

SALARY SURVEY TRENDS 2007-2008

The *ARL Annual Salary Survey 2007–2008* reports salary data for all professional staff working in ARL libraries. The Association of Research 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 Measurement 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 U.S. and Canadian academic and research libraries, and is a valuable management and research tool.

Data for 9,983 professional staff members were reported this year for the 113 ARL university libraries, including their law and medical libraries (937 staff members reported by 73 medical libraries and 732 staff members reported by 75 law libraries). For the 10 nonuniversity ARL members, data were reported for 3,797 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 10 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 U.S. and Canadian data but excluding law and medical data. The fourth section, composed of Tables 26 through 30, reports data on U.S. 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 U.S. 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 U.S. and Canadian institutions are combined, Canadian salaries are converted into U.S. dollar equivalents at the rate of 1.1323 Canadian dollars per U.S. dollar.¹ 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.

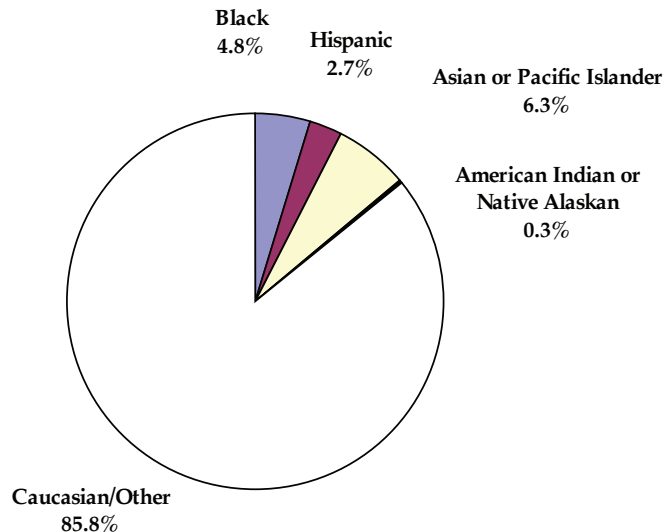
¹ This is the average monthly noon exchange rate published in the *Bank of Canada Review* for the period July 2006–June 2007 and is used in converting 2007–2008 figures that are collected as of July 2007.

RACE AND ETHNICITY

There were 1,280 minority professional staff reported in 99 U.S. ARL university libraries, including law and medical.² Note that the data for minority professionals comes only from the U.S. ARL university libraries following the Equal Employment Opportunity Commission (EEOC) definitions; Canadian law prohibits the identification of Canadians by ethnic category.

Currently, 14.1% of the professional staff in U.S. ARL university libraries (including law and medical) belongs to one of the four non-Caucasian categories for which ARL keeps records. The number of minorities in managerial or administrative positions in the largest U.S. academic libraries is far lower: 5.2% are directors (5 out of 97), 6.3% are associate or assistant directors (26 out of 411), and 11.7% are branch librarians (52 out of 445). Graph 1, below, depicts the overall racial/ethnic distribution of professional staff in U.S. ARL university libraries: Caucasian/Other 85.8%, Asian/Pacific Islander 6.3%, Black 4.8%, Hispanic 2.7%, and American Indian/Alaskan Native 0.3%. According to a 1998 survey by Mary Jo Lynch, data from the American Library Association (ALA) show that the sample of academic libraries surveyed by ALA has a higher representation of Blacks, Asian/Pacific Islanders, and American Indian/Alaskan Native than ARL libraries.³

Graph 1
Ethnicity/Race of Professional Staff in
U.S. ARL University Libraries, 2007-08



² Some U.S. institutions offer their librarians the option of not reporting race and ethnicity; others forbid the tracking of racial and ethnic classification altogether. See Footnotes.

³ Mary Jo Lynch, "Librarians' Salaries: Smaller Increases This Year," *American Libraries* 29.10 (1998): 66-70. Also available at <<http://www.ala.org/alaorg/ors/racethnc.html>>.

Minority professional staff in U.S. ARL university libraries continues to be disproportionately distributed across the country. Using Figure 1, 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 more than 30% in the New England, West North Central, and East South Central regions (see Table 25 for a definition of the regions). Proportionately to other regions, there are more minorities in the South Atlantic, West South Central, and Pacific regions.

