

## SALARY SURVEY TRENDS 2011–2012

The *ARL Annual Salary Survey 2011–2012* reports salary data for all professional staff working in Association of Research Libraries (ARL) member libraries. ARL represents the interests of libraries that serve major North American research institutions. The Association operates as a forum for the exchange of ideas and as an agent for collective action to influence forces affecting the ability of these libraries to meet the future needs of scholarship. The ARL Statistics and Assessment program, which produces the *Salary Survey*, is organized around collecting, analyzing, and distributing quantifiable information describing the characteristics of research libraries. The *ARL Annual Salary Survey* is the most comprehensive and thorough guide to current salaries in large US and Canadian academic and research libraries and is a valuable management and research tool.

Data for 9,910 professional staff members were reported this year for the 115 ARL university libraries, including their law and medical libraries (930 staff members reported by 72 medical libraries and 742 staff members reported by 77 law libraries). For the 11 nonuniversity ARL members, data were reported for 4,046 professional staff members.

The tables are organized in seven major sections. The first section includes Tables 1 through 4, which report salary figures for all professionals working in ARL member libraries, including law and medical library data. The second section includes salary information for the 11 nonuniversity research libraries of ARL. The third section, entitled “ARL University Libraries,” reports data in Tables 7 through 25 for the “general” library system of the university ARL members, combining US and Canadian data but excluding law and medical data. The fourth section, composed of Tables 26 through 30, reports data on US ARL university library members excluding law and medical data. The fifth section (Tables 31–34) reports data on Canadian ARL university libraries excluding law and medical data. The sixth section (Tables 35–41) and the seventh section (Tables 42–48) report on medical and law libraries, respectively, combining US and Canadian data.

The university population is generally treated in three distinct groups: staff in the “general” library system, staff in the university medical libraries, and staff in the university law libraries. Any branch libraries for which data were received, other than law and medical, are included in the “general” category, whether or not those libraries are administratively independent. Footnotes for many institutions provide information on branch inclusion or exclusion.

In all tables where data from US and Canadian institutions are combined, Canadian salaries are converted into US dollar equivalents at the rate of 1.0014 Canadian dollars per US dollar.<sup>1</sup> Tables 4 and 31 through 34, however, pertain exclusively to staff in Canadian university libraries, so salary data in those tables are expressed in Canadian dollars.

