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ABSTRACT

Information about salaries of higher education administrators in the West in 1978-79 is presented. The data came from an annual survey of administrative salaries conducted by the College and University Personnel Association. The 216 institutions from the West, which were part of the national data base, are described by state, type, and source of support. Among the findings are the following: although median salaries of administrators in the West are generally higher than salaries nationally, the differences are small: administrators in public institutions generally receive higher salaries than their counterparts in private institutions: salaries at private institutions in the West are generally lower than median salaries nationwide: median salaries at public institutions are higher at four-year than at two-year colleges and higher at universities than at four-year colleges: and salaries for most positions in the western states of California, Hawaii, Nevada, and Guam tend to be higher than in the northwestern states of Alaska, Idaho, Montana, Oregon, Utah, Washington, and Wyoming. Salary levels are reported at the median, first quartile, and third quartile. Salary data for the nation and descriptions of positions are included. (SW)

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Administrative Salaries

at Colleges and Universities in the West

U.S. DEPARTMENT OF HEALTH,
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Western Interstate Commission for Higher Education

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Improving Education In The West

HE013281

WICHE, the Western Interstate Commission for Higher Education, is a nonprofit regional organization. It helps the thirteen member states cooperatively provide high-quality, cost-effective programs to meet the education and manpower needs of the West. Member states are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

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Administrative Salaries in the West
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Preface

This report provides information about salaries of higher education administrators in the West. While several sources report faculty salaries, there is no published source of western regional data on administrative salaries. The College and University Personnel Association (CUPA), which provided the data in this report, publishes only a national study with very limited attention to regional data. Further, this report groups salary data somewhat differently than the CUPA report, by public and private institutions and for institutions of different sizes and levels. The data here are for the 1978-79 academic year. This report will be updated in the fall of 1980 when new data are available.

This report is the first of a series published by WICHE's Information Clearinghouse in an effort to provide useful information for higher education administrators, governing boards, coordinating boards, legislatures, and executive agencies. We urge the reader to comment on this report; an evaluation form can be found at the conclusion.

This report was prepared by Dennis Viehland, Norman Kaufman, and Barbara Krauth for the Information Clearinghouse. We wish to express our appreciation to Cherie Pedersen and Dot Read for piecing together and typing numerous drafts of the report. Please address any comments or questions to: Norman Kaufman or Dennis Viehland, WICHE, P.O. Drawer P, Boulder, CO 80302; telephone (303) 497-0221 or 497-0223.

Highlights

- Although median salaries of administrators in the West are generally higher than salaries nationally, the differences are small (tables 1 and 2).
- Administrators in public institutions generally receive higher salaries than their counterparts in private institutions. This is true in the West and in the nation as a whole (table 1).
- Salaries at private institutions in the West are generally lower than median salaries nationwide (tables 1 and 2).
- Median salaries at public institutions are higher at four-year than at two-year colleges and higher at universities than at four-year colleges (table 4).
- As the size of the institution increases, median administrative salaries also increase (table 5).
- Breakdowns into subregional groups are important in interstate comparisons. For example, salaries for most positions in the "western states" (California, Hawaii, Nevada, and Guam) tend to be higher than in the "northwestern states" (Alaska, Idaho, Montana, Oregon, Utah, Washington, and Wyoming) (table 6).

The Survey

This report presents 1978-79 data on administrative salaries in higher education. The data are taken from an annual survey of administrative salaries conducted by the College and University Personnel Association (CUPA). National data on administrative salaries are taken with permission from the CUPA publication, 1978-79 Administrative Compensation Survey, published in March 1979. Administrative salary data for the West were supplied to WICHE by CUPA via a special computer program.

In fall 1978 CUPA sent its survey instrument to 3,173¹ postsecondary institutions in the United States. It received 1,328 usable responses (a 42 percent response rate), which became the national data base. The data collected by the survey met the following specifications:

- Salaries were those in effect during the fall of 1978.
- Salaries were annualized for full-time service, reflecting only actual cash earnings, excluding any services contributed without charge.
- Enrollment ranges used in the report were for the academic year 1978-79 and are stated in terms of equivalent full-time students.

A copy of the complete survey instrument can be found on pages 114-131 of the 1978-79 Administrative Compensation Survey. The administrative position descriptions used by CUPA are in Appendix C of this report. The user should be aware of the limitations inherent in any form of survey research, which qualify the data that are presented. These include:

- The response rate--the western response rate to the survey was 42 percent (46 percent for the public institutions, 35 percent for the private institutions). In addition, the response rate varied greatly from state to state.
- Other factors--there is, of course, no control for variables such as length of time in office or job performance, which are major factors in establishing salary levels.

¹Much of the data in this section are taken from: College and University Personnel Association, 1978-79 Administrative Compensation Survey, Washington, D.C.: CUPA, 1979.

- No information is available on staff benefits. It is essential to consider these benefits in examining the broader question of administrative compensation.
- No trend data are presented. Salary data are presented for one year only. No analysis of change over time could be presented in this report, but this problem will be eliminated in future years as WICHE obtains salary reports on an annual basis.
- Institutional reporting of salary levels varies for each position. In some instances; data were derived from as few as five institutions. The number of cases reported is noted.

