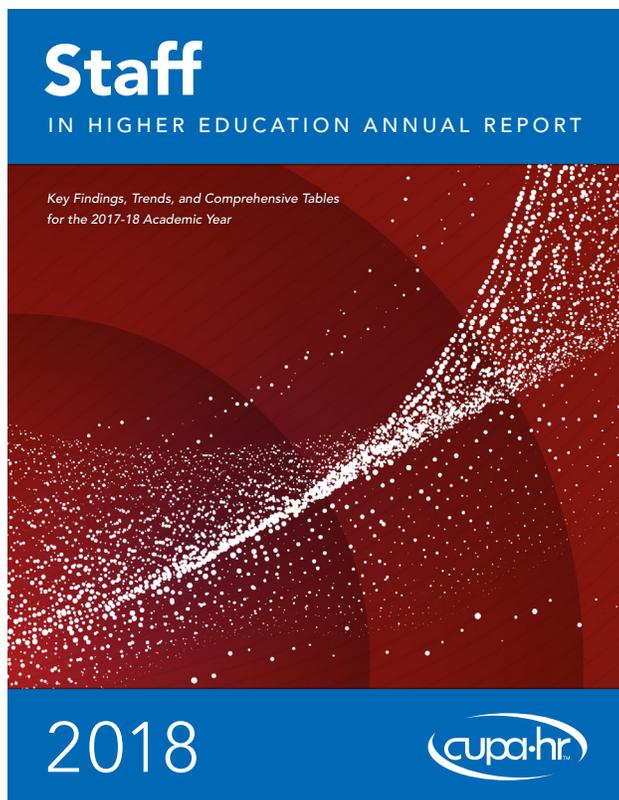


Overview: 2018 Staff in Higher Education Annual Report



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**ALL SECTIONS
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CUPA-HR Data Use Agreement

- All survey results are copyrighted by the College and University Professional Association for Human Resources (CUPA-HR). No data contained in a survey report or obtained through DataOnDemand (DOD) may be reproduced in any form for any purpose without the written consent of CUPA-HR. Report findings and conclusions may be appropriately cited/referenced in other reporting if there is proper acknowledgment of the source and the referenced material does not involve reproduction of data tables or graphics.
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- Survey results may not be uploaded to a separate system or placed on the Web without the explicit permission of CUPA-HR.
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Highlights

The following are highlighted results from the *CUPA-HR 2018 Staff in Higher Education Report*:

- **Salary Increases.** The overall median percent increase for higher ed staff salaries was 1.9% over the past year.
- **Highest Salaries.** The highest-paying staff area is skilled craft, and skilled craft supervisors earn among the highest salaries of all staff.
- **Biggest Numbers.** The largest area of staff employment is office/clerical. The fastest-growing area is skilled craft.
- **Representation and Pay of Women and Minorities.** Overall, women and racial/ethnic minorities are well represented in higher education staff, with women making up nearly two-thirds of staff and minorities making up nearly one-third. Although they experience less pay inequity than the average U.S. worker, women and minorities in higher ed are still paid less than White men in staff positions overall. The exception is in office/clerical positions, where women earn slightly more than men and minorities earn slightly more than Whites.
- **Age and Years in Position.** Overall, the median age for staff is 49, and median years in position is 4. Skilled craft workers are the oldest and longest-tenured staff.
- **Regional Differences.** Staff in California and Washington, D.C. make the highest salaries, and those in Arkansas and West Virginia make the lowest. Racial/ethnic minorities make up more than half of staff in Hawaii, Washington, D.C., New Mexico, California, Texas, Maryland, and Florida.

Introduction

This is the fifth year of CUPA-HR's data collection on higher education staff. The survey covers positions that are mostly non-exempt. In the 2016-17 academic year, this survey began collecting data at the incumbent (non-aggregate) level for all staff, allowing for the collection of more demographic information — gender, race/ethnicity, age, and years in position — for every incumbent in every position reported. Highlights of this demographic data are included in this report.

POSITIONS SURVEYED

A total of 193,530 staff were reported for this year's survey.¹ The 152 positions surveyed are grouped into the following areas:²

- **Office/Clerical Staff**
 - Examples: Administrative Assistant, Records Clerk, Student Services Coordinator
- **Service/Maintenance Staff**
 - Examples: Construction Laborer, Custodian/Housekeeper, Food Server
- **Technical/Paraprofessional Staff**
 - Examples: Paralegal, Medical Billing Specialist, IT Systems Specialist
- **Skilled Craft Staff**
 - Examples: Electrician, Carpenter, Machinist

1 See the Methodology section of this report for more specific information on the sample and the data collected. Some institutions' data were excluded from the analyses in this report. This report analyzes data for 191,654 positions total.