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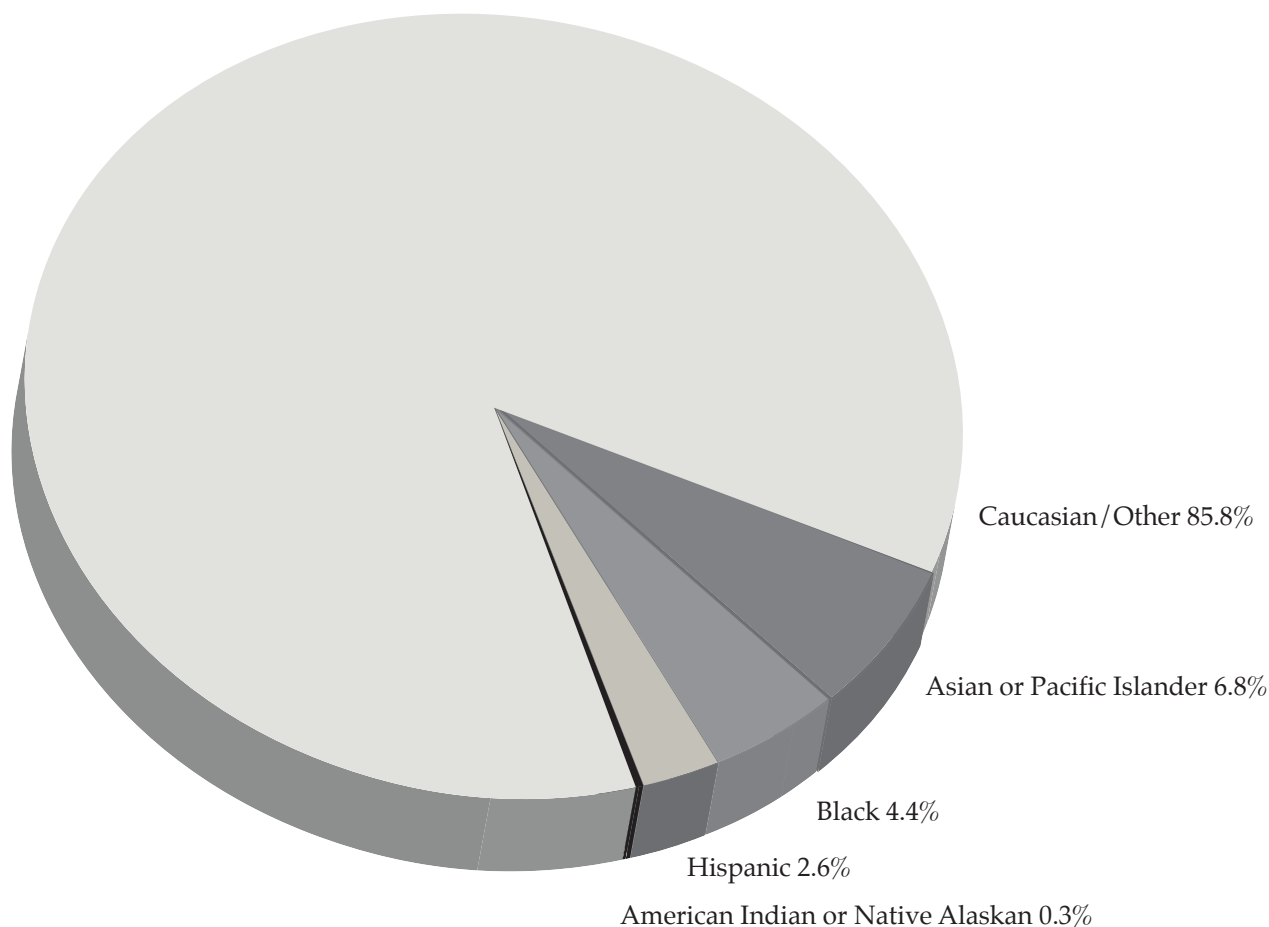
<sup>1</sup> This is the average monthly noon exchange rate published in the *Bank of Canada Review* for the period July 2010–June 2011 and is used in converting figures that are shown effective as of 1 July 2011. This information can be accessed at: <http://www.bankofcanada.ca/en/rates/exchange.html>.

## RACE AND ETHNICITY

There were 1,233 minority professional staff reported in 99 US ARL university libraries, including law and medical libraries.<sup>2</sup> Note that the data for minority professionals comes only from the US ARL university libraries following the Equal Employment Opportunity Commission (EEOC) definitions; Canadian law prohibits the identification of Canadians by ethnic category.

Currently, 14.2% of the professional staff in US ARL university libraries (including law and medical libraries) belong to one of the four non-Caucasian categories for which ARL keeps records. The percentage of minorities in managerial or leadership positions in the largest US academic libraries is far lower: 7.1% are directors (8 out of 112), 6.7% are associate directors (22 out of 326), 8.8% are assistant directors (14 out of 160), and 9.2% (40 out of 433) are the head of a branch library (see Table 27). Figure 1, below, depicts the overall racial/ethnic distribution of professional staff in US ARL university libraries: Caucasian/Other 85.8%, Asian/Pacific Islander 6.8%, Black 4.4%, Hispanic 2.6%, and American Indian/Alaskan Native 0.3%.

**Figure 1: Ethnicity/Race of Professional Staff in US ARL University Libraries, FY 2011–2012**



<sup>2</sup> Some US institutions offer their librarians the option of not reporting race and ethnicity; others forbid the tracking of racial and ethnic classification altogether. See Footnotes.

Minority professional staff in US ARL university libraries continues to be disproportionately distributed across the country. Using Figure 2, we can compare the number of minority staff with other staff, region by region. These patterns of distribution have been relatively stable for the entire history of ARL's data-collection experience. Minorities are underrepresented by over 30% in the West North Central region and by more than 28% in the New England region (see Table 25 for a definition of the regions). Proportionately to other regions, there are more minorities in the Pacific, South Atlantic, West South Central, and Middle Atlantic regions.