FIGURE 1
MINORITY PROFESSIONALS BY REGION (U.S.)
IN ARL UNIVERSITY LIBRARIES, FY 2007–2008

	New England	Middle Atlantic	E North Central	W North Central	South Atlantic	East S Central	West S Central	Mountain	Pacific	TOTAL	%
Race/Ethnicity Category											
Black	34	63	94	21	136	20	27	9	31	435	34%
Hispanic	23	37	29	10	46	5	36	23	39	248	19%
Asian	73	95	76	21	79	10	38	22	156	570	45%
AI/AN *	4	2	4	2	7	N/A	2	6	N/A	27	2%
Minority Total	134	197	203	54	268	35	103	60	226	1,280	100%
Minority Percent	10.47%	15.39%	15.86%	4.22%	20.94%	2.73%	8.05%	4.69%	17.66%		
Nonminority Total	1,165	1,250	1,378	527	1,215	366	557	462	826	7,746	100%
Nonminority Percent	15.04%	16.14%	17.79%	6.80%	15.69%	4.73%	7.19%	5.96%	10.66%		
Regional Percent Total staff	14.39%	16.03%	17.52%	6.44%	16.43%	4.44%	7.31%	5.78%	11.66%		
Proportional Minority Representation	-30.39%	-4.63%	-10.85%	-37.99%	33.48%	-42.13%	11.91%	-21.41%	65.58%		

* American Indian/Alaskan Native

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 Program, through its Leadership and Career Development Program and the Initiative to Recruit a Diverse Workforce, emphasizes ARL 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 Program focuses 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, at its homepage, <http://www.arl.org/diversity/index.html>.

Women comprise 69.38% of the four racial/ethnic groups that comprise minority staff, as compared to 63.04% of Caucasian/Other staff in all U.S. ARL university libraries. The overall gender balance in the 113 Canadian and U.S. university libraries (including law and medical) is 35.47% male and 64.35% female. See Figure 1, above, and Figure 2, below, for more detail on race/ethnic and gender distribution.

**FIGURE 2
RACE/ETHNICITY AND SEX DISTRIBUTION OF PROFESSIONAL STAFF
IN ARL UNIVERSITY LIBRARIES FY 2007–2008**

United States					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
Main	2,794	37.32%	4,692	62.68%	7,486
Medical	224	26.54%	620	73.46%	844
Law	237	34.05%	459	65.95%	696
Minority*	392	30.63%	888	69.38%	1,280
Non-minority	2,863	36.96%	4,883	63.04%	7,746
All	3,255	36.06%	5,771	63.94%	9,026
Canada					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
Main	269	32.49%	559	67.51%	828
Medical	11	11.83%	82	88.17%	93
Law	12	33.33%	24	66.67%	36
All	292	30.51%	665	69.49%	957
United States and Canada (Combined)					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
Main	3,063	36.84%	5,251	63.16%	8,314
Medical	235	24.92%	702	74.44%	937
Law	249	33.47%	483	64.92%	732
All	3,547	35.47%	6,436	64.35%	9,983

* Includes staff in medical and law libraries.

GENDER DATA

Many readers of previous surveys have inquired about evidence of gender-based salary differentials in ARL libraries. Data on salary comparisons for directors also are frequently requested. The average salary

for male directors was higher than that of their female counterparts (see Table 17); however, the number of women in the top administrative library position has been growing steadily in recent years (62 women directors out of 111 total directorships reported).

Looking at other job categories, though, as Table 17 demonstrates, average salaries for men in most cases still surpass those of women in the same job category. In only nine categories of the 27 used in the table do the average salaries of women exceed those of men. The overall salary for women is 95.39% that of men for the 113 ARL university libraries, compared to 95.69% in 2006–2007. This shows a marked closure of the gender gap in ARL libraries over the long term — in 1980–1981, women in ARL libraries made roughly 87% that of men.

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 between men and women cannot account fully for the salary differentials. Women average more experience in all but two of the nine job categories in which they average higher pay, but there are other categories in which women on average have more experience and less pay: 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 of the experience cohorts, a pattern that is also repeated for minority librarians: the average salary for minority men is higher than that for minority women in nine out 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.⁴ 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. 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. 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 3a, only 5.8% of Functional Specialists in all libraries did not use an alternative code, a significant decrease from 20.2% in 2006–2007. Of the positions that did use an alternate code, 50.5% of them were Archivists or Information Technology specialists.

