

MID-LEVEL ADMINISTRATIVE & PROFESSIONAL SALARY SURVEY

| For the 2009–10 |
Academic Year |

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ACKNOWLEDGEMENTS

Publication of the *2009–10 Mid-Level Administrative & Professional Salary Survey* marks the survey's thirteenth year. This year's report reflects the salaries of 188,221 incumbents in 204 mid-level administrative and professional positions at 1,115 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.

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2009–10 MID-LEVEL ADMINISTRATIVE & PROFESSIONAL SALARY SURVEY

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

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INTRODUCTION

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

Data collected by this survey, and by our *Administrative Compensation Survey* (AdComp 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 complementary to those in the AdComp Survey. They are selected on the basis of an analysis of mid-level administrative and professional positions found at most higher education institutions. CUPA-HR reviews these positions prior to each year's survey. This year's survey reports data on 204 positions. All report tables use the **2005 Carnegie classifications**.

For coaching positions, institutions were asked to only report salaries for coaches that are full-time and to report only their total base salary; some of these full-time coaches may still have other duties, such as teaching a class. Institutions were asked not to report the salaries of coaches that are part-time or seasonal or that have other duties primarily and receive a stipend to coach a sport.

Positions in the Mid-Level survey are grouped into eight categories:

- Academic Affairs
- Business & Administrative Affairs
- Human Resources
- Information Technology
- Athletics
- Student Affairs
- External Affairs
- Engineering/Research and Agricultural

These same categories, plus three additional, are also used by the AdComp Survey. The numbering of positions is complementary, 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 rsizemore@cupahr.org and specify "Mid-Level 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. Go to <http://www.ftc.gov/reports/hlth3s.htm#6> to read a summary of the Safe Harbor Guidelines; select Statement 6.

SURVEY CONTENT

The Mid-Level Survey collects salary and rate structure data for selected mid-level administrative and professional positions in colleges and universities. **Appendix B** describes the positions included in the Mid-Level Survey. In addition, the survey also includes questions on pay practices which are summarized in **Appendix A**.

The Mid-Level Survey reports both institution-specific and position-specific data. Institutional data are used primarily to create appropriate comparison groups. Data collected as part of the survey process are listed below.

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

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

SURVEY METHODOLOGY

The *Mid-Level Survey* is conducted entirely on the Web using Surveys Online, CUPA-HR's Web-based data collection and reporting system. This year's survey opened for data collection on September 15, 2009 and closed in 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 and need to be updated only if they have changed. The other institutional information shown above is collected once for use with all salary surveys.

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

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

All data submitted by institutions for the *2009–10 Mid-Level Survey* will be available online for the next five years. After that, the data will be archived, but will still be 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 from the *2009–10 Mid-Level Survey* can be accessed in three ways.

- **Survey Report**

The survey report provides an easy-to-read, national-level summary of salaries by position. Salary data are shown for all institutions as a whole, and for groupings based on affiliation, budget size, student enrollment, and Carnegie classification. Additionally, average salary rates and rate structure data are reported by FLSA status, budget

quartile and enrollment quartile. 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 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 and ensure compliance with Department of Justice Safe Harbor Guidelines:

- 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 and used 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 no institution 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.

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

- **Single Position Report:** Provides average, median, minimum and maximum salary for one position, N of incumbents, N of institutions, your institution's salaries as a percentage of the comparison group's and salary percentile ranks 20, 25, 40, 60, 75 and 80. Report also gives you the option of reporting salaries on the basis of FLSA Status: Exempt, Non-Exempt or Both. Report can be produced using un-weighted or weighted data. Output format: HTML or PDF.
- **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.

- **Pay Scale Report:** Provides salary rate structure data for each position (minimum, mid-point and maximum) and N of institutions. Output format: HTML, Excel or PDF.

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 is a far greater value for the money. CUPA-HR's research staff also can produce a *Geographical Statistical Area (GSA) Report* upon request. This report provides higher education-specific, geographically-based salary data 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 special studies and the GSA report is the same as DOD standard reports.

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

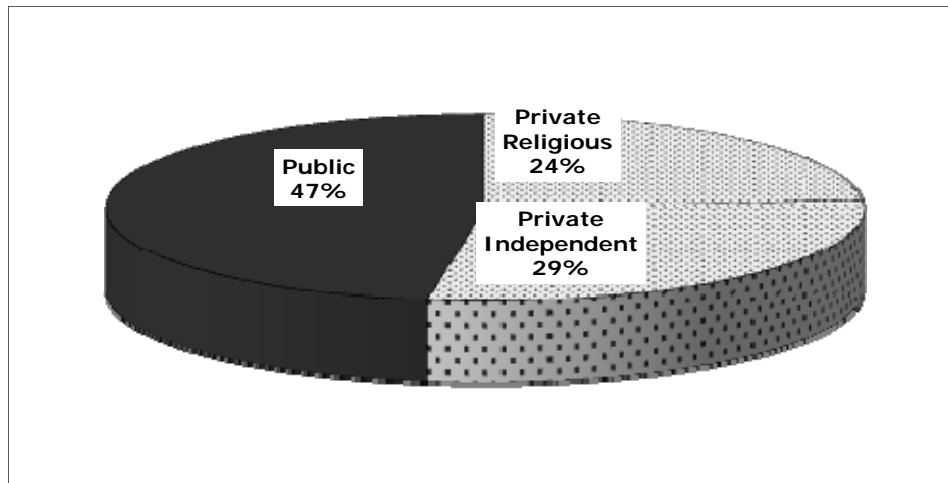
PROFILE OF 2009–10 PARTICIPATING INSTITUTIONS