**Figure 2: Minority Professionals by Region in US ARL University Libraries, FY 2011–2012**

	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific	TOTAL	%
<b>Race/Ethnicity Category</b>											
<b>Black</b>	35	67	70	23	107	22	27	7	29	387	31%
<b>Hispanic</b>	19	40	26	10	31	7	33	19	42	227	18%
<b>Asian</b>	76	96	74	23	85	12	40	19	165	590	48%
<b>AI/AN*</b>	5	3	4	4	2	1	2	7	1	29	2%
<b>Minority Total</b>	135	206	174	60	225	42	102	52	237	1,233	100%
<b>Minority Percent</b>	10.90%	16.70%	14.10%	4.90%	18.20%	3.40%	8.30%	4.20%	19.20%		
<b>Nonminority Total</b>	1,148	1,239	1,254	527	1,227	337	578	420	747	7,477	100%
<b>Nonminority Percent</b>	15.40%	16.60%	16.80%	7.00%	16.40%	4.50%	7.70%	5.60%	10.00%		
<b>Regional Percent Total staff</b>	14.70%	16.60%	16.40%	6.70%	16.70%	4.40%	7.80%	5.40%	11.30%		
<b>Proportional Minority Representation</b>	-28.69%	0.82%	-15.86%	-30.96%	11.20%	-24.42%	7.01%	-24.92%	92.39%		

\* American Indian/Alaskan Native

According to Figure 3 below, women comprise 68.6% of racial/ethnic minority professional staff in US ARL university libraries, whereas 61.7% of non-minority professional staff are women. The overall gender balance in the 115 Canadian and US university libraries (including law and medical libraries) is 36.4% male and 63.6% female. See Figure 2, above, and Figure 3, below, for more detail on race/ethnic and gender distribution.

**Figure 3: Race/Ethnicity and Sex Distribution of Professional Staff in ARL University Libraries, FY 2011–2012**

UNITED STATES					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	2,788	38.4%	4,472	61.6%	7,260
<b>Medical</b>	245	29.8%	576	70.2%	821
<b>Law</b>	247	35.2%	454	64.8%	701
<b>Minority*</b>	387	31.4%	846	68.6%	1,233
<b>Non-minority</b>	2,861	38.3%	4,616	61.7%	7,477
<b>All</b>	3,248	37.3%	5,462	62.7%	8,710
CANADA					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	308	31.5%	670	68.5%	978
<b>Medical</b>	10	9.2%	99	90.8%	109
<b>Law</b>	13	31.7%	28	68.3%	41
<b>All</b>	331	29.3%	797	70.7%	1,128
UNITED STATES AND CANADA (COMBINED)					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	3,096	37.6%	5,142	62.4%	8,238
<b>Medical</b>	255	27.4%	675	72.6%	930
<b>Law</b>	260	35.0%	482	65.0%	742
<b>All</b>	3,611	36.4%	6,299	63.6%	9,910

\* Includes staff in medical and law libraries.

Note: There are three US institutions that did not report race/ethnicity data; therefore, the totals will not aggregate to the total needed for the US and Canadian sub-totals to equal the figure displayed in the combined total.

ARL recognizes the difficulties that the profession has in attracting a diverse workforce and continues to work actively in the development of workplace climates that embrace diversity. The ARL Diversity Programs, through its Leadership and Career Development Program and the Initiative to Recruit a Diverse Workforce, emphasize ARL's and its members' commitment to creating a diverse academic and research library community to better meet the new challenges of global competition and changing demographics. Further, the Diversity Programs focus on issues surrounding work relationships in libraries while considering the impact of diversity on library services, interactions with library users, and the development of collections. More information about the Diversity Programs can be found at <http://www.arl.org/diversity/>.

ClimateQUAL® is an assessment initiative that focuses on some of the same issues. It is the Statistics and Assessment program's tool that assesses organizational climate and diversity in libraries. ClimateQUAL® helps libraries plumb the dimensions of climate and organizational culture important for a healthy organization in a library setting. The ClimateQUAL® survey addresses climate issues such as diversity, teamwork, learning, and fairness, as well as current managerial practices, and staff attitudes and beliefs. Libraries use their ClimateQUAL® data to improve their organizational climate and diversity culture for delivering superior services to the communities they serve. More information about ClimateQUAL® can be found at <http://www.climatequal.org>.

## GENDER DATA

Many readers of previous surveys have inquired about evidence of gender-based salary differentials in ARL libraries. Additionally, data on salary comparisons for directors also are frequently requested. Since 2008–2009, the average salary for female directors was slightly higher than that of their male counterparts. However, for the second consecutive year the trend was reversed, with male directors earning more than female directors (see Table 17); furthermore, the number of women in the top administrative library position decreased to 65 out of 112 total director positions reported in 2011–2012 (see Table 17).