⁴ There are many instances citing the continuation of gender inequity in academia. See, for example: Denise K. Manger's articles in the *Chronicle of Higher Education*, "Faculty Salaries Increased 3.7% in 1999-2000" (14 Apr. 2000: A20) and "Faculty Salaries are Up 3.6%, Double the Rate of Inflation" (23 Apr. 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 Apr. 2000, <<http://chronicle.com/daily/2000/04/2000042702n.htm>>; and Yolanda Moses, "Salaries in Academe: The Gender Gap Persists," *Chronicle of Higher Education* 12 Dec. 1997: A60.

FIGURE 3a
DISTRIBUTION OF JOB SUB-CODES FOR FUNCTIONAL SPECIALIST

Position	Main		Law		Medical		All	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Archivist	333	17.0%	32	23.9%	23	41.8%	388	18.0%
Business Manager	409	20.8%	16	11.9%	6	10.9%	431	20.0%
Human Resources	129	6.6%	13	9.7%	2	3.6%	144	6.7%
IT – Programming	94	4.8%	1	0.7%	0	0.0%	95	4.4%
IT – Systems	406	20.7%	39	29.1%	14	25.5%	459	21.3%
IT – Web Development	129	6.6%	15	11.2%	3	5.5%	147	6.8%
Media/Multimedia	246	12.5%	11	8.2%	2	3.6%	259	12.0%
Preservation/Conservation	99	5.0%	4	3.0%	2	3.6%	105	4.9%
Other Functional Specialists	118	6.0%	3	2.2%	3	5.5%	124	5.8%
Total	1,963		134		55		2,152	

Figure 3b, below, displays the average salaries of the subcategories by position and sex in main libraries, in the same fashion as Table 17. The salaries in each of the sub-categories deviate widely about the combined Functional Specialist average salary of \$60,748. Programming specialists have the highest average of all subcategories, with an average salary of \$69,804; specialists in Preservation/Conservation have the lowest average salary of \$51,024.

FIGURE 3b
DISTRIBUTION OF JOB SUB-CODES FOR FUNCTIONAL SPECIALIST

Position	Women		Men		Total	
	Salary	No.	Salary	No.	Salary	No.
Archivist	\$56,938	225	59,334	108	57,715	333
Business Manager	56,733	260	60,019	149	57,930	409
Human Resources	65,462	78	68,418	51	66,630	129
IT – Programming	68,929	84	77,154	10	69,804	94
IT – Systems	63,941	158	61,503	248	62,452	406
IT – Web Development	57,542	61	60,647	68	59,179	129
Media/Multimedia	63,411	64	65,882	182	65,239	246
Preservation/Conservation	52,690	38	49,987	61	51,024	99
Other Functional Specialists	59,029	80	62,287	38	60,078	118
All Functional Specialists (See Table 17)	\$59,975	1,048	\$61,634	915	\$60,748	1,963

In regards to the gender gap in ARL libraries explained 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 3b.

INSTITUTIONAL CHARACTERISTICS AND SALARIES

A. PUBLIC AND PRIVATE INSTITUTIONS

The gap between salaries paid in private U.S. ARL university libraries and those paid in publicly supported U.S. university libraries is 6.2%, or an average of \$4,061 more paid for a position in a private institution. There are four job categories in which average salaries in the public sector exceeded those in private university libraries: Heads of Circulation, Heads of Documents and Maps, Heads of Rare Books and Manuscripts, and Reference librarians with more than 14 years of experience were paid more on average in public 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 pay the highest average salaries, not only overall, but for specific positions as well. The cutoff staffing levels used to determine the largest cohort of libraries, after declining in every year since 1995–1996, continued to hold steady at 110 in 2007–2008.⁵ The largest libraries, those with more than 110 staff, reported the highest average salary, \$69,603, compared to \$67,902 for the libraries with between 75 and 110 staff. The smallest libraries (22–49 staff) had the third-highest average salary of the cohorts, followed by those libraries with 50 to 74 staff. The gap between the highest paying cohort and the lowest paying cohort is \$4,613, about 22% smaller than last year's difference of \$5,948 (see Table 23). The sharp decrease in the gap between highest-paying and lowest-paying cohorts is related to the strengthening of the Canadian dollar relative to the U.S. dollar (see Table 4 for a list of exchange rates since 1984–1985), as 11 of the 14 Canadian ARL members have less than 74 staff.

