 cases or fewer	Doctorate-Granting	Master's	Baccalaureate	Associate's	All Institutions	
					Median	Number
[5007] Dir, Enterprise Info Systems	112,416	89,280	87,940	82,129	96,809	203
[5008] Dir, Research Computing	106,000	*	*	*	105,990	46
[5009] Dir, Enterprise Data Center	97,094	86,169	83,671	87,707	92,587	102
[5010] Dir, IT Security	101,561	79,723	79,874	77,557	91,771	213
[5011] Dir, Instructional Technology	93,959	72,463	67,001	65,727	77,061	262
[5012] Dir, User Services	90,523	67,238	66,023	69,005	76,063	266
[5013] Dir, Info Mgt	98,041	69,993	68,663	85,128	89,440	83
[5014] Principal Database Administrator	89,798	75,124	65,459	70,766	79,220	353
[5015] Principal Systems Analyst	86,315	71,219	65,000	66,300	73,270	198
<b>Athletics</b>						
[6001] Dir, Athletics	193,081	96,118	81,120	70,124	96,886	873
[6002] Assoc Athletics Dir	101,142	63,000	60,421	61,377	69,112	364
[6003] A/A Athl Dir, Sports Info/Comm	59,258	45,423	41,672	*	46,965	563
[6004] A/A Athl Dir, Men's Athl Programs	117,291	52,300	77,107	*	77,052	35
[6005] A/A Athl Dir, Women's Athl Prgms	92,000	58,325	53,594	*	66,905	129
[6006] A/A Athl Dir for Fin & Bus	95,200	60,600	65,000	*	79,996	166
[6007] A/A Athl Dir for Operations	77,000	50,681	58,051	*	62,990	188
[6008] A/A Athl Dir for Ext Affairs	90,964	61,290	50,500	*	77,075	121
[6009] A/A Athl Dir for Devel	85,850	60,780	49,680	*	75,108	164
[6010] A/A Athl Dir for Acad Affairs	69,814	58,819	*	*	65,228	115
[6011] A/A Athl Dir for Compliance	70,500	51,250	51,613	*	57,180	271
<b>Student Affairs</b>						
[7001] Assoc VP for Student Affairs	118,479	89,253	71,782	95,274	96,000	323
[7002] Asst VP for Student Affairs	106,391	83,000	63,329	81,327	85,935	199
[7003] Dean of Students	109,155	83,350	78,000	85,943	88,772	445
[7004] Dir, Greek Life	52,457	40,100	39,000	*	46,467	126
[7005] Dir, Foreign Students	71,098	53,899	49,037	54,229	57,690	206
[7006] Dir, Campus Ministries	79,550	57,500	59,451	*	59,936	312
[7007] Dir, Minority Affairs	73,064	57,906	50,940	49,569	59,325	338
[7008] Dir, Conferences	75,487	55,484	52,820	74,505	61,576	212
[7009] Dir, Woman's Center	65,831	58,000	55,000	70,759	64,636	152
[7010] Assoc/Asst Dir, Women's Center	44,504	45,143	*	*	46,045	22
[7026] Dir, Student Activities	67,857	52,956	46,146	59,195	55,319	641
[7027] Asst Dir, Student Activities	47,060	38,683	37,978	43,496	41,189	324
[7028] Dir, Campus Rec/Intramurals	79,004	56,800	45,880	*	63,328	390
[7029] Asst Dir, Campus Rec/Intramurals	53,650	41,842	39,169	*	46,410	195
[7030] Dir, Union & Student Activities	78,660	68,690	61,047	*	69,580	132
[7031] Dir, Student Union	82,682	62,400	54,785	*	70,395	194
[7032] Assoc/Asst Dir, Student Union	56,976	46,242	42,299	*	50,138	152
[7050] Dir, Academic Advising	76,440	62,371	55,484	62,015	63,647	405
[7051] Dir, Career Dev & Placement	86,325	63,319	56,000	61,011	65,900	789
[7052] Dir, Student Academic Counseling	84,030	64,419	55,728	68,796	68,000	269
[7053] Assoc Dir, Student Counseling	69,000	53,194	51,275	61,079	61,041	151
[7076] Dir, Student Housing	91,185	62,000	52,045	45,751	65,000	628
[7077] Assoc Dir, Student Housing	65,894	49,460	40,373	*	51,956	325
[7078] Housing Officer/Admin Operations	65,930	47,863	42,050	*	56,100	161
[7079] Housing Officer/Residence Life	61,625	43,863	39,075	39,757	45,000	272
[7101] Dir, Student Health Svcs (Physician)	168,444	127,984	128,156	*	153,684	167
[7102] Dir, Student Health Svcs (Nurse)	84,195	66,241	56,274	62,555	66,707	381
[7103] Dir, Student Health Svcs (Non Med)	104,761	74,649	75,532	*	85,000	143
[7104] Dir, Counseling & Psych Svcs	96,743	72,450	72,800	58,052	77,868	408
<b>External Affairs</b>						
[8001] Assoc/Asst VP/Chancellor for Devel	152,796	100,296	106,500	122,500	117,150	308
[8002] Dir, Annual Giving	82,720	60,701	56,681	63,330	63,550	571
[8003] Dir, Corporate/Foundation Relations	99,500	72,380	74,900	77,978	80,000	414
[8004] Dir, Planned Giving	115,000	84,596	85,000	57,845	91,255	361
[8005] Dir, Alumni Affairs	103,002	64,000	58,666	51,037	68,000	743
[8006] Dir, Development & Alumni Affairs	102,162	74,818	65,446	66,023	71,360	112
[8007] Dir, Major Gifts	107,225	78,397	83,025	83,646	86,319	337
[8008] Dir, Devel for Insttit School/College	87,367	69,165	75,048	77,250	80,000	181
[8009] Dir, Donor Relations	72,309	59,016	56,500	71,050	63,582	216
[8010] Dir, Adv Research/Prospect Mgt	76,449	59,971	60,535	*	64,821	266
[8026] Dir, Governmental/Legislative Rel	144,180	100,000	90,410	108,170	124,968	213
[8027] Dir, Federal Relations	121,118	*	*	*	121,477	45
[8028] Dir, State Government Relations	102,860	90,055	*	*	102,873	58
[8029] Dir, Church Relations	88,644	71,567	51,484	*	63,452	45
[8030] Dir, Community Services	86,198	59,522	53,169	63,954	62,824	188
[8050] Dir, Publications	81,832	61,526	62,093	64,584	66,633	370
[8051] Assoc Dir, Publications	60,772	53,040	49,536	62,861	55,797	144
[8052] Dir, Information Office	89,000	67,315	60,100	60,567	68,435	357
[8053] Dir, News Bureau/Service	79,523	57,568	58,000	69,730	65,000	191
[8054] Dir, Marketing	92,000	75,536	69,174	71,662	78,320	339