This year's *Mid-Level Administrative and Professional Salary Survey* was completed by 1,115 higher education institutions. **Appendix C** lists survey participants in alphabetical order, along with each institution's Unit ID, Carnegie classification, affiliation, structure, and state.

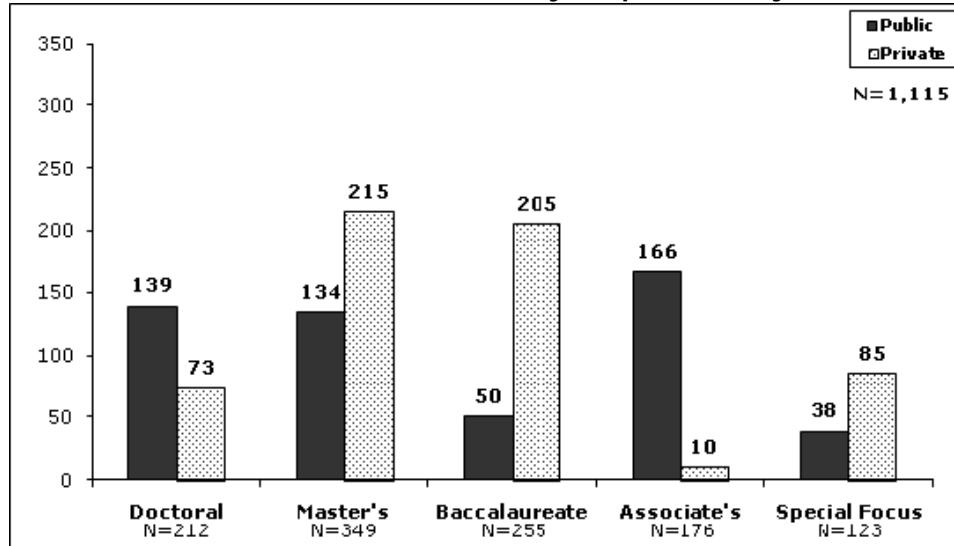
The charts below describe this year's respondents. Public institutions comprise 47% (527) and private institutions 53% (588) of the 2009–10 respondents. The latter is composed of more independent than religiously affiliated institutions (318 vs. 270).

In terms of classification, Master's colleges and universities is the largest group of participants at 31.3% (349), with private institutions making up more than half of the group (19.3% vs. 12.0%). Baccalaureate colleges comprise 22.9% (255) of the respondents; most of them are private. Doctorate-Granting institutions make up 19.0% (212) of the respondents; about two-thirds are public. Associate's colleges represent 15.8% (176) of the respondents; almost all are public. Special Focus institutions (which include system offices) are the smallest segment of respondents at 11.0% (123).