The special computer run provided to WICHE compiled data on salary levels for various types of institutions in the thirteen western states that comprise the WICHE Compact. Two-hundred-sixteen institutions from the West were included in the national data base. A summary of these institutions by state, type, and source of support follows.

The Institutions

Table A describes the institutions that responded to the CUPA survey. Details for both the national and western data bases are shown. Higher education in the West is slightly weighted in the direction of the public sector and toward the two-year college segment, and this is reflected in the data. A breakdown of the western salary data base by state is shown in table B on the following page.

Table A
Respondents to CUPA Survey

	West			United States		
	All	Public	Private	All	Public	Private
Universities	56 (26%)	38	18	353 (27%)	250	103
Four-year colleges	58 (27%)	16	42	481 (36%)	98	383
Two-year colleges	89 (41%)	87	2	410 (31%)	365	45
Others	13 (06%)	2	11	84 (06%)	28	56
Total	216	143 (66%)	73 (34%)	1328	741 (56%)	587 (44%)

Table B
Western Respondents to CUPA Survey by Sector and Type

State	Public				Private				Total		
	2-year	4-year	Univ.	Other	2-year	4-year	Univ.	Other	Public	Private	Total
Alaska	4	1							4	0	4
Arizona	11	1	1		1		1		13	2	15
California	28	2	15		22	12	7		45	41	86
Colorado	13	3	4		5		1		20	6	26
Hawaii			1			1	1		1	2	3
Idaho	1	1	3		1	1			5	2	7
Montana	1	2	1			1			4	1	5
Nevada			2	1					3	0	3
New Mexico	1	1	4			3			6	3	9
Oregon	7	4		1	1	4	1	2	12	8	20
Utah	4	1	2						7	0	7
Washington	14	1	4			4	4		19	8	27
Wyoming	3		1						4	0	4
West	87	16	38	2	2	42	18	11	143	73	216

The Data

Tables 1-6 show median salary levels for fifteen common administrative positions. The report uses median salary because unlike the mean, a median, which is the middle case in a list, is not affected by extremely high or low salaries. Thus, half of the salaries are below the median and half of the salaries are above. This is especially important when the number of cases is small--an extremely high salary in a list of five will create a high mean salary.

The fifteen administrative positions were selected on the basis of their commonality to most colleges and universities. The term "cases" used in some tables refers to the number of institutions in the category that reported salary data.

The Tables

Tables 1-6 were condensed from the complete tables found in the appendices. Appendix A, including tables 7-18, shows the salary levels for administrative positions in colleges and universities in the West.

The appendix tables report salary levels at the median, first quartile, and third quartile. In the same way that the median divides the total list in half, the quartiles divide the two segments in half. Thus, 25 percent of the salaries fall below the first quartile, 50 percent of the salaries fall below the median and 75 percent of the salaries fall below the third quartile (or 25 percent of the salaries occur above the third quartile). The salaries between the first and third quartile compose the interquartile range. This is a valuable measure because it determines a range within which half of the salaries (the middle 50 percent) fall.

Appendix B (tables 19-27) contains salary data for the nation. (Although tables 25-27 are tables for the subregions within the West, the data are derived from CUPA's national data base and thus are listed here.) Tables 19-21 and 25-27 present salary information, while tables 22-24 contain a calculation of administrative salaries as a percentage of the chief executive officer's salary. These tables were taken from CUPA's 1978-79 Administrative Compensation Survey. The following matrix indicates the correspondence between summary tables and complete tables for the West and the nation.

Summary Table	Corresponding Western Tables	Corresponding National Tables
1	7, 8, & 9	19, 20, & 21
2	none*	none
3	none*	22, 23, & 24
4	10, 11, & 12	none
5	16, 17, & 18	none
6	7 13, 14, & 15	25, 26, & 27 none

*Data presented in summary tables 2 and 3 are derived from data presented in summary table 1.

Table 1
 Median Salaries for Selected Administrative Positions
 in Colleges and Universities in the West and United States,
 1978-79

Position Title	All Institutions		Public		Private	
	West	U.S.	West	U.S.	West	U.S.
Chief Exec Officer, System	\$45,500	\$47,432	\$44,357	\$45,675	\$55,000	\$55,100
Chief Exec Officer, Institution	41,870	40,000	42,750	41,500	37,000	37,500
Chief Academic Officer	34,000	32,000	35,790	35,000	28,750	28,000
Chief Business Officer	31,860	29,500	33,588	31,860	27,000	26,500
Chief Student Affairs Officer	29,266	26,500	32,712	30,044	23,000	21,950
Director, Athletics	26,258	23,793	27,721	26,364	21,000	20,500
Director, Library Services	24,156	22,102	28,816	25,435	18,838	18,275
Director, Physical Plant	22,276	21,048	24,286	23,738	16,800	18,000
Dean, Engineering	36,652	38,700	35,976	37,700	38,750	39,000
Dean, Arts and Sciences	34,300	33,972	35,747	34,008	27,000	32,925
Dean, Business	34,062	32,436	34,507	32,970	28,511	31,200
Dean, Graduate Programs	33,636	34,668	35,976	35,772	24,500	30,000
Dean, Education	33,000	34,000	35,976	35,508	23,349	25,200
Dean, Continuing Education	28,875	26,896	31,520	28,517	19,340	22,100
Dean, Occupation Studies/ Vocational Education	28,636	27,062	29,383	27,300	No cases	17,200
Cases	216	1,328	143	740	73	587

SOURCE: College and University Personnel Association.