2 See the *Staff Survey Participation and Information Template* (SPIT) for titles and descriptions of all positions surveyed.

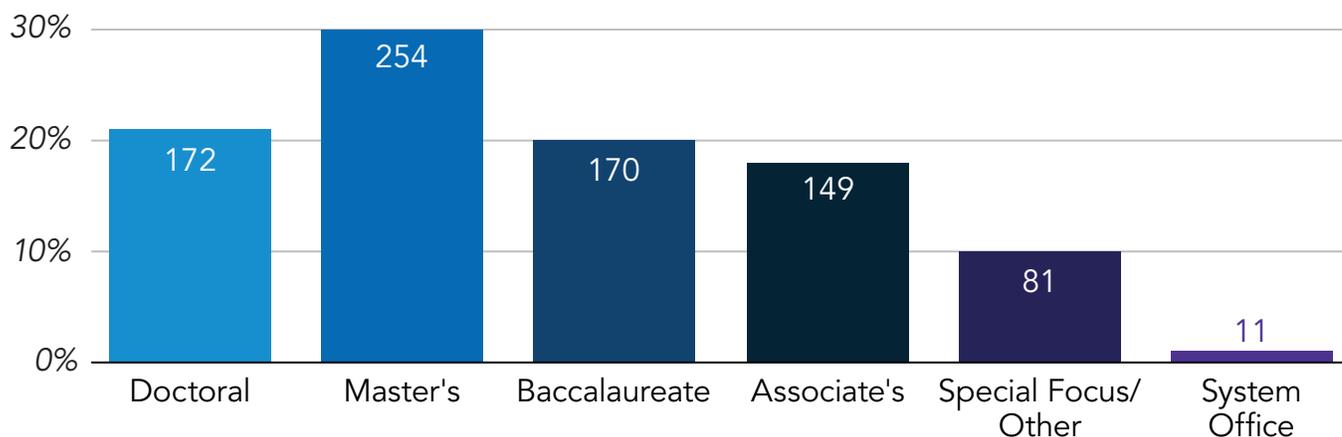
PARTICIPATING INSTITUTION CHARACTERISTICS

The information in Figure 1 summarizes the institutional characteristics of respondents to this year's *Staff in Higher Education Survey*. A total of 837 institutions provided incumbent-level data for their staff.¹ Institutions are well represented in this year's data by classification, affiliation, and region.

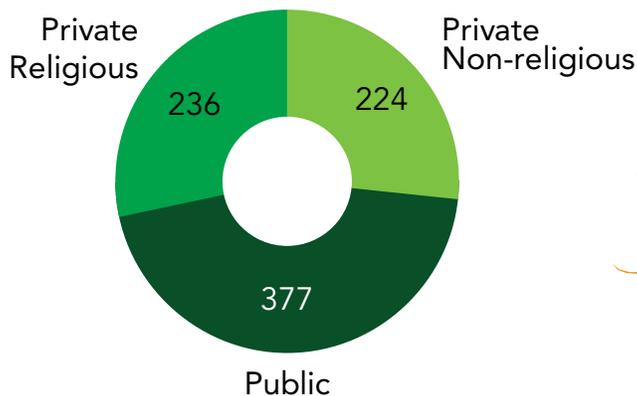
2018 STAFF IN HIGHER EDUCATION

Survey Participants

CLASSIFICATION



AFFILIATION



REGION

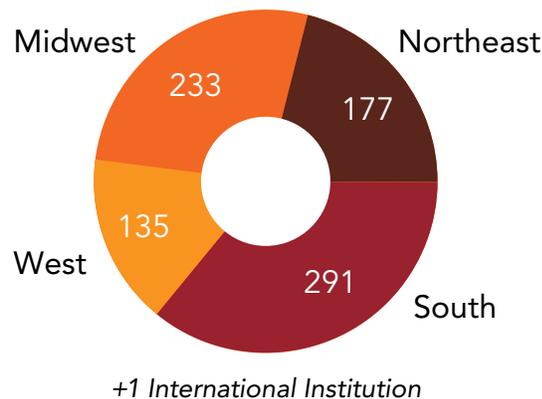


Figure 1

¹ See Appendix B for a list of all participating institutions. System offices provided data for system-level positions, which are integrated into the analyses for this report. For-profit institutions, higher ed affiliates, and non-U.S. institutions were excluded from the analyses for this report. Special focus/other institutions include medical campuses, tribal colleges, research foundations, and other institutions that typically have different salary structures than traditional institutions. See the Methodology section for more detail on these exclusions.