% Distribution of 2009–10 Mid-Level Survey Respondents by Affiliation



Distribution of 2009–10 Mid-Level Survey Respondents by Classification

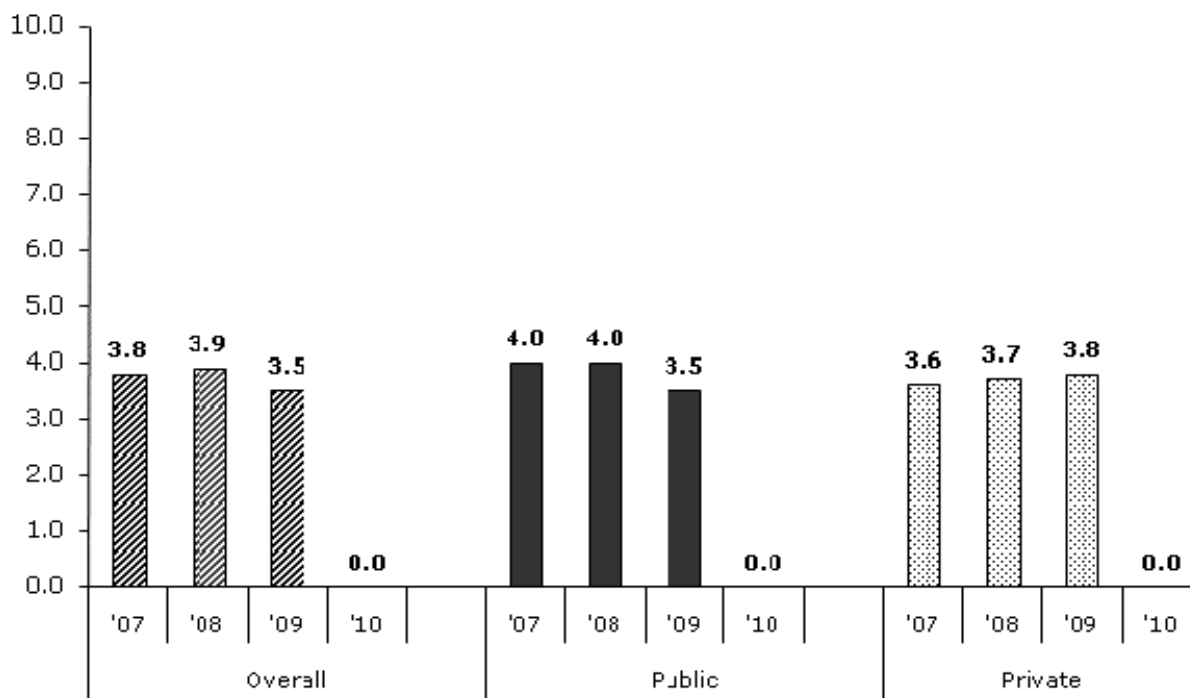


2009–10 SALARY INCREASES: OVERALL AND BY AFFILIATION

Approximately 92% (1,023) of the institutions participating in the *2009–10 Mid-Level Survey* also completed the 2008-09 survey. A position-by-position analysis of the salaries reported by these institutions in both years' shows that the median salary increase for all jobs was 0.0% this year.¹

While the median salary increase was 0%, 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
Mid-Level Survey Current and Prior Three Years ***



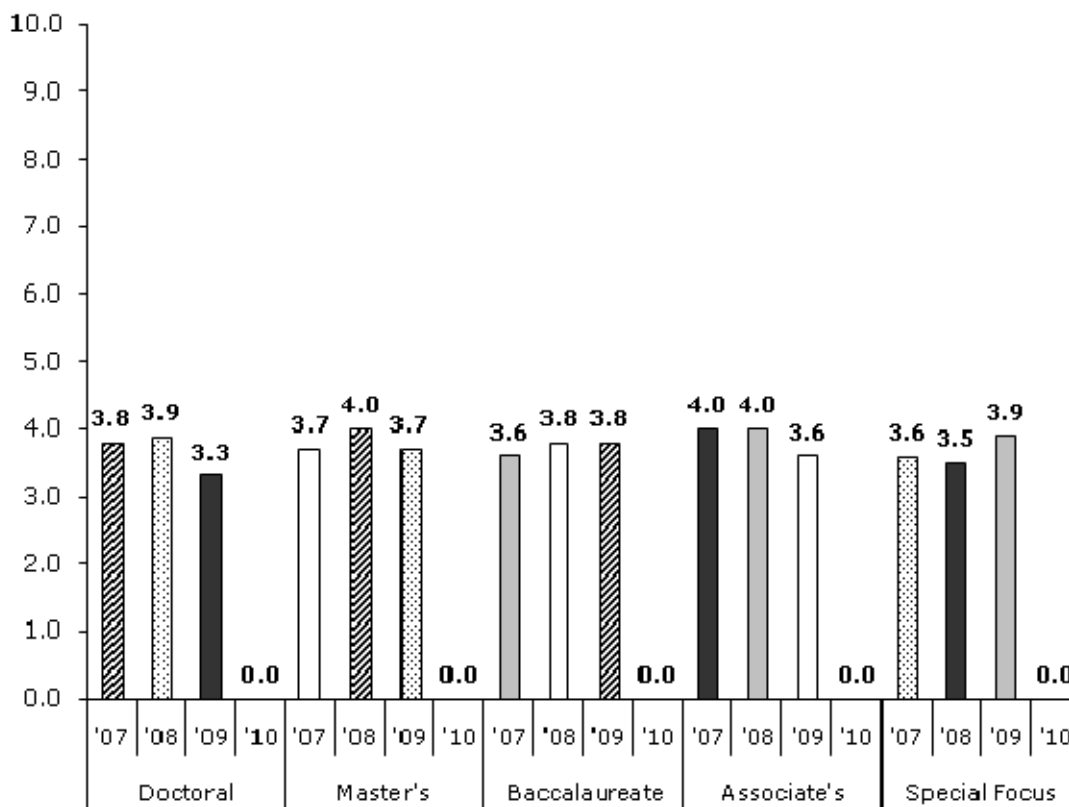
* Survey years reported in table: '06-'07, '07-'08, '08-'09, '09-'10

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 is calculated.