Table 2
 Median Salaries for Selected Administrative Positions
 in Colleges and Universities in the West
 Expressed as a Percentage of Median Salaries Nationally,
 1978-79

Position Title	All		
	Institutions	Public	Private
Chief Executive Officer, System	95.9%	97.1%	99.8%
Chief Executive Officer, Institution	104.7	103.0	98.7
Chief Academic Officer	106.3	102.3	102.7
Chief Business Officer	108.0	105.4	101.9
Chief Student Affairs Officer	110.4	108.9	104.8
Director, Athletics	110.4	105.2	102.4
Director, Library Services	109.3	113.3	103.1
Director, Physical Plant	105.8	102.3	93.3
Dean, Engineering	94.7	95.4	99.4
Dean, Arts and Sciences	101.0	105.1	82.0
Dean, Business	105.0	104.7	91.4
Dean, Graduate Programs	97.0	100.7	81.7
Dean, Education	97.1	101.3	92.7
Dean, Continuing Education	107.4	110.5	87.5
Dean, Occupation Studies/ Vocational Education	105.8	107.6	--

SOURCE: College and University Personnel Association.

NOTE: Data derived from table 1.

Table 3
 Median Salaries for Selected Administrative Positions
 in Colleges and Universities in the West and United States
 Expressed as a Percentage of Chief Executive Officer's Salary,
 1978-79

Position Title	All Institutions		Public		Private	
	West	U.S.	West	U.S.	West	U.S.
Chief Academic Officer	81.2%	79.8%	83.7%	82.6%	77.7%	75.5%
Chief Business Officer	76.1	72.8	78.6	74.2	73.0	70.4
Chief Student Affairs Officer	69.9	65.3	76.5	70.1	62.2	56.8
Director, Athletics	62.7	55.8	64.8	60.0	56.8	50.4
Director, Library Services	57.7	55.8	67.4	60.9	50.9	48.7
Director, Physical Plant	53.2	50.2	56.8	53.1	45.4	45.6
Dean, Engineering	87.5	72.2	84.2	74.7	104.7	64.5
Dean, Arts and Sciences	81.9	70.8	83.6	73.4	73.0	64.3
Dean, Business	81.4	70.3	80.7	72.2	77.1	61.6
Dean, Graduate Programs	80.3	70.1	84.2	73.8	66.2	61.6
Dean, Education	78.8	71.1	84.2	73.4	63.1	59.7
Dean Continuing Education	69.0	61.2	73.7	64.5	52.3	50.0
Dean, Occupation Studies/ Vocational Education	68.4	67.7	68.7	67.7	--	45.7

SOURCE: College and University Personnel Association.

NOTE: West data derived from table 1.

Table 4
 Median Salaries for Selected Administrative Positions
 in Public Colleges and Universities in the West
 by Institutional Type,
 1978-79

Position Title	Public 2-Year	Public 4-Year	Public Univ.
Chief Executive Officer, System	\$43,760	No cases	\$53,000
Chief Executive Officer, Institution	39,751	\$43,788	52,284
Chief Academic Officer	32,584	37,140	40,512
Chief Business Officer	30,551	31,200	38,600
Chief Student Affairs Officer	31,000	30,160	35,976
Director, Athletics	25,500	24,336	31,524
Director, Library Services	24,756	24,156	35,506
Director, Physical Plant	21,396	23,052	29,000
Dean, Engineering	30,796	31,470	36,900
Dean, Arts and Sciences	29,261	35,976	37,500
Dean, Business	26,996	35,150	35,976
Dean, Graduate Programs	No cases	32,484	35,976
Dean, Education	No cases	31,850	35,976
Dean, Continuing Education	28,875	31,520	33,800
Dean, Occupation Studies/ Vocational Education	28,598	26,893	33,024
Cases	87	16	38

SOURCE: College and University Personnel Association.

Table 5
 Median Salaries for Selected Administrative Positions
 in Public Colleges and Universities in the West
 by Enrollment Range,
 1978-79

Position Title	Public 0-4,999	Public 5,000-9,999	Public 10,000 and Above
Chief Exec Officer, System	\$42,202	\$44,357	\$52,500
Chief Exec Officer, Institution	39,751	45,000	54,900
Chief Academic Officer	33,000	39,939	40,512
Chief Business Officer	30,132	37,407	40,512
Chief Student Affairs Officer	29,500	35,000	37,734
Director, Athletics	24,192	30,320	31,524
Director, Library Services	24,220	33,100	35,976
Director, Physical Plant	21,800	26,100	27,792
Dean, Engineering	30,796	38,750	35,976
Dean, Arts and Sciences	29,261	37,500	43,836
Dean, Business	26,996	34,962	35,976
Dean, Graduate Programs	32,484	35,244	35,976
Dean, Education	31,708	33,000	35,976
Dean, Continuing Education	26,767	31,900	35,976
Dean, Occupation Studies/ Vocational Education	26,893	33,690	35,976
Cases	77	29	24

SOURCE: College and University Personnel Association.

NOTE: Enrollment ranges are full-time equivalency enrollment.

