

## SALARY SURVEY TRENDS 2008–2009

The *ARL Annual Salary Survey 2008–2009* 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 US and Canadian academic and research libraries, and is a valuable management and research tool.

Data for 10,148 professional staff members were reported this year for the 113 ARL university libraries, including their law and medical libraries (941 staff members reported by 71 medical libraries and 743 staff members reported by 75 law libraries). For the 10 nonuniversity ARL members, data were reported for 3,748 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 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 1.0101 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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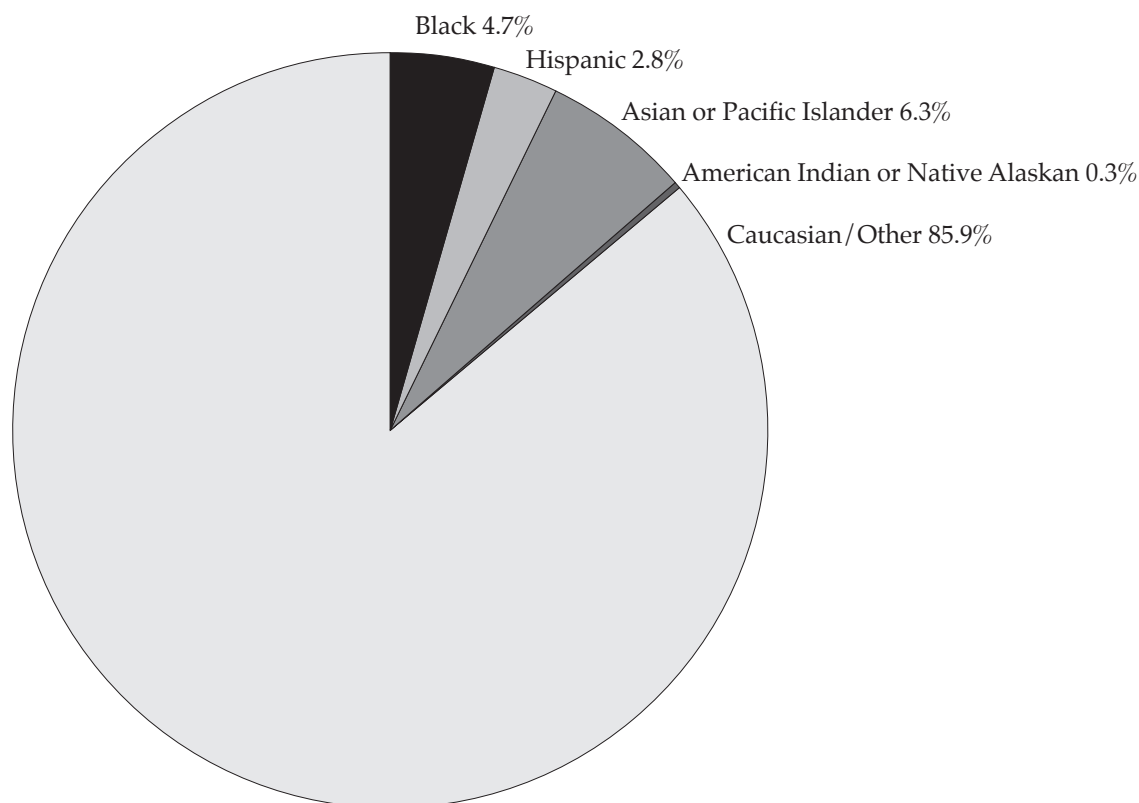
<sup>1</sup> This is the average monthly noon exchange rate published in the *Bank of Canada Review* for the period July 2007–June 2008 and is used in converting figures that are shown effective as of 1 July 2008. This information can be accessed at: <http://www.bankofcanada.ca/en/rates/exchange.html>.

## RACE AND ETHNICITY

There were 1,289 minority professional staff reported in 99 US ARL university libraries, including law and medical.<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, 14.1% of the professional staff in US ARL university libraries (including law and medical) belongs 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: 6.1% are directors (6 out of 97), 6.9% are associate or assistant directors (29 out of 420), and 11.2% are branch librarians (50 out of 443). Figure 1, below, depicts the overall racial/ethnic distribution of professional staff in US ARL university libraries: Caucasian/Other 85.9%, Asian/Pacific Islander 6.3%, Black 4.7%, Hispanic 2.8%, 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.<sup>3</sup>

**Figure 1: Ethnicity/Race of Professional Staff in US ARL University Libraries, 2008–2009**



<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.

<sup>3</sup> Mary Jo Lynch, "Librarians' Salaries: Smaller Increases This Year," *American Libraries* 29, no. 10 (1998): 66–70. Also available at <http://www.ala.org/alaorg/ors/racethnc.html>.