Methodology

SURVEY

The data collection period for CUPA-HR's *Staff in Higher Education Survey* ran from November 1, 2017 to January 19, 2018. The survey was conducted through Surveys Online.¹

Staff Positions

This year's survey includes data for 193,530 staff.² For each incumbent, the following data were collected:

- Annualized base salary (effective date November 1, 2017)
- Gender (optional)
- Race/ethnicity (optional)
- Year entered current position (optional)
- Birth year (optional)

Participants could either enter this data manually online for each incumbent or upload a file containing this data.

Institutional Characteristics

In addition, data on institutional characteristics were collected from all participants:³

- Total expenses reported to IPEDS in 2016-17
- Student enrollment (effective date approximately October 15, 2017)
- Faculty size (effective date November 1, 2017) and number of separations in the past year
- Staff size (effective date November 1, 2017) and number of separations in the past year
- Human resources staff size and number of separations in the past year
- CHRO reporting relationship
- Whether collective bargaining exists for the following groups:
 - Full-time faculty
 - Part-time or adjunct faculty
 - Full-time staff
 - Graduate students

Basic information on total expenses as well as student, faculty, and staff size were required questions. All other questions were optional.

1 Surveys Online is a product of [Peerfocus](#).

2 This report analyzes data from 191,654 staff, as data from international institutions, for-profit institutions, and higher ed affiliates were excluded.

3 See the [Staff Survey Participation and Information Template \(SPIT\)](#) for more specific information about the data collected on this year's survey, as well as the instructions provided to participants.

RESPONDENTS

Respondents were largely human resources professionals and institutional research professionals from higher education institutions in the U.S.¹ There were 837 institutions that completed the survey.² All participating institutions are listed in Appendix B.

Carnegie Class	Affiliation			Total
	Private Independent	Private Religious	Public	
Doctoral	32	30	110	172
Master's	67	114	73	254
Baccalaureate	70	77	23	170
Associate's	2	1	146	149
Special Focus/Other	53	14	14	81
System Office	0	0	11	11
Total	224	236	377	837

- 1 Non-U.S. participants ($n = 1$), for-profit institutions ($n = 7$), and higher ed affiliates ($n = 1$) were not included in the analyses for this report. However, their data are available for benchmarking in DataOnDemand, and their names appear in the participant list in Appendix B.
- 2 Summary information from systems was not accepted beginning with this year's data collection. Each campus was asked to provide data separately to allow appropriate classification. However, system offices were asked to provide system-level positions, which are available in a separate report in DataOnDemand but integrated into the analyses for this report.

Acknowledgments

CUPA-HR's *Staff in Higher Education Annual Report* provides data on salaries and demographic information for staff employed in a cross-section of the nation's colleges and universities.

We are indebted to the human resources professionals and institutional research professionals of the colleges and universities who completed the survey.

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 conducted numerous outlier and validation checks with those responsible for completing the survey. Peerfocus, Inc., our partner and collaborator in Surveys Online, provided web-based data collection, automated validation checks, and table generation. This report was designed, reviewed, edited, and marketed by members of our research, communications and marketing, and executive teams, acknowledged below.

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Appendix A

Comprehensive Tables

The salaries provided in these tables are annualized base salaries. The tables in this appendix report unweighted median salaries.¹ The median divides salaries in half: 50% of all reported salaries fall above or below this salary. The median is a more reliable measure than the mean (average) in distributions that are skewed (containing a few extremely low or — in the case of most salary data — high numbers).

Data is reported only for positions having at least five responding institutions.²

To compute the quartiles, the total expense/enrollment numbers reported by each institution were ranked from low to high, and one quarter of the institutions were assigned to each quartile. Quartile ranges are listed in the column headings of each applicable table.

Some of the tables also report salary data by percentile rank. 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 are equal to or fall below this value
- 40th percentile: 40% of all reported salaries are equal to or fall below this value
- 50th percentile: 50% of all reported salaries are equal to or fall below this value
- 60th percentile: 60% of all reported salaries are equal to or fall below this value
- 80th percentile: 80% of all reported salaries are equal to or fall below this value

**TABLES
AVAILABLE IN
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- 1 The tables in Appendix A provide a large-scope picture of staff salaries. To benchmark salaries using custom comparison groups, or to view salaries by gender, race/ethnicity, age, or years in rank, higher ed institutions should subscribe to [DataOnDemand](#).
- 2 Both annual reports and DataOnDemand follow Department of Justice safe harbor guidelines for antitrust regulations. An explanation of these guidelines can be found here: http://compforce.typepad.com/compensation_force/2007/02/antitrust_regul.html.

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