Table 6
 Median Salaries for Selected Administrative Positions
 in Colleges and Universities in the West
 by Subregion,
 1978-79

Position Title	WICHE States	Northwestern States	Western States	Southwestern States
Chief Exec Officer, System	\$45,500	\$43,760	\$46,560	\$48,000
Chief Exec Ofcr, Institution	41,870	41,604	43,433	39,800
Chief Academic Officer	34,000	33,000	36,828	31,200
Chief Business Officer	31,860	29,796	34,576	30,000
Chief Student Affairs Officer	29,266	27,825	30,500	26,856
Director, Athletics	26,258	22,908	29,378	23,000
Director, Library Services	24,156	21,500	27,936	22,457
Director, Physical Plant	22,276	21,048	23,800	21,200
Dean, Engineering	36,652	31,470	35,976	41,208
Dean, Arts and Sciences	34,300	30,316	34,300	29,600
Dean, Business	34,062	30,530	35,976	30,186
Dean, Graduate Programs	33,636	31,500	31,200	36,040
Dean, Education	33,000	31,450	35,976	33,739
Dean, Continuing Education	28,875	26,160	32,060	27,256
Dean, Occupation Studies/ Vocational Education	28,636	27,000	33,690	24,050
Cases	216	77	94	151

SOURCE: College and University Personnel Association.

NOTE: WICHE States are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.
Northwestern States are Alaska, Idaho, Montana, Oregon, Utah, Washington, and Wyoming.
Western States are California, Hawaii, Nevada, and Guam*.
Southwestern States are Arizona, Arkansas*, Colorado, New Mexico, Oklahoma*, and Texas*.

* Not members of the WICHE Compact.

