

## SALARY SURVEY TRENDS 2006-07

The *ARL Annual Salary Survey 2006-07* 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 9,824 professional staff members were reported this year for the 113 ARL university libraries, including their law and medical libraries (936 staff members reported by 72 medical libraries and 744 staff members reported by 75 law libraries). For the 10 nonuniversity ARL members, data were reported for 3,832 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 1.16289 Canadian dollars per U.S. 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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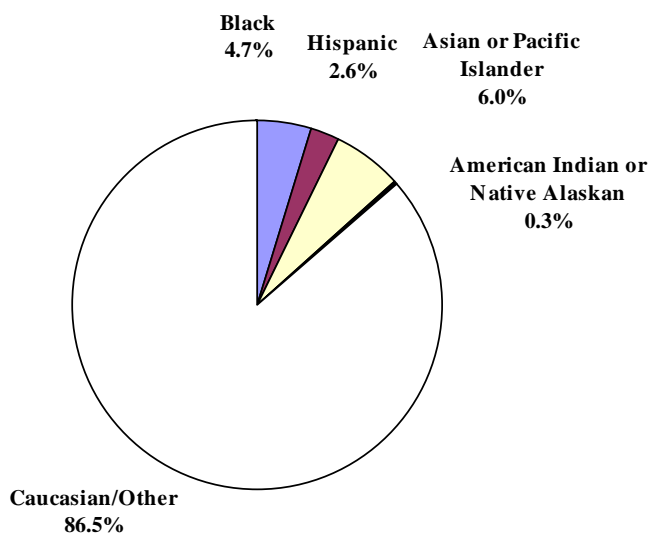
<sup>1</sup> This is the average monthly noon exchange rate published in the *Bank of Canada Review* for the period July 2005-June 2006 and is used in converting 2006-07 figures that are collected as of July 2006.

## RACE AND ETHNICITY

There were 1,199 minority professional staff reported in 99 U.S. ARL university libraries, including law and medical.<sup>2</sup> 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, 13.5% 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: 4.1% are directors (4 out of 98), 6.3% are associate or assistant directors (25 out of 397), and 10.2% are branch librarians (46 out of 450). Graph 1, below, depicts the overall racial/ethnic distribution of professional staff in U.S. ARL university libraries: Caucasian/Other 86.5%, Asian/Pacific Islander 6.0%, Black 4.7%, Hispanic 2.6%, 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>

**Graph 1**  
**Ethnicity/Race of Professional Staff in**  
**U.S. ARL University Libraries, 2006-07**



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<sup>2</sup> 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.

<sup>3</sup> 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 25% 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 2006-07**

	New England	Middle Atlantic	E North Central	W North Central	South Atlantic	East S Central	West S Central	Mountain	Pacific	TOTAL	%
<b>Race/Ethnicity Category</b>											
<b>Black</b>	33	56	93	21	117	22	19	9	42	412	34%
<b>Hispanic</b>	24	30	29	8	42	4	32	24	35	228	19%
<b>Asian</b>	66	88	78	21	73	9	37	24	135	531	44%
<b>AI/AN<sup>4</sup></b>	4	2	4	4	6		2	6		28	2%
<b>Minority Total</b>	127	176	204	54	238	35	90	63	212	1,199	100%
<b>Minority Percent</b>	10.59%	14.68%	17.01%	4.50%	19.85%	2.92%	7.51%	5.25%	17.68%	10.59%	
<b>Nonminority Total</b>	1,146	1,204	1,355	523	1,228	368	567	462	800	7,653	
<b>Nonminority Percent</b>	14.97%	15.73%	17.71%	6.83%	16.05%	4.81%	7.41%	6.04%	10.45%	14.97%	
<b>Regional Percent</b>											
<b>Total staff</b>	14.38%	15.59%	17.61%	6.52%	16.56%	4.55%	7.42%	5.93%	11.43%		
<b>Proportional Minority Representation</b>	-29.27%	-6.70%	-3.90%	-34.10%	23.71%	-39.29%	1.31%	-12.96%	69.14%		

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>.