2009–10 SALARY INCREASES: BY CLASSIFICATION

As the numbers below indicate, the median salary increase this year was 0% regardless of Carnegie class.

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



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

For public institutions, the median salary increase was 0% for all Carnegie classes; the same was true for private baccalaureate institutions and effectively true for private master's and special focus institutions. Private doctoral institutions had a median salary increase of 1.0%. Private associate's had an increase of 3% **but** this category only includes 10 institutions.

**% Median Salary Increase '08-'09 to '09-'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	1.0	0.2	0.0	3.0 *	0.3

*Very small N of only 10 institutions.

2009–10 SALARY INCREASES: BY JOB CATEGORY

Median salary increases across all job categories was 0%. The median salary increase was also 0% for all job categories by affiliation, with one exception. Engineering/Research and Agricultural positions at private institutions had a median salary increase of 0.5%.

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

	'06	'07	'08	'09	'10
Academic Affairs	3.1	3.5	3.5	3.5	0.0
Business & Administrative Affairs	3.3	3.9	4.0	3.5	0.0
Human Resources	3.5	4.0	4.0	3.7	0.0
Information Technology	3.2	3.8	3.9	3.7	0.0
Athletics	3.2	3.7	4.0	3.8	0.0
Student Affairs	3.1	3.5	3.5	3.5	0.0
External Affairs	3.3	3.8	4.0	3.5	0.0
Engineering/Research and Agricultural	3.1	3.5	3.9	3.4	0.0

% Median Salary Increase 2009–10 Mid-Level Survey By Job Category and Affiliation

	All	Public	Private
Academic Affairs	0.0	0.0	0.0
Business & Administrative Affairs	0.0	0.0	0.0
Human Resources	0.0	0.0	0.0
Information Technology	0.0	0.0	0.0
Athletics	0.0	0.0	0.0
Student Affairs	0.0	0.0	0.0
External Affairs	0.0	0.0	0.0
Engineering/Research and Agricultural	0.0	0.0	0.5

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 only actual cash earnings (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, last year's enrollment information 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 air (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, last year's budget information 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/Engg: 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:

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

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

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

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

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

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 no responding institution 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 Mid-Level Survey Participants

	Budget	Enrollment
Quartile 1	< \$34,379,501	< 1,693
Quartile 2	\$34,379,501 - \$75,400,000	1,693 – 3,276
Quartile 3	\$75,400,001 - \$189,552,612	3,277 – 9,107
Quartile 4	> \$189,552,612	> 9,107
Median	\$75,400,000	3,276

Budget Quartiles for 2009–10 Mid-Level Participants by Affiliation

	Public	Private
Quartile 1	< \$49,660,473	< \$28,126,416
Quartile 2	\$49,660,473 - \$130,000,000	\$28,126,416 - \$55,316,746
Quartile 3	\$130,000,001 - \$403,592,383	\$55,316,747-\$110,316,213
Quartile 4	> \$403,592,383	> \$110,316,213
Median	\$130,000,000	\$55,316,746
	Private Independent	Private Religious
Quartile 1	< \$28,126,416	< \$27,106,921
Quartile 2	\$28,126,416 - \$55,316-746	\$27,106,921 - \$47,193,769
Quartile 3	\$55,316-747 - \$110,316,213	\$47,193,770 - \$76,440,103
Quartile 4	> \$110,316,213	> \$76,440,103
Median	\$55,316-746	\$47,193,769

Budget Quartiles for 2009–10 Mid-Level Participants by Carnegie Classification

	Doctoral-Granting	Master's
Quartile 1	< \$286,188,001	< \$49,744,236
Quartile 2	\$286,188,001 - \$493,077,899	\$49,744,236 - \$83,332,103
Quartile 3	\$493,077,900 - \$1,048,865,003	\$83,332,104 - \$134,000,000
Quartile 4	> \$1,048,865,003	> \$134,000,000
Median	\$493,077,899	\$83,332,103
	Baccalaureate	Associate's
Quartile 1	< \$25,125,434	< \$24,875,001
Quartile 2	\$25,125,434 - \$43,431,787	\$24,875,001 - \$41,910,999
Quartile 3	\$43,431,788 - \$75,851,500	\$41,911,000 - \$97,826,966
Quartile 4	> \$75,851,500	> \$97,826,966
Median	\$43,431,787	\$41,910,999