Appendix A

Administrative Salaries in the West, 1978-79

Table 7

Administrative Salaries in Public and Private Colleges
and Universities in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$45,500	\$42,202	\$53,000	48
2.0 Chief Executive Officer, Single Institution.....	\$41,870	\$35,000	\$47,500	162
3.0 Executive Vice President.....	\$37,196	\$29,300	\$40,512	58
4.0 Chief Academic Officer.....	\$34,000	\$28,400	\$40,128	170
5.0 Chief Planning Officer.....	\$31,895	\$27,744	\$38,700	39
6.0 Chief Business Officer.....	\$31,860	\$26,598	\$37,003	173
7.0 Chief Budgeting Officer.....	\$25,417	\$20,964	\$29,136	50
8.0 Chief Development Officer.....	\$27,500	\$23,500	\$33,200	72
9.0 Chief Public Relations Officer.....	\$20,904	\$17,000	\$25,440	86
10.0 Director, Alumni Affairs.....	\$18,228	\$15,816	\$20,964	70
11.0 Chief Health Professions Officer.....	\$39,000	\$29,261	\$50,000	15
12.0 Chief Student Affairs Officer.....	\$29,266	\$24,300	\$35,008	162
13.0 Registrar.....	\$20,458	\$14,850	\$24,840	131
14.0 Director, Admissions.....	\$21,396	\$17,000	\$27,100	118
15.0 Director, Student Financial Aid.....	\$20,139	\$16,800	\$23,700	159
16.0 Director, Student Placement.....	\$19,170	\$15,500	\$23,609	106
17.0 Director, Student Counseling.....	\$25,100	\$19,110	\$31,325	120
18.0 Director, Student Union.....	\$21,000	\$17,628	\$26,508	68
19.0 Director, Student Health Services.....	\$28,548	\$16,045	\$42,024	74
20.0 Director, Student Housing.....	\$17,013	\$14,000	\$23,016	82
21.0 Director, Food Services.....	\$18,000	\$13,795	\$22,880	66
22.0 Director, Physical Plant.....	\$22,276	\$17,360	\$26,100	156
23.0 Director, Purchasing.....	\$20,136	\$16,032	\$23,608	93
24.0 Director, Bookstore.....	\$16,250	\$12,069	\$19,400	127
25.0 Director, Campus Security.....	\$18,000	\$14,000	\$22,488	101
26.0 Director, Legal Services.....	\$32,300	\$26,143	\$37,200	18
27.0 Director, Personnel/Human Resources.....	\$23,820	\$20,295	\$28,208	72
28.0 Director, Affirmative Action/Equal Employment.....	\$20,628	\$18,924	\$25,152	54
29.0 Director, Library Services.....	\$24,156	\$19,060	\$32,300	169
30.0 Director, Computer Center.....	\$24,000	\$19,321	\$29,124	109
31.0 Director, Information Systems.....	\$27,019	\$23,412	\$31,357	31
32.0 Director, Information Office.....	\$19,230	\$15,500	\$25,013	74
33.0 Director, Community Services.....	\$24,400	\$21,300	\$30,430	56
34.0 Director, Institutional Research.....	\$27,400	\$22,900	\$32,292	59
35.0 Comptroller.....	\$25,000	\$20,616	\$29,141	99
36.0 Director, Athletics.....	\$26,258	\$21,500	\$31,524	107
37.0 Chief Development and Public Relations Officer.....	\$29,800	\$18,000	\$35,064	23
38.0 Chief Planning and Budget Officer.....	\$35,900	\$31,000	\$43,500	22
39.0 Director, Admissions and Financial Aid.....	\$22,425	\$18,800	\$26,875	15
40.0 Director, Housing and Food Services.....	\$23,500	\$22,032	\$27,065	13
41.0 Director, Personnel and Affirmative Action.....	\$20,068	\$17,100	\$27,002	32
42.0 Director, Development and Alumni Affairs.....	\$29,136	\$20,004	\$30,014	3
43.0 Director of Admissions and Registrar.....	\$27,938	\$22,250	\$31,524	32
44.0 Registrar and some other position (excluding 43.0).....	\$17,250	\$14,000	\$21,018	10
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$21,092	\$21,000	\$26,766	10
46.0 Director, Student Counseling and Placement.....	\$18,300	\$18,084	\$28,400	5
48.0 Director of Housing and some other position (excluding 40.0).....	\$13,643	\$10,938	\$21,931	3
49.0 Director of Personnel and some other position (excluding 41.0).....	\$19,313	\$18,084	\$31,956	6
50.0 Director of Affirmative Action and some other position (excluding 41.0).....	\$21,777	\$14,500	\$28,337	3
51.0 Dean, Architecture.....	\$35,976	\$34,300	\$43,000	7
52.0 Dean, Agriculture.....	\$40,508	\$35,976	\$42,891	15
53.0 Dean, Arts and Letters.....	\$29,200	\$25,310	\$34,062	15
54.0 Dean, Arts and Sciences.....	\$34,300	\$27,000	\$37,500	41
55.0 Dean, Business.....	\$34,062	\$26,880	\$36,000	87
56.0 Dean, Communications.....	\$26,880	\$23,043	\$32,676	23
57.0 Dean, Continuing Education.....	\$28,875	\$23,250	\$34,910	69
58.0 Dean, Dentistry.....	\$35,000	\$33,381	\$51,500	6
59.0 Dean, Education.....	\$33,000	\$28,749	\$36,700	55
60.0 Dean, Engineering.....	\$36,652	\$31,762	\$41,208	37
61.0 Dean, Extension.....	\$32,640	\$17,302	\$35,976	11
62.0 Dean, Fine Arts.....	\$32,064	\$22,496	\$35,976	33
63.0 Dean, Graduate Programs.....	\$33,636	\$27,348	\$36,369	54
64.0 Dean, Health Related Professions.....	\$28,548	\$26,088	\$32,697	36
65.0 Dean, Home Economics.....	\$34,000	\$26,340	\$39,000	10
66.0 Dean, Humanities.....	\$27,413	\$24,000	\$35,035	37
67.0 Dean, Instruction.....	\$35,976	\$27,798	\$38,296	9
68.0 Dean, Law.....	\$47,435	\$43,920	\$51,400	23
69.0 Dean, Library and Information Sciences.....	\$34,412	\$29,460	\$35,976	13
70.0 Dean, Medicine.....	\$57,300	\$30,515	\$58,630	8
71.0 Dean, Music.....	\$26,026	\$23,048	\$31,524	14
72.0 Dean, Nursing.....	\$31,524	\$23,052	\$37,992	31
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$28,636	\$25,500	\$33,600	52
74.0 Dean, Pharmacy.....	\$45,050	\$34,600	\$48,000	9
75.0 Dean, Public Health.....	\$29,890	\$20,726	\$35,976	4
76.0 Dean, Sciences.....	\$28,613	\$23,633	\$33,228	53
77.0 Dean, Social Sciences.....	\$27,985	\$22,426	\$31,468	52
78.0 Dean, Social Work.....	\$34,000	\$29,400	\$36,600	12
79.0 Dean, Special Programs.....	\$27,575	\$24,087	\$34,746	19
80.0 Dean, Undergraduate Programs.....	\$34,296	\$28,000	\$35,976	10

SOURCE: College and University Personnel Association.