C. GEOGRAPHIC AREA

The highest salaries are found in New England (see Table 25), followed by the Pacific and Middle Atlantic regions. All three areas have overall average salaries higher than \$70,000, with New England averaging as high as \$72,947. The U.S./Canadian exchange rate has dropped precipitously over the past four years; as a result, Canada has moved from being the lowest-paying region to the third-highest-paying region, with an average salary in U.S. dollars of \$70,667. Instead the West South Central region had the lowest average salary, with an average of \$60,600.

D. RANK STRUCTURE

Rank structure continues to provide a useful framework for examining professional salaries in ARL university libraries. Figure 4, 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, etc.) to be unranked, as well.

⁵ 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.

The pattern of relationships between rank and salary seen in past years continues, where higher rank is associated with higher average years of experience and a higher salary. 6,104 of the 9,983 librarians in ARL university member libraries occupy a rank within these three most commonly found ranking systems, and the largest number of professionals (3,437) occupies a rank in a four-step rank structure.

FIGURE 4
AVERAGE SALARIES AND AVERAGE YEARS OF EXPERIENCE OF LIBRARY PROFESSIONALS
IN LIBRARIES WITH THREE, FOUR, AND FIVE STEP RANK STRUCTURES
FY 2007–2008

	Three-Step		Four-Step		Five-Step	
	Salary	Experience	Salary	Experience	Salary	Experience
Librarian 1	52,906	8.0	50,034	7.7	47,956	9.3
Librarian 2	63,819	16.3	54,505	11.4	56,907	14.5
Librarian 3	83,478	24.8	68,114	20.2	63,749	18.0
Librarian 4			84,864	26.5	80,299	24.6
Librarian 5					91,577	27.2
No. of Staff	1,351		3,437		1,127	

INFLATION EFFECT

Tables 2 and 6 reveal changes in beginning professional and median salaries, as well as changes in the U.S. Bureau of Labor’s Cost of Living Index (CPI-U) for university and nonuniversity research libraries. Table 3 is similar to Table 2, but reports data only on U.S. libraries. Table 4 shows trend data for Canadian libraries and compares them to the Canadian Consumer Price Index changes. Tables 2, 3, and 4 include law and medical library staff in ARL university libraries. All tables indicate that the purchasing power of professionals working in ARL libraries is keeping up with inflation.

For a second consecutive year, the median U.S. salary has been exceeded by the median Canadian salary converted to U.S. dollars. The median salary for all ARL university libraries was \$61,833 in 2007–2008; for U.S. libraries only it was \$61,329; and for Canadian libraries converted into U.S. dollars it was \$67,331, or a median of \$76,239 Canadian dollars. In addition to the gains made by the Canadian dollar against the U.S. dollar, Canadian salaries also increased sharply when denominated in Canadian dollars, by 3.9% (Table 4), while U.S. salaries increased 3.5% (Table 3). The median salary for combined U.S. and Canadian university libraries increased 3.6% (Table 2); At the same time, the U.S. Consumer Price Index increased 2.4% in the last year and the Canadian Consumer Price Index increased 2.5%.

Beginning salaries in the university sector continue to increase at a steady rate. The median beginning salary in ARL university libraries increased to \$41,125; this 2.8% is almost half the 5.5% increase reported in 2006–2007. After a 10.6% jump in 2006–2007, the median beginning salary for ARL nonuniversity research libraries increased by only 3.7% to \$44,359. Table 6 reveals that the median salary for nonuniversity staff has increased about 0.2% since 2006–2007, to \$80,261.

Libraries need staff with high-level technical skills to operate at the more sophisticated and complex information environments that are in place. As people are hired with higher beginning salaries, the inability

to adjust the overall salary structure to achieve some equity for the experienced staff members is another factor that contributes to slow salary growth for higher salaries.

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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