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 over 36% in the East South Central and by more than 25% in the New England, West North Central and Mountain 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 2: Minority Professionals by Region in US ARL University Libraries, 2008–2009**

	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	61	95	24	118	23	33	9	30	428	33%
<b>Hispanic</b>	26	41	22	11	44	4	39	25	44	256	20%
<b>Asian</b>	75	99	68	27	83	10	37	17	164	580	45%
<b>AI/AN*</b>	4	2	3	3	5	1	2	5		25	2%
<b>Minority Total</b>	140	203	188	65	250	38	111	56	238	1,289	100%
<b>Minority Percent</b>	10.86%	15.74%	14.58%	5.04%	19.39%	2.95%	8.61%	4.34%	18.46%		
<b>Nonminority Total</b>	1,171	1,250	1,398	535	1,256	366	583	464	846	7,869	100%
<b>Nonminority Percent</b>	14.88%	15.88%	17.76%	6.79%	15.96%	4.65%	7.40%	5.89%	10.75%		
<b>Regional Percent Total staff</b>	14.31%	15.86%	17.31%	6.55%	16.44%	4.41%	7.57%	5.67%	11.83%		
<b>Proportional Minority Representation</b>	-27.02%	-0.88%	-17.91%	-25.77%	21.49%	-36.56%	16.35%	-26.32%	71.72%		

\* 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/>.

Women comprise 69.1% of the four racial/ethnic groups that comprise minority staff, as compared to 62.8% of Caucasian/Other staff in all US ARL university libraries. The overall gender balance in the 113 Canadian and US university libraries (including law and medical) is 35.8% male and 64.2% 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, 2008–2009**

UNITED STATES					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	2,846	37.4%	4,754	62.6%	7,600
<b>Medical</b>	243	28.5%	610	71.5%	853
<b>Law</b>	237	33.6%	468	66.4%	705
<b>Minority *</b>	398	30.9%	891	69.1%	1,289
<b>Nonminority</b>	2,928	37.2%	4,941	62.8%	7,869
<b>All</b>	3,326	36.3%	5,832	63.7%	9,158
CANADA					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	281	32.5%	583	67.5%	864
<b>Medical</b>	10	11.4%	78	88.6%	88
<b>Law</b>	12	31.6%	26	68.4%	38
<b>All</b>	303	30.6%	687	69.4%	990
UNITED STATES AND CANADA (COMBINED)					
	Men		Women		Total
	Number of Staff	Percent of Total	Number of Staff	Percent of Total	
<b>Main</b>	3,127	36.9%	5,337	63.1%	8,464
<b>Medical</b>	253	26.9%	688	73.1%	941
<b>Law</b>	249	33.5%	494	66.5%	743
<b>All</b>	3,629	35.8%	6,519	64.2%	10,148

\* 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. Additionally, data on salary comparisons for directors also are frequently requested. In 2008–2009, in contrast to previous years, the average salary for female directors was higher than that of their male counterparts (see Table 17); furthermore, the number of women in the top administrative library position has continued to increase steadily in recent years (63 women directors out of 111 total directorships reported).

Looking at other job categories in Table 17 demonstrates this increase in women's salaries relative to men. In 14 of 27 job categories used in the table women's salaries were larger than men's. However, the salaries for women have not yet met parity with that of men: in 2008–2009 the overall salary for women was only 96.2% that of men for the 113 ARL university libraries (compared to 95.39% in 2007–2008). 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 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 14 job categories in which they average higher pay, but there are other categories in which women, on average, have more experience and less pay: 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.<sup>4</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. 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, only 17% of Functional Specialists in all libraries did not use an alternative code, a slight decrease from 20.2% in 2006–2007. Of the positions that did use an alternate code, 61.1% of them were Archivists or Information Technology specialists.

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<sup>4</sup> 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 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, <<http://chronicle.com/daily/2000/04/2000042702n.htm>>; and Yolanda Moses, "Salaries in Academe: The Gender Gap Persists," *Chronicle of Higher Education* 12 December 1997: A60.

**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
Archivist	459	22.0%	22	14.6%	6	10.5%	487	21.2%
Business Manager	132	6.3%	12	7.9%	2	3.5%	146	6.4%
Human Resources	104	5.0%	1	0.7%	0	0.0%	105	4.6%
IT – Programming	408	19.5%	32	21.2%	15	26.3%	455	19.8%
IT – Systems	143	6.9%	18	11.9%	7	12.3%	168	7.3%
IT – Web Development	269	12.9%	24	15.9%	0	0.0%	293	12.8%
Media/Multimedia	110	5.3%	6	4.0%	4	7.0%	120	5.2%
Preservation/Conservation	127	6.1%	1	0.7%	3	5.3%	131	5.7%
Other Functional Specialists	335	16.0%	35	23.1%	20	35.1%	390	17.0%
<b>Total</b>	<b>2,087</b>		<b>151</b>		<b>57</b>		<b>2,295</b>	

\*Note: The 2007–2008 version of this table contained incorrect data and has been revised. For a revised edition go to <http://www.arl.org/stats/annualsurveys/salary/annualedssal.shtml>.

Figure 5, 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 from the combined Functional Specialist average salary of \$63,928. Human resource specialists have the highest average of all subcategories, with an average salary of \$73,090; media/multimedia specialists have the lowest average salary of \$53,792.