Table 8

Administrative Salaries in Public Colleges and Universities
in the West, 1978-79

POST TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$44,357	\$41,604	\$49,000	40
2.0 Chief Executive Officer, Single Institution.....	\$42,750	\$38,009	\$48,000	101
3.0 Executive Vice President.....	\$38,140	\$35,761	\$40,512	37
4.0 Chief Academic Officer.....	\$35,790	\$31,500	\$40,512	108
5.0 Chief Planning Officer.....	\$34,296	\$30,196	\$38,700	33
6.0 Chief Business Officer.....	\$33,588	\$29,310	\$37,627	118
7.0 Chief Budgeting Officer.....	\$26,316	\$20,988	\$29,136	43
8.0 Chief Development Officer.....	\$28,829	\$25,586	\$33,600	30
9.0 Chief Public Relations Officer.....	\$21,528	\$17,927	\$30,408	48
10.0 Director, Alumni Affairs.....	\$20,237	\$18,756	\$24,586	30
11.0 Chief Health Professions Officer.....	\$39,000	\$31,788	\$49,400	13
12.0 Chief Student Affairs Officer.....	\$32,712	\$27,874	\$35,976	107
13.0 Registrar.....	\$23,383	\$19,332	\$25,692	77
14.0 Director, Admissions.....	\$24,220	\$20,485	\$29,656	59
15.0 Director, Student Financial Aid.....	\$21,980	\$19,056	\$25,884	104
16.0 Director, Student Placement.....	\$22,140	\$19,300	\$26,208	65
17.0 Director, Student Counseling.....	\$26,823	\$22,782	\$31,524	89
18.0 Director, Student Union.....	\$22,791	\$19,582	\$27,269	53
19.0 Director, Student Health Services.....	\$31,815	\$20,070	\$44,004	54
20.0 Director, Student Housing.....	\$21,636	\$17,550	\$25,272	46
21.0 Director, Food Services.....	\$19,846	\$16,128	\$24,368	41
22.0 Director, Physical Plant.....	\$24,286	\$20,988	\$28,341	100
23.0 Director, Purchasing.....	\$21,700	\$18,600	\$25,284	70
24.0 Director, Bookstore.....	\$18,444	\$14,856	\$21,600	81
25.0 Director, Campus Security.....	\$19,536	\$15,516	\$24,120	75
26.0 Director, Legal Services.....	\$32,300	\$26,143	\$36,317	12
27.0 Director, Personnel/Human Resources.....	\$26,508	\$22,265	\$29,136	55
28.0 Director, Affirmative Action/Equal Employment.....	\$21,240	\$19,092	\$25,200	49
29.0 Director, Library Services.....	\$28,816	\$22,000	\$35,316	106
30.0 Director, Computer Center.....	\$25,475	\$20,785	\$31,524	77
31.0 Director, Information Systems.....	\$27,960	\$24,500	\$31,357	24
32.0 Director, Information Office.....	\$21,750	\$17,724	\$26,220	54
33.0 Director, Community Services.....	\$25,344	\$22,452	\$30,650	49
34.0 Director, Institutional Research.....	\$28,668	\$23,633	\$33,351	51
35.0 Comptroller.....	\$26,083	\$21,216	\$30,200	63
36.0 Director, Athletics.....	\$27,721	\$23,208	\$31,524	78
37.0 Chief Development and Public Relations Officer.....	\$30,000	\$29,000	\$35,064	10
38.0 Chief Planning and Budget Officer.....	\$41,000	\$32,060	\$44,000	18
39.0 Director, Admissions and Financial Aid.....	\$23,359	\$20,904	\$26,875	9
40.0 Director, Housing and Food Services.....	\$24,398	\$22,600	\$27,065	9
41.0 Director, Personnel and Affirmative Action.....	\$22,656	\$17,100	\$29,000	20
42.0 Director, Development and Alumni Affairs.....	\$29,136	\$20,004	\$30,014	3
43.0 Director of Admissions and Registrar.....	\$28,472	\$23,187	\$31,524	29
44.0 Registrar and some other position (excluding 43.0).....	\$21,018	\$17,250	\$37,104	3
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$26,356	\$24,086	\$28,206	6
46.0 Director, Student Counseling and Placement.....	\$18,300	\$18,084	\$31,524	3
49.0 Director of Personnel and some other position (excluding 41.0).....	\$19,313	\$18,084	\$31,956	6
50.0 Director of Affirmative Action and some other position (excluding 41.0).....	\$21,777	\$14,500	\$28,337	3
51.0 Dean, Architecture.....	\$35,976	\$34,300	\$43,000	7
52.0 Dean, Agriculture.....	\$40,508	\$35,976	\$42,891	14
53.0 Dean, Arts and Letters.....	\$30,841	\$25,700	\$34,062	12
54.0 Dean, Arts and Sciences.....	\$35,747	\$30,316	\$38,750	27
55.0 Dean, Business.....	\$34,507	\$27,983	\$35,976	67
56.0 Dean, Communications.....	\$29,618	\$26,243	\$34,746	17
57.0 Dean, Continuing Education.....	\$31,520	\$27,300	\$35,976	51
58.0 Dean, Dentistry.....	\$33,381	\$33,372	\$50,200	4
59.0 Dean, Education.....	\$35,976	\$31,850	\$38,750	38
60.0 Dean, Engineering.....	\$35,976	\$35,976	\$41,208	30
61.0 Dean, Extension.....	\$35,700	\$31,524	\$35,976	8
62.0 Dean, Fine Arts.....	\$34,746	\$29,393	\$35,976	24
63.0 Dean, Graduate Programs.....	\$35,976	\$32,712	\$38,520	34
64.0 Dean, Health Related Professions.....	\$29,040	\$27,311	\$32,712	33
65.0 Dean, Home Economics.....	\$35,976	\$31,524	\$39,000	9
66.0 Dean, Humanities.....	\$30,343	\$25,000	\$35,976	27
67.0 Dean, Instruction.....	\$35,976	\$27,798	\$38,296	9
68.0 Dean, Law.....	\$46,000	\$43,920	\$48,500	9
69.0 Dean, Library and Information Sciences.....	\$34,412	\$29,460	\$35,976	13
70.0 Dean, Medicine.....	\$58,344	\$57,300	\$58,630	5
71.0 Dean, Music.....	\$31,200	\$25,300	\$32,148	8
72.0 Dean, Nursing.....	\$31,739	\$27,364	\$37,992	25
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$29,383	\$26,000	\$33,690	51
74.0 Dean, Pharmacy.....	\$37,380	\$34,507	\$48,000	8
75.0 Dean, Public Health.....	\$35,976	\$29,890	\$55,836	3
76.0 Dean, Sciences.....	\$30,264	\$26,000	\$34,746	40
77.0 Dean, Social Sciences.....	\$29,000	\$25,000	\$33,425	40
78.0 Dean, Social Work.....	\$35,976	\$32,712	\$37,250	11
79.0 Dean, Special Programs.....	\$27,983	\$24,638	\$34,994	15
80.0 Dean, Undergraduate Programs.....	\$34,797	\$34,296	\$35,976	5

SOURCE: College and University Personnel Association.