<sup>4</sup> American Indian/Alaskan Native.

Women comprise 69.89% of the four racial/ethnic groups that comprise minority staff, as compared to 63.15% 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 35.42% male and 64.58% 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 2006-07**

<b>United States</b>					
	<b>Men</b>		<b>Women</b>		<b>Total</b>
	<b>Number of Staff</b>	<b>Percent of Total</b>	<b>Number of Staff</b>	<b>Percent of Total</b>	
<b>Main</b>	2,722	37.21%	4,594	62.79%	7,316
<b>Medical</b>	230	27.12%	618	72.88%	848
<b>Law</b>	236	33.62%	466	66.38%	702
<b>Minority</b> <sup>5</sup>	361	30.11%	838	69.89%	1,199
<b>Non-minority</b>	2,820	36.85%	4,833	63.15%	7,653
<b>All</b>	3,188	35.96%	5,678	64.04%	8,866
<b>Canada</b>					
	<b>Men</b>		<b>Women</b>		<b>Total</b>
	<b>Number of Staff</b>	<b>Percent of Total</b>	<b>Number of Staff</b>	<b>Percent of Total</b>	
<b>Main</b>	266	32.13%	562	67.87%	828
<b>Medical</b>	12	13.64%	76	86.36%	88
<b>Law</b>	14	33.33%	28	66.67%	42
<b>All</b>	292	30.48%	666	69.52%	958
<b>United States and Canada (Combined)</b>					
	<b>Men</b>		<b>Women</b>		<b>Total</b>
	<b>Number of Staff</b>	<b>Percent of Total</b>	<b>Number of Staff</b>	<b>Percent of Total</b>	
<b>Main</b>	2,988	36.69%	5,156	63.31%	8,144
<b>Medical</b>	242	25.85%	694	74.15%	936
<b>Law</b>	250	33.60%	494	66.40%	744
<b>All</b>	3,480	35.42%	6,344	64.58%	9,824

## 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 (64 women directors out of 112 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 seven categories of the 27 used in the table do the average salaries of women exceed those of men. The overall salary for women is 95.69% that of men for the 113 ARL university libraries, compared to 95.47% in 2005-06. This shows a marked closure of the gender gap in ARL libraries in the long term – in 1980-81, women in ARL libraries made roughly 87% that of men.

<sup>5</sup> Includes staff in medical and law libraries.

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 one of the seven job categories in which they average higher pay, but there are other categories in which women on average have more experience and less pay: Functional Specialist, Head of Serials, Head of Computer Systems. 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>6</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 1980-81; 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, one out of five Functional Specialists in all libraries did not use an alternative code. Of the 1,554 positions that did use an alternate code, 73.2% of them were Archivists or Information Technology specialists.

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<sup>6</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 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	348	19.9%	20	14.5%	5	8.8%	373	19.2%
Business Manager	112	6.4%	10	7.2%	4	7.0%	126	6.5%
Human Resources	82	4.7%	1	0.7%	0	0.0%	83	4.3%
IT – Programming	346	19.7%	46	33.3%	15	26.3%	407	20.9%
IT – Systems	114	6.5%	15	10.9%	5	8.8%	134	6.9%
IT – Web Development	216	12.3%	6	4.3%	2	3.5%	224	11.5%
Media/Multimedia	96	5.5%	5	3.6%	3	5.3%	104	5.3%
Preservation/Conservation	100	5.7%	1	0.7%	2	3.5%	103	5.3%
Other Functional	338	19.3%	34	24.6%	21	36.8%	393	20.2%
<b>Total</b>	<b>1,752</b>		<b>138</b>		<b>57</b>		<b>1,947</b>	

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 \$58,813. Human Resources specialists have the highest average of all subcategories, with an average salary of \$65,700; specialists in Media/Multimedia have the lowest average salary of \$49,021.