Table 2 -Unweighted Median Salary by Carnegie Classification - All Institutions

* 4 cases or fewer	Doctoral Institutions	Master's Institutions	Bachelor's Institutions	Associate's Institutions	All Institutions		
					Median	Number	
Academic Affairs							
[2501] Conf/Wrkshp Ed Coord (Cont Ed)	43,470	42,130	36,240	46,132	43,115	184	
[2502] Continuing Education Specialist	53,565	49,786	45,490	49,903	50,071	275	
[2503] Museum Curator	50,171	47,103	55,840	58,169	50,348	232	
[2550] Head of Reference & Instr - Lev II	59,675	50,281	50,305	50,559	51,998	538	
[2551] Reference & Instr Librarian - Lev I	44,864	44,402	39,943	43,342	43,312	361	
[2552] Catalog/Metadata Librarian - Lev II	52,686	50,411	47,490	62,597	50,666	323	
[2553] Cataloger Librarian - Cat Lev I	40,387	36,311	34,168	41,728	36,925	235	
[2554] Coordinator, Libr Svcs for Dist Ed	57,666	47,224	53,951	55,978	52,572	54	
[2555] Gov Docs/Publications Librarian	57,127	49,271	45,900	*	50,867	92	
[2556] Serials Librarian	51,356	48,360	46,023	*	49,200	123	
[2557] Systems Librarian (Digital Lib)	64,553	55,907	51,014	48,289	58,447	156	
[2576] Admissions Counselor	35,683	34,433	32,230	38,931	34,581	898	
[2577] Financial Aid Counselor	38,521	36,952	34,724	39,746	37,108	879	
[2578] Academic Evaluator	35,768	35,044	33,958	39,605	35,750	279	
Business & Administrative Affairs							
[3501] Administrative Specialist	45,418	43,456	41,176	47,375	43,816	511	
[3502] Staff Attorney	107,797	94,211	*	101,590	105,000	183	
[3503] Buyer	43,445	39,168	37,278	40,053	40,836	358	
[3504] Buyer, Senior	51,532	46,965	45,443	51,525	50,586	293	
[3505] Buyer, Supervisory	67,275	54,386	55,737	62,580	63,450	131	
[3506] Contract and Grants Specialist	48,503	50,495	52,000	54,444	50,397	444	
[3526] Accountant	43,574	41,324	40,041	42,441	42,120	727	
[3527] Accountant, Senior	53,597	52,727	50,705	54,960	53,541	524	
[3528] Accounting Unit Supervisor	63,925	57,876	53,641	59,560	61,115	342	
[3529] Auditor	52,124	49,445	64,006	55,100	52,660	148	
[3530] Auditor, Senior	64,770	63,896	*	64,190	64,406	170	
[3531] Budget Analyst	50,860	47,500	46,833	50,819	50,000	350	
[3532] Budget Analyst, Senior	65,762	60,968	64,967	63,583	64,831	248	
[3533] Budget Unit Supervisor	77,703	75,584	73,500	66,143	76,903	100	
[3534] Dept Business Mgr (Small Unit)	56,513	50,397	49,889	49,152	54,540	263	
[3535] Dept Business Mgr (Large Unit)	72,061	62,136	62,954	74,928	70,249	215	
[3536] Head Cashier	41,655	33,086	30,093	38,919	35,544	336	
[3537] Collections Supervisor	48,179	40,310	36,085	48,042	42,275	289	