Table 9

Administrative Salaries in Private Colleges and Universities
in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$55,000	\$46,560	\$60,000	8
2.0 Chief Executive Officer, Single Institution.....	\$37,000	\$27,500	\$45,000	61
3.0 Executive Vice President.....	\$32,000	\$24,000	\$38,500	21
4.0 Chief Academic Officer.....	\$28,750	\$21,866	\$37,000	62
5.0 Chief Planning Officer.....	\$27,000	\$19,000	\$28,000	6
6.0 Chief Business Officer.....	\$23,000	\$20,472	\$35,000	55
7.0 Chief Budgeting Officer.....	\$23,300	\$11,940	\$34,825	7
8.0 Chief Development Officer.....	\$25,393	\$22,740	\$33,200	42
9.0 Chief Public Relations Officer.....	\$19,500	\$15,500	\$23,500	38
10.0 Director, Alumni Affairs.....	\$16,280	\$14,770	\$19,380	40
12.0 Chief Student Affairs Officer.....	\$23,000	\$19,069	\$27,560	55
13.0 Registrar.....	\$16,000	\$12,448	\$20,458	54
14.0 Director, Admissions.....	\$19,008	\$15,000	\$21,720	57
15.0 Director, Student Financial Aid.....	\$16,800	\$12,700	\$19,405	55
16.0 Director, Student Placement.....	\$15,444	\$13,920	\$19,784	41
17.0 Director, Student Counseling.....	\$18,000	\$16,259	\$21,086	31
18.0 Director, Student Union.....	\$15,200	\$9,840	\$18,628	15
19.0 Director, Student Health Services.....	\$15,840	\$11,000	\$28,500	20
20.0 Director, Student Housing.....	\$14,000	\$11,130	\$16,000	36
21.0 Director, Food Services.....	\$13,200	\$11,000	\$19,450	25
22.0 Director, Physical Plant.....	\$16,800	\$13,500	\$21,940	56
23.0 Director, Purchasing.....	\$12,900	\$10,595	\$17,980	23
24.0 Director, Bookstore.....	\$12,180	\$10,296	\$15,600	46
25.0 Director, Campus Security.....	\$14,088	\$11,500	\$18,000	26
26.0 Director, Legal Services.....	\$26,667	\$18,924	\$37,200	6
27.0 Director, Personnel/Human Resources.....	\$17,500	\$11,000	\$19,900	17
28.0 Director, Affirmative Action/Equal Employment.....	\$17,300	\$9,400	\$18,924	5
29.0 Director, Library Services.....	\$18,838	\$15,070	\$22,000	63
30.0 Director, Computer Center.....	\$19,700	\$16,787	\$23,700	32
31.0 Director, Information Systems.....	\$21,800	\$15,972	\$29,412	7
32.0 Director, Information Office.....	\$13,500	\$11,178	\$17,465	20
33.0 Director, Community Services.....	\$20,830	\$14,375	\$23,556	7
34.0 Director, Institutional Research.....	\$18,000	\$16,300	\$20,500	8
35.0 Comptroller.....	\$21,800	\$16,050	\$25,585	36
36.0 Director, Athletics.....	\$21,000	\$18,000	\$25,000	29
37.0 Chief Development and Public Relations Officer.....	\$22,560	\$17,893	\$31,200	13
38.0 Chief Planning and Budget Officer.....	\$30,000	\$18,936	\$33,000	4
39.0 Director, Admissions and Financial Aid.....	\$17,780	\$13,008	\$23,600	6
40.0 Director, Housing and Food Services.....	\$18,000	\$9,360	\$23,000	4
41.0 Director, Personnel and Affirmative Action.....	\$19,200	\$16,000	\$22,000	12
43.0 Director of Admissions and Registrar.....	\$19,513	\$14,708	\$42,660	3
44.0 Registrar and some other position (excluding 43.0).....	\$17,160	\$11,672	\$19,800	7
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$16,000	\$14,500	\$21,000	4
53.0 Dean, Arts and Letters.....	\$19,500	\$12,593	\$20,850	3
54.0 Dean, Arts and Sciences.....	\$27,000	\$18,924	\$34,300	14
55.0 Dean, Business.....	\$28,511	\$18,900	\$36,000	20
56.0 Dean, Communications.....	\$15,400	\$10,500	\$17,871	6
57.0 Dean, Continuing Education.....	\$19,340	\$16,500	\$26,467	18
59.0 Dean, Education.....	\$23,349	\$20,760	\$31,450	17
60.0 Dean, Engineering.....	\$38,750	\$28,477	\$45,858	7
61.0 Dean, Extension.....	\$11,600	\$10,020	\$17,302	3
62.0 Dean, Fine Arts.....	\$17,878	\$16,000	\$22,496	9
63.0 Dean, Graduate Programs.....	\$24,500	\$20,000	\$28,892	20
64.0 Dean, Health Related Professions.....	\$18,963	\$12,885	\$20,726	3
66.0 Dean, Humanities.....	\$22,733	\$14,535	\$26,600	10
68.0 Dean, Law.....	\$50,000	\$44,958	\$53,880	14
70.0 Dean, Medicine.....	\$30,515	\$30,000	\$87,000	3
71.0 Dean, Music.....	\$19,168	\$15,550	\$29,925	6
72.0 Dean, Nursing.....	\$22,711	\$20,726	\$31,150	6
76.0 Dean, Sciences.....	\$20,647	\$17,316	\$24,857	13
77.0 Dean, Social Sciences.....	\$17,316	\$13,600	\$20,200	12
79.0 Dean, Special Programs.....	\$24,087	\$11,554	\$24,612	4
80.0 Dean, Undergraduate Programs.....	\$28,000	\$21,400	\$39,948	5