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

Position	Women		Men		Total	
	Salary	No.	Salary	No.	Salary	No.
Archivist	\$56,020	206	\$57,139	142	\$56,477	348
Business Manager	62,616	71	66,672	41	64,101	112
Human Resources	65,248	75	70,544	7	65,700	82
IT – Programming	60,952	144	60,056	202	60,429	346
IT – Systems	55,519	53	58,638	61	57,188	114
IT – Web Development	62,303	61	63,499	155	63,161	216
Media/Multimedia	51,797	38	47,203	58	49,021	96
Preservation/Conservation	57,087	68	64,128	32	59,340	100
Other Functional Specialists	56,279	224	57,039	114	56,536	338
<b>All Functional Specialists</b> (See Table 17)	<b>\$58,358</b>	<b>940</b>	<b>\$59,340</b>	<b>812</b>	<b>\$58,813</b>	<b>1,752</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 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 decreased in 2006-07 to 6.3%, or an average of \$3,943 more paid for a position in a private institution. However, the number of job categories in which average salaries in the public sector exceeded those in private university libraries continues to decrease; only Heads of Circulation, 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 1995-96, continued to hold steady at 110 in 2005-06.<sup>7</sup> The largest libraries, those with more than 110 staff, reported the highest average salary, \$68,331, compared to \$64,482 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 \$5,266, about 18% smaller than last year's difference of \$6,419 (see Table 23). The sharp decrease in the gap between highest-paying and lowest-paying cohorts may be related to the strengthening of the Canadian dollar relative to the U.S. dollar (see Table 4 for a list of exchange rates since 1984-85), 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 \$67,000, with New England averaging as high as \$70,068. The U.S./Canadian exchange rate has dropped precipitously over the past three years; as a result, Canada has moved from being the lowest-paying region to the fourth-highest-paying region, with an average salary in U.S. dollars of \$66,100. Instead the West South Central region had the lowest average salary, with an average of \$58,122.

### 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.

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<sup>7</sup> In 1995-96, the largest cohort of libraries was determined based on staff over 124; in 1996-98, over 120; in 1998-99, 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. 6,128 of the 9,824 librarians in ARL university member libraries occupy a rank within these three most commonly found ranking systems, and the largest number of professionals (3,300) 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 2006-07**

	Three-Step		Four-Step		Five-Step	
	Salary	Experience	Salary	Experience	Salary	Experience
Librarian 1	\$51,076	8.8	\$48,548	8.6	\$49,214	8.2
Librarian 2	60,380	16.7	51,555	10.5	56,738	13.9
Librarian 3	78,750	24.9	65,163	20.3	64,177	18.7
Librarian 4			79,979	26.5	78,192	23.8
Librarian 5					91,897	27.3
<b>No. of Staff</b>	<b>1,375</b>		<b>3,300</b>		<b>1,453</b>	

**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 the first time in ten years, 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 \$59,648 in 2006-07; for U.S. libraries only it was \$57,173; and for Canadian libraries converted into U.S. dollars it was \$63,112, or a median of \$73,392 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 4% (Table 4), while U.S. salaries increased 3.7% (Table 3). The median salary for combined U.S. and Canadian university libraries increased 4.5% (Table 2); At the same time, the U.S. Consumer Price Index increased 4.1% in the last year and the Canadian Consumer Price Index increased 2.4%.

Beginning salaries in the university sector continue to increase at a steady rate. The median beginning salary in ARL university libraries increased to \$40,000; this 5.5% increase is more than doubles the 2.5% increase reported in 2005-06. After an 11.2% jump in 2005-06, the median beginning salary for ARL nonuniversity research libraries increased almost as much again, by 10.6% to \$42,765. Table 6 reveals that the median salary for nonuniversity staff has increased about 5.3% since 2005-06, to \$80,124.



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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