[3538] Auditor, IT	58,779	*	*	*	58,779	18	
[3539] Auditor, Senior IT	68,204	*	*	*	70,108	29	
[3540] Manager, Audit	91,015	88,538	*	*	90,174	50	
[3541] Manager, IT Audit	86,979	*	*	*	91,358	21	
[3550] Shipping & Receiving Supervisor	41,050	40,585	37,591	39,657	40,585	223	
[3551] Print Shop Supervisor	46,781	41,914	36,163	44,618	43,597	251	
[3552] Mail Services Supervisor	43,110	35,880	31,909	41,584	37,480	505	
[3553] Child Care Center Teacher	31,981	32,230	30,280	30,478	31,179	299	
[3554] Child Care Site Director	60,000	50,888	47,346	53,131	53,380	303	
[3555] Textbook Manager	48,851	38,821	33,740	48,425	41,000	161	
[3556] Food Service Manager (Unit)	50,612	43,116	46,915	46,181	47,667	194	
[3576] Assistant Police Chief	81,355	61,884	52,000	62,000	67,300	282	
[3577] Police Lieutenant	63,387	51,221	47,540	54,422	57,658	295	
[3578] Police Sergeant	53,893	42,449	39,936	46,948	47,154	427	
[3579] Police Officer	42,974	35,916	33,784	38,343	38,522	425	
[3580] Security Guard	27,832	27,362	27,004	30,092	27,563	542	
[3581] Environ Health & Safety Specialist	52,131	51,098	48,609	53,627	52,375	303	
[3582] Safety Officer	57,453	46,591	46,036	49,311	52,249	274	
[3601] Skilled Crafts Supervisor	57,666	51,506	51,048	49,997	53,565	415	
[3602] Coordinator Construction Projects	65,520	61,058	63,563	60,743	64,000	363	
[3603] Architect	72,558	66,495	75,171	80,898	73,070	164	
[3604] Facilities Utilization Planner	58,350	50,390	53,121	53,312	56,000	201	
[3605] Facilities Engineer	68,315	60,686	63,440	*	65,673	136	
[3606] Manager of Inventory	47,290	43,701	34,465	48,547	46,414	127	
Human Resources							
[4501] Coordinator, Disability Services	60,740	46,950	48,266	53,417	52,868	321	
[4502] Training Specialist	52,814	49,122	48,703	51,107	51,133	197	
[4503] EEO/Affirmative Action Specialist	54,139	51,602	52,900	55,193	54,787	122	
[4504] Employee Relations Specialist	44,130	48,542	*	50,020	47,532	69	
[4505] Employee Rel Specialist, Senior	59,622	57,868	*	60,008	61,735	69	
[4506] Employee Rel Unit Supervisor	74,957	63,093	*	72,500	72,435	54	
[4507] HR Generalist	47,039	41,616	39,187	41,600	42,823	306	
[4508] HR Generalist, Senior	57,456	53,044	48,813	58,735	55,750	183	
[4509] Credential Specialist	49,161	43,152	39,072	40,906	43,073	73	
[4510] Compensation Specialist	46,459	41,832	46,157	45,760	46,422	126	
[4511] Compensation Specialist, Senior	59,000	56,220	*	55,224	59,056	112	
[4512] Compens/Classif Unit Supervisor	67,048	67,259	*	56,418	67,901	54	
[4513] Benefits Specialist	41,327	40,859	39,068	44,934	41,240	393	