**Figure 5: Distribution of Functional Specialist Job Sub-Codes’ Average Salaries by Sex**

Position	Women		Men		Total	
	Salary	No.	Salary	No.	Salary	No.
Archivist	\$57,605	290	\$61,830	169	\$59,160	459
Business Manager	68,834	80	73,035	52	70,489	132
Human Resources	72,464	86	76,080	18	73,090	104
IT – Programming	66,700	141	65,009	267	65,593	408
IT – Systems	62,047	67	63,819	76	62,989	143
IT – Web Development	66,235	70	67,909	199	67,473	269
Media/Multimedia	55,815	44	52,444	66	53,792	110
Preservation/Conservation	60,664	93	65,900	34	62,066	127
Other Functional Specialists	60,052	220	61,951	115	60,704	335
<b>All Functional Specialists</b>	<b>\$63,380</b>	<b>1,091</b>	<b>\$65,331</b>	<b>996</b>	<b>\$63,928</b>	<b>2,087</b>

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 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 slightly in 2008–2009 to 7% (it was 6.2 in 2007–2008) with an average of \$4,778 more paid for a position in a private institution. Out of 27 job categories, only in four (Heads of Serials, Heads of Circulation, Heads of Rare Books/Manuscripts and Other department Heads) 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 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 2008–2009.<sup>5</sup> The largest libraries, those with more than 110 staff, reported the highest average salary, \$73,135, compared to \$71,063 for the libraries with between 75 and 110 staff (see Table 23). The smallest libraries (22–49 staff) had the third-highest average salary of the cohorts, followed by those libraries with 50 to 74 staff. One factor responsible for the high pay of the smallest libraries (22–49 staff) is related to the strengthening of the Canadian dollar relative to the US 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. The gap between the highest paying cohort and the lowest paying cohort dropped slightly, in 2008–2009 it was \$4,994, a difference of 6.83% percent (the difference in 2007–08 was \$4,613 or 7%).

### C. GEOGRAPHIC AREA

In 2008–2009, the highest average salaries were found in Canada (\$82,295) followed by the New England (\$77,055) and Pacific (\$74,056) regions (see Table 25). This is partly a result of the US/Canadian exchange rate, which has dropped precipitously over the past five years (see Table 4). The West South Central region had the lowest average salary, with an average of \$62,286.

### D. RANK STRUCTURE

Rank structure continues to provide 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, 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. 6,244 of the 8,463 librarians in ARL university member libraries occupy a rank within these three most commonly found ranking systems, and the largest number of professionals (3,288) occupy a position in a four-step rank structure.

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<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.

**Figure 6: Average Salaries and Average Years of Experience of Library Professionals in Libraries with Three, Four, and Five Step Rank Structures, 2008–2009**

	Three-Step		Four-Step		Five-Step	
	Salary	Experience	Salary	Experience	Salary	Experience
Librarian 1	56,741	8.8	52,361	7.1	50,983	5.2
Librarian 2	67,919	17.5	56,097	10.4	58,104	10.8
Librarian 3	84,908	25.6	71,408	20.0	69,136	18.1
Librarian 4			86,622	25.8	86,903	23.9
Librarian 5					98,872	28
<b>No. of Staff</b>	<b>1,808</b>		<b>3,288</b>		<b>1,148</b>	

### INFLATION EFFECT

Tables 2 and 6 reveal changes in beginning professional and median salaries, as well as changes in the US Bureau of Labor’s Cost of Living Index (CPI-All Urban Consumers) for university and nonuniversity research libraries. 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 Canadian Consumer Price Index changes. Tables 2, 3, and 4 include law and medical library staff in ARL university libraries. In contrast to 2007-08, these tables indicate that the purchasing power of professionals (in both the United States and Canada) employed in ARL libraries did not keep pace with inflation.

For a third consecutive year, the median Canadian salary (converted to US dollars) exceeded the median US salary. The median salary for all ARL university libraries was \$64,828 in 2008–2009; for Canadian libraries converted into US dollars it was \$77,954 (a median of \$78,742 in Canadian dollars); and for US libraries it was only \$63,673. However, in 2008–2009 US median salaries increased 3.8% (see Table 3), in comparison, Canadian median salaries (when denominated in Canadian dollars and compared against the Canadian CPI) increased only 3.3% (see Table 4). The median salary for combined US and Canadian university libraries increased 4.8% (Table 2); at the same time, the US Consumer Price Index increased 5.6% (see Table 3) in the last year and the Canadian Consumer Price Index increased 3.4% (see Table 4).

Beginning salaries in the university sector continue to increase at a steady rate. The median beginning salary in ARL university libraries rose to \$44,000; this is a 6.6% increase over the median beginning salary of \$41,125 reported in 2007–2008 (see Table 2). The median beginning salary for ARL nonuniversity research libraries also expanded from \$44,359 in 2007-08 to \$48,108; an increase 7.8% (see Table 6). Table 6 also reveals that the median salary for nonuniversity staff has increased about 6% in 2008–2009 to \$85,320.

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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April 1, 2009