In keeping with previous years, the 2011–2012 data show that salaries for women in US ARL university libraries have not yet met parity with that of men (see Table 17). In 2011–2012 the overall salary for women was only 96.22% of that of men for the 115 ARL university libraries (compared to 96.05% in 2010–2011). This suggests a slow, long-term trend towards closure of the gender gap in ARL libraries — in 1980–1981, women in ARL libraries made roughly 87% that of men.

Table 17 displays 27 job categories; females earn more than their male counterparts in just 14 of the 27 categories listed. Table 18 provides average years of professional experience for many of the same staffing categories for which salary data are shown in Table 17, revealing that experience differentials may explain some differences within specific job categories. Women have more experience in all but two of the six job categories in which they average higher pay. However, there are four other categories in which women, on average, have more experience and less pay: Associate Director, Assistant Director, Functional Specialist, and Department Head-Other. Table 19 further reveals that the average salary for men is consistently higher than the average salary for women in all ten experience cohorts. Among minority librarians, the average salary for minority men is higher than that for minority women in nine of the ten experience cohorts (see Table 30).

There is a sense that the gender gap persists in academe in areas beyond the library and that a renewed commitment to resolve the problem is needed.<sup>3</sup> A variety of reasons have been offered as to why these trends persist, most notably the perception that work is peripheral in a woman's life and, consequently, female-dominated professions are undervalued. Librarianship is predominantly and persistently a woman's profession.

3 There are many instances citing the continuation of gender inequity in academia. See, for example: Mary Ann Mason, "Still Earning Less," *Chronicle of Higher Education* 13 January 2010 <http://chronicle.com/article/Still-Earning-Less/63482/>; Katherine Mangan, "Women in Academic Medicine: Equal to Men, Except in Pay," *Chronicle of Higher Education* 31 March 2010 <http://chronicle.com/article/Women-in-Academic-Medicine-/64892/>; Paula Wasley, "Gender Gap in Pay Widens Over Time," *Chronicle of Higher Education* 4 May 2007 <http://chronicle.com/article/Gender-Gap-in-Pay-Widens-Over/9208/>; Denise K. Manger's articles in the *Chronicle of Higher Education*, "Faculty Salaries Increased 3.7% in 1999–2000" (14 April 2000: A20) and "Faculty Salaries are Up 3.6%, Double the Rate of Inflation" (23 April 1999: A16); D. W. Miller, "Salary Gap Between Male and Female Professors Grows Over the Years, Study Suggests," *Chronicle of Higher Education*, Today's News, 27 April 2000; and Yolanda Moses, "Salaries in Academe: The Gender Gap Persists," *Chronicle of Higher Education* 12 December 1997: A60.

The scarcity of men in the profession has been well documented in many studies—the largest percentage of men employed in ARL libraries was 38.2% in 1980–1981; since then men have consistently represented about 35% of the professional staff in ARL libraries.

### THE FUNCTIONAL SPECIALIST BREAKDOWN

In 2004, the ARL Statistics and Measurement Committee accepted a proposal from the ACRL Personnel Administrators and Staff Development Officers Discussion Group to break down the Functional Specialist category (FSPEC). The group’s major concern was that so many different types of positions, with their varying job descriptions and salaries, were being labeled with the code FSPEC that data reported for the category were beginning to lose meaning. For each position that would have been labeled FSPEC in past years, the proposal offered ARL institutions two options: either use one of eight new codes to describe that position; or, if none of the eight new codes could adequately describe that position, use FSPEC. As seen in Figure 4, 17.2% of Functional Specialists in all libraries did not use an alternative code, a decrease over the 2010–2011 figures. As in 2010–2011, Archivists and Information Technology specialists comprised the largest percentage of Functional Specialists who used an alternative code (62.0%).