Table 2 -Unweighted Median Salary by Carnegie Classification - All Institutions

* 4 cases or fewer	Doctoral Institutions	Master's Institutions	Bachelor's Institutions	Associate's Institutions	All Institutions	
					Median	Number
[4514] Benefits Specialist, Senior	51,981	48,953	48,642	55,463	51,325	184
[4515] Benefits Unit Supervisor	63,913	60,165	*	56,074	63,334	101
[4516] Labor Relations Specialist	51,749	*	*	*	54,060	16
[4517] Labor Relations Specialist, Senior	73,492	*	*	*	71,933	34
[4518] Labor Relations Unit Supervisor	90,000	*	*	*	94,259	23
[4519] Employment Specialist	42,532	37,061	38,355	40,680	40,687	271
[4520] Employment Specialist, Senior	51,368	49,738	54,955	48,129	51,453	105
[4521] Employment Unit Supervisor	72,442	70,672	*	71,062	72,221	62
[4522] Advisor Disability Services	43,476	43,913	41,063	41,493	43,373	77
[4523] Work Life Coordinator	54,944	*	*	*	57,750	29
Information Technology						
[5501] Programmer Analyst	53,924	50,833	51,874	55,553	52,493	577
[5502] Programmer Analyst, Senior	65,865	60,434	62,730	66,849	63,878	508
[5503] Programmer Analyst, Supervisor	81,205	71,750	71,252	70,831	76,488	224
[5504] Systems Programmer	56,683	51,258	49,334	52,602	53,289	291
[5505] Systems Programmer, Senior	69,889	65,132	65,292	78,124	69,061	266
[5506] Systems Programmer, Supervisor	83,021	72,625	79,475	85,030	80,131	141
[5513] IT Security Analyst/Engineer	67,384	60,255	58,261	68,018	64,038	230
[5514] Telecommunications Manager	78,762	53,367	49,417	60,727	59,022	392
[5515] Network Engineer	65,345	55,104	54,996	60,713	60,651	278
[5516] Email Administrator	69,420	60,131	57,750	57,447	63,586	144
[5517] Network Administrator	62,700	57,624	55,052	57,445	58,386	547
[5518] System Administrator	59,870	54,486	54,207	59,648	57,255	445
[5526] Database Administrator	70,561	63,212	59,267	66,364	64,950	437
[5527] Data Administrator	68,600	51,936	51,106	50,442	62,588	107
[5531] Mgr, Web Services/Web Master	64,071	55,483	51,472	54,200	56,555	614
[5532] Web Graphics Designer	49,386	46,460	47,515	48,236	48,183	274
[5533] Web Content Developer	50,408	47,012	47,690	49,331	48,611	456
[5542] Computer Operator, Entry	31,622	35,111	30,971	34,722	33,216	130
[5543] Computer Operator, Senior	39,757	41,418	41,203	47,385	41,574	169
[5544] Computer Operations Supervisor	56,550	50,843	57,562	59,094	56,202	119
[5550] IT Support Specialist	45,296	43,159	42,550	38,717	43,390	573
[5551] Help Desk Specialist/Technician	40,623	36,775	36,293	36,256	37,665	564
[5552] Help Desk Manager	60,819	48,867	46,407	54,160	51,579	471
[5553] IT Technical Writer	48,338	44,825	*	*	47,986	34
[5554] IT Project Manager	76,448	70,512	58,337	66,635	71,500	193
[5563] Electronic Resources Librarian	56,738	50,428	48,620	51,641	52,296	107
[5564] Media Librarian	61,161	48,176	52,800	*	54,195	67
[5565] Instructional Technology Specialist	51,998	47,575	50,000	44,743	48,865	448
[5566] Multi-media Specialist/Technician	44,372	41,570	40,400	42,032	41,837	407
Athletics						
[6501] Asst Athl Trainer/Phys Therapist	40,207	37,566	36,109	49,019	38,194	501
[6502] Head Athletic Trainer	68,034	50,564	47,981	48,403	52,902	602
[6503] Ticket Manager (Athletic Event)	48,779	39,750	43,540	*	43,770	191
[6526] Head Coach-Football	236,630	83,487	70,640	72,300	87,337	394
[6527] Offensive Coordinator-Football	157,500	50,409	40,935	*	60,000	226
[6528] Defensive Coordinator-Football	146,225	52,285	42,436	*	61,120	229
[6529] Assistant Coach-Football	88,750	40,438	34,627	*	42,367	337
[6530] Head Coach-Baseball	83,230	54,007	46,284	57,680	56,100	479
[6531] Assistant Coach-Baseball	44,785	33,150	26,034	35,093	36,000	253
[6532] Head Coach-Men's Basketball	215,000	72,440	57,000	56,375	74,675	601
[6533] Assistant Coach-Men's Basketball	79,567	40,177	32,000	30,121	43,826	404
[6534] Head Coach-Women's Basketball	142,000	65,000	52,136	54,798	66,950	593
[6535] Asst Coach-Women's Basketball	55,000	37,127	30,000	31,007	39,922	372
[6550] Head Coach-Cross Country	48,000	38,527	36,000	*	39,917	115
[6551] Head Coach-Track and Field	71,809	49,141	43,598	*	51,027	128
[6552] Head Coach-X Country/Track/Field	63,408	52,509	49,400	*	54,649	274
[6553] Head Coach-Skiing (Alpine/Nordic)	53,244	*	52,357	*	50,807	19
[6554] Head Coach-Swimming & Diving	65,000	48,500	50,646	*	55,017	245
[6555] Head Coach-Men's Golf	66,000	40,893	38,200	*	46,064	215
[6556] Head Coach-Men's Gymnastics	84,436	*	*	*	83,499	10
[6557] Head Coach-Men's Ice Hockey	170,000	80,800	86,888	*	92,034	66
[6558] Head Coach-Men's Lacrosse	95,497	43,900	47,000	*	49,212	134
[6559] Head Coach-Men's Rowing	68,950	50,653	53,518	*	52,368	36
[6560] Head Coach-Men's Soccer	68,289	45,146	46,200	*	50,173	366
[6561] Head Coach-Men's Tennis	64,938	40,734	42,000	*	46,045	231
[6562] Head Coach-Men's Volleyball	69,000	48,059	39,064	*	52,003	36
[6563] Head Coach-Men's Wrestling	72,053	50,000	46,175	*	54,645	98
[6564] Head Coach-Women's Field Hockey	61,900	47,887	45,377	*	50,838	110
[6565] Head Coach-Women's Golf	62,220	38,583	33,250	*	47,014	129
[6566] Head Coach-Women's Gymnastics	82,160	61,225	*	*	69,565	39
[6567] Head Coach-Women's Ice Hockey	95,176	52,316	56,000	*	58,968	45