SOURCE: College and University Personnel Association.

Table 10

Administrative Salaries in Public Two-Year Colleges
in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$42,760	\$39,900	\$46,863	30
2.0 Chief Executive Officer, Single Institution.....	\$39,751	\$35,076	\$43,433	55
3.0 Executive Vice President.....	\$36,971	\$31,860	\$39,500	19
4.0 Chief Academic Officer.....	\$32,584	\$28,600	\$35,500	57
5.0 Chief Planning Officer.....	\$30,676	\$28,224	\$35,572	14
6.0 Chief Business Officer.....	\$30,551	\$26,642	\$34,363	65
7.0 Chief Budgeting Officer.....	\$26,316	\$20,719	\$28,840	15
8.0 Chief Development Officer.....	\$25,949	\$22,100	\$29,417	13
9.0 Chief Public Relations Officer.....	\$18,000	\$15,724	\$20,556	24
10.0 Director, Alumni Affairs.....	\$17,500	\$16,245	\$39,000	3
11.0 Chief Health Professions Officer.....	\$29,261	\$27,373	\$31,788	5
12.0 Chief Student Affairs Officer.....	\$31,000	\$26,732	\$34,573	60
13.0 Registrar.....	\$23,170	\$15,000	\$27,294	37
14.0 Director, Admissions.....	\$26,656	\$18,852	\$30,000	23
15.0 Director, Student Financial Aid.....	\$21,176	\$17,653	\$24,420	57
16.0 Director, Student Placement.....	\$19,800	\$17,162	\$23,609	29
17.0 Director, Student Counseling.....	\$26,959	\$21,050	\$32,900	51
18.0 Director, Student Union.....	\$20,010	\$19,492	\$28,800	19
19.0 Director, Student Health Services.....	\$20,070	\$14,702	\$26,686	17
20.0 Director, Student Housing.....	\$14,330	\$12,828	\$15,000	9
21.0 Director, Food Services.....	\$16,128	\$14,000	\$19,846	22
22.0 Director, Physical Plant.....	\$21,396	\$18,550	\$24,396	52
23.0 Director, Purchasing.....	\$20,136	\$17,280	\$23,208	27
24.0 Director, Bookstore.....	\$16,706	\$13,548	\$18,636	42
25.0 Director, Campus Security.....	\$17,232	\$13,788	\$20,028	38
27.0 Director, Personnel/Human Resources.....	\$26,478	\$23,279	\$30,000	17
28.0 Director, Affirmative Action/Equal Employment.....	\$21,081	\$17,500	\$24,217	16
29.0 Director, Library Services.....	\$24,756	\$20,500	\$30,132	57
30.0 Director, Computer Center.....	\$21,624	\$18,500	\$26,076	32
31.0 Director, Information Systems.....	\$24,500	\$23,412	\$25,586	8
32.0 Director, Information Office.....	\$17,787	\$16,903	\$21,752	21
33.0 Director, Community Services.....	\$24,400	\$21,433	\$26,598	34
34.0 Director, Institutional Research.....	\$23,729	\$21,967	\$31,191	19
35.0 Comptroller.....	\$22,000	\$19,800	\$26,750	26
36.0 Director, Athletics.....	\$25,500	\$21,477	\$29,378	34
37.0 Chief Development and Public Relations Officer.....	\$29,800	\$25,150	\$30,400	3
38.0 Chief Planning and Budget Officer.....	\$31,000	\$23,625	\$41,000	6
39.0 Director, Admissions and Financial Aid.....	\$23,359	\$20,904	\$26,875	8
41.0 Director, Personnel and Affirmative Action.....	\$20,068	\$17,100	\$27,002	11
43.0 Director of Admissions and Registrar.....	\$24,781	\$23,187	\$29,952	17
44.0 Registrar and some other position (excluding 43.0).....	\$21,018	\$17,250	\$37,104	3
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$26,356	\$21,018	\$26,766	3
49.0 Director of Personnel and some other position (excluding 41.0).....	\$18,084	\$17,395	\$19,313	4
53.0 Dean, Arts and Letters.....	\$29,200	\$25,700	\$30,841	4
54.0 Dean, Arts and Sciences.....	\$29,261	\$25,000	\$34,412	7
55.0 Dean, Business.....	\$26,996	\$23,570	\$30,841	28
56.0 Dean, Communications.....	\$28,531	\$25,899	\$31,468	13
57.0 Dean, Continuing Education.....	\$28,875	\$25,586	\$33,500	23
60.0 Dean, Engineering.....	