**Figure 4: Distribution of Functional Specialist Job Sub-Codes by Type of Library**

Position	Main		Medical		Law		All	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Archivists	489	22.8%	17	10.8%	5	9.3%	511	21.7%
Business Manager	146	6.8%	11	7.0%	2	3.7%	159	6.8%
Human Resources	76	3.5%	0	0.0%	0	0.0%	76	3.2%
IT, Systems	396	18.5%	37	23.6%	14	25.9%	447	19.0%
IT, Web Developer	159	7.4%	21	13.4%	11	20.4%	191	8.1%
IT, Programmer	284	13.3%	26	16.6%	0	0.0%	310	13.2%
Media Specialist	119	5.6%	4	2.5%	4	7.4%	124	5.3%
Preservation	125	5.8%	2	1.3%	1	1.9%	128	5.4%
Other Functional Specialists	348	16.2%	39	24.8%	17	31.5%	404	17.2%
<b>Total</b>	<b>2,142</b>		<b>157</b>		<b>54</b>		<b>2,353</b>	

Figure 5, below, displays the average salaries of the subcategories by position and sex (law and medical libraries not included) in the same fashion as Table 17. The salaries in each of the sub-categories deviate widely from the combined Functional Specialist average salary of \$66,472. Human resource specialists have the highest average of all subcategories, with an average salary of \$73,334; media/multimedia specialists have the lowest average salary of \$58,759.

**Figure 5: Distribution of Functional Specialist Job Sub-Codes' Average Salaries by Sex<sup>4</sup>**

Position	Women		Men		Total	
	Salary	No.	Salary	No.	Salary	No.
Archivists	60,157	319	65,083	170	61,869	489
Business Manager	73,141	91	71,995	55	72,709	146
Human Resources	72,837	63	75,746	13	73,334	76
IT, Systems	70,721	127	68,759	269	69,388	396
IT, Web Developer	64,102	69	65,744	90	65,032	159
IT, Programmer	71,006	71	71,675	213	71,508	284
Media Specialist	58,169	57	59,300	62	58,759	119
Preservation	65,051	87	69,502	38	66,404	125
Other Functional Specialists	64,782	224	69,255	124	66,376	348
<b>All Functional Specialists</b>	<b>65,313</b>	<b>1,108</b>	<b>68,273</b>	<b>1,034</b>	<b>66,742</b>	<b>2,142</b>

In regards to the gender gap in ARL libraries discussed in the previous section, it is worth noting that the average salaries of men are higher than those of women in seven out of the nine categories in Figure 5.

## INSTITUTIONAL CHARACTERISTICS AND SALARIES

### A. PUBLIC AND PRIVATE INSTITUTIONS

The gap between salaries paid in private US ARL university libraries and those paid in publicly supported US university libraries increased in 2011–2012 to 8.5%, with librarians at private institutions earning an average of \$5,939 more than their peers at public institutions. Out of 27 job categories, only in three (Head of Serials, Head of Rare Books/Manuscripts, and Head of Computer Systems) did librarians in public institutions earn more than their peers employed in private institutions (see Table 21).

### B. LIBRARY SIZE

Library size, as measured by the number of professional staff, is another significant determinant of salary. As a rule, the largest libraries tend to pay the highest average salaries, not only overall, but for specific positions, as well. 2011–2012 data reflect this trend. The largest libraries, those with more than 110 staff, reported the highest average salary, \$75,974, followed by libraries with between 75 and 110 staff, which reported an average salary of \$75,910. The next highest average salary, \$73,167, was reported by libraries with between 50 to 74 staff, followed by the smallest libraries, i.e., those with 13 to 49 staff, which reported an average salary of \$72,562 (see Table 23). The gap between the highest paying cohort and the lowest paying cohort decreased in 2011–2012 to \$3,412. The cutoff staffing levels used to determine the largest cohort of libraries, after declining in every year since 1995–1996,

<sup>4</sup> The average salaries for All Functional Specialists published in the *ARL Annual Salary Survey 2009–2010* and *2010–2011* were not correct. The correct average salaries for 2010–2011 are \$63,847 for women, \$65,981 for men, and \$64,852 overall. The correct average salaries for 2009–2010 are \$62,070 for women, \$64,299 for men, and \$63,130 overall.

continued to hold steady at 110 in 2011–2012.<sup>5</sup>

### C. GEOGRAPHIC AREA

In 2011–2012, the highest average salaries were found in Canada (\$89,758) followed by New England (\$79,946) with salaries in the Pacific region (\$76,666) coming in third (see Table 25). The Canadian average salary has not been this high since 2008–2009 when it was \$82,295. This sharp increase in Canadian salaries is due to fluctuations in the currency exchange rate. For the 2011–2012 survey period the Canadian currency exchange rate is 1.0014. The West South Central region had the lowest average salary: \$64,036.