Table 2 -Unweighted Median Salary by Carnegie Classification - All Institutions

* 4 cases or fewer	Doctoral Institutions	Master's Institutions	Bachelor's Institutions	Associate's Institutions	All Institutions	
					Median	Number
[6568] Head Coach-Women's Lacrosse	61,458	42,339	44,700	*	46,884	132
[6569] Head Coach-Women's Rowing	64,017	43,264	54,783	*	55,000	47
[6570] Head Coach-Women's Soccer	63,293	45,818	42,546	*	48,366	444
[6571] Head Coach-Women's Softball	64,323	45,948	42,500	44,846	47,850	410
[6572] Head Coach-Women's Tennis	60,000	38,956	43,011	*	48,000	174
[6573] Head Coach-Women's Volleyball	73,150	48,175	44,467	41,000	51,000	455
Student Affairs						
[7526] Intramural/Recreation Coordinator	42,845	37,851	35,020	38,576	39,147	298
[7527] Student Activities Officer	43,305	38,687	36,084	44,394	40,812	422
[7528] Campus Minister	46,573	43,555	48,488	*	46,094	171
[7529] Sign Language Interpreter	47,358	42,210	45,180	43,833	45,090	96
[7530] Events Coordinator	41,237	40,365	38,204	43,260	40,502	246
[7531] Events Technical Srvs Coordinator	43,241	40,668	41,069	44,609	42,580	194
[7550] Academic Advisor/Counselor	40,290	40,060	40,361	40,511	40,290	645
[7551] Student Career Counselor	43,506	41,081	42,000	42,494	42,000	629
[7552] Cooperative Program Coordinator	45,591	45,830	42,977	42,213	45,082	182
[7553] Study Abroad Advisor	41,095	39,474	41,264	*	40,868	285
[7554] Academic Support Cntr Coordinator	49,560	46,218	45,227	47,059	47,174	358
[7576] Res Hall Mgr-Room/Board Incl	31,748	29,149	27,801	26,412	29,537	491
[7577] Res Hall Mgr-Room/Board Not Incl	40,667	37,695	28,557	*	37,367	80
[7601] Counseling Psychologist	57,857	56,327	60,241	69,988	57,848	359
[7602] Counselor	47,009	45,293	46,575	51,956	46,985	445
[7603] Nurse Practitioner	73,841	65,698	66,730	68,614	71,669	367
[7604] Staff Nurse	50,753	45,151	43,375	59,809	46,584	427
[7605] Staff Physician	130,622	127,600	153,918	*	130,287	159
[7606] Clinical Research Nurse	61,776	*	*	*	59,869	62
[7607] Pharmacist	94,814	82,094	*	*	93,600	121
External Affairs						
[8501] Annual Giving Officer-Entry Level	41,833	38,030	36,050	52,019	39,625	267
[8502] Annual Giving Officer-Senior Level	53,913	47,071	49,040	49,902	50,380	333
[8503] Alumni Rel Officer-Entry Level	41,000	38,602	36,436	42,124	39,256	268
[8504] Alumni Rel Officer-Senior Level	55,106	46,963	46,500	50,000	50,000	391
[8505] Major Gift Officer-Entry Level	54,976	50,690	52,000	*	52,000	140
[8506] Major Gift Officer-Senior Level	79,765	67,462	70,320	66,282	71,955	329
[8507] Planned Giving Officer-Entry Level	52,884	46,935	49,044	*	48,961	56
[8508] Planned Giving Officer-Senior Level	92,220	78,917	73,125	*	79,985	135
[8509] Coordinator, Resource Devel	46,000	41,693	40,878	47,050	43,106	332
[8550] Public Information Specialist	46,990	43,243	41,677	47,530	45,000	488
[8551] Assistant Editor	39,367	42,260	41,300	*	40,055	115
[8552] Editor	47,844	48,072	53,662	41,648	48,562	297
[8553] Graphic Designer	42,771	41,942	42,296	43,563	42,571	643
[8554] Writer	46,903	44,088	43,080	44,466	44,876	243
[8555] Assistant Writer	38,533	36,000	*	*	36,754	37
[8556] Photographer	43,139	41,800	43,974	43,588	42,545	248
[8557] Producer/Director (Television)	50,644	46,320	51,305	56,862	49,964	123
[8558] Program Manager (Television)	55,412	53,518	*	58,452	54,509	73
[8559] Television Engineer, Senior	51,291	52,837	*	59,715	52,534	131
[8560] Manager Fm Radio Station	74,117	58,030	49,500	60,952	61,120	154
[8561] Manager TV Station	84,550	51,862	*	67,425	66,780	47
Engineering/Research and Agricultural						
[9501] Electrical/Electronic Engineer	57,817	52,437	51,447	*	56,496	65
[9502] Electrical/Electronic Engineer, Sr	76,998	69,925	*	*	76,335	54
[9503] Mechanical Engineer	61,345	59,022	*	*	60,673	52
[9504] Mechanical Engineer, Senior	81,191	*	*	*	79,168	40
[9505] Rsrch Asst-Natural/Physical Sci	41,192	34,603	38,664	*	39,148	147
[9506] Rsrch Asst, Senior-Natural/Physical Sci	50,648	48,778	53,561	*	49,161	135
[9507] Rsrch Asst-Social/Behavioral Sci	42,470	*	*	*	41,910	69
[9508] Rsrch Asst, Senior-Soc/Behav Sci	57,550	48,764	*	*	55,567	61
[9509] Lab Coordinator	46,231	43,296	40,436	44,901	44,008	317
[9510] Laboratory Technician II	33,532	33,720	36,579	40,901	35,057	232
[9511] Laboratory Technician IV	42,748	41,508	47,239	33,837	42,263	148
[9512] Research Field Technician	36,670	41,842	44,005	*	37,528	71
[9513] Research Computer Specialist	56,684	50,138	48,782	*	55,776	55
[9514] Electronic Technician Supervisor	58,163	57,925	*	*	58,163	44
[9515] Research Project Engineer	60,360	*	*	*	60,710	51
[9551] Veterinarian	97,111	*	*	*	96,624	55
[9552] Animal Care Manager	55,351	43,216	35,963	*	50,449	114
[9553] Farm Manager	48,866	46,142	41,888	*	47,873	64