### D. RANK STRUCTURE

Rank structure provides a useful framework for examining professional salaries in ARL university libraries. Figure 6, below, displays average salary and years of experience in the most commonly used rank structures. Readers should be aware that not all individuals have a rank that fits into the rank structure the library utilizes. Most commonly, directors may have no rank (or a rank outside the structure) and it is common for non-librarians included in the survey (business officers, personnel staff, computer specialists, liaisons, etc.) to be unranked, as well.

The pattern of relationships between rank and salary seen in past years continues: with higher rank associated with higher average years of experience and a correspondingly higher salary. 5,769 of the 8,238 librarians in ARL university member libraries occupy a rank within these three most commonly found ranking systems, and the largest number of professionals (3,443) occupy a position in a four-step rank structure.

**Figure 6: Average Salaries and Average Years of Experience of Library Professionals in Libraries with Three, Four, and Five Step Rank Structures, FY 2011–2012**

	Three-Step		Four-Step		Five-Step	
	Salary	Experience	Salary	Experience	Salary	Experience
Librarian 1	62,860	9.8	54,590	7.8	55,484	9.9
Librarian 2	72,918	18.1	60,845	12.4	65,899	13.9
Librarian 3	88,794	25.4	74,625	20.2	72,431	17.8
Librarian 4			91,125	26.7	87,073	23.6
Librarian 5					104,406	29.6
<b>No. of Staff</b>	<b>1,360</b>		<b>3,443</b>		<b>966</b>	

### INFLATION EFFECT

Tables 2 and 6 reveal changes in beginning professional and median salaries as reported by both university and nonuniversity research libraries as well as the US Bureau of Labor’s Cost of Living Index (CPI-All Urban Consumers). Table 3 is similar to Table 2, but reports data only on US libraries. Table 4 shows trend data for Canadian libraries and compares them to the changes in the Canadian Consumer Price Index (Consumer

<sup>5</sup> In 1995–1996, the largest cohort of libraries was determined based on staff over 124; in 1996–1998, over 120; in 1998–1999, over 115; and since 1999–2000, over 110. See Table 23.



Price Index for Canada, all-items, not seasonally adjusted). Tables 2, 3, and 4 include law and medical library staff in ARL university libraries. In contrast to 2010–2011, these tables indicate that the purchasing power of professionals in the United States did not keep pace with inflation, while the purchasing power of their Canadian counterparts did keep pace with inflation.

The median salary for US ARL university libraries in 2011 increased to \$66,467 (see Table 3). This modest salary increase did not keep pace with the rebounding economy, which saw the US CPI increase by 3.6% (see Table 3).<sup>6</sup> In contrast, Canadian salaries (reported in Canadian dollars) surpassed inflation by 1.3 percentage points: the Canadian CPI increased 2.7%, while median salaries in Canadian university libraries increased by 4.0% to \$85,551(Canadian dollars, see Table 4).<sup>7</sup> The difference in the exchange rates between 2010–2011 (1.0556 Canadian per U.S. dollar) and 2011–2012 (1.0014 Canadian per US dollar) contributed to these changes.

The median beginning salary (BPS) for university ARL librarians increased to \$46,000 in 2011–2012 (see Table 2). Table 6 shows that nonuniversity librarians also experienced increases in their median and beginning salaries in 2011–2012, which increased to \$95,046 and \$51,630, respectively.

Readers are reminded that these data reflect only salaries, and that there are other compensation issues which may have influenced the pattern of salaries in various institutions. In addition, a highly standardized structure for capturing data has been used, which may portray results in a way that cannot be fully representative of a local situation.

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<sup>6</sup> CPI data retrieved from the US Department of Labor, Bureau of Labor Statistics' *Consumer Price Index-All Urban Consumers (US All items, 1982-84=100 - CUUR0000SA0)* available online at <http://www.bls.gov/data/>.

<sup>7</sup> The source for Canadian CPI data is *Table 5: The Consumer Price Index for Canada (All-Items, Not Seasonally Adjusted, Historical Data)* published in *The Daily*, a Statistics Canada publication, available online at <http://www.statcan.gc.ca/pub/62-001-x/2009010/t040-eng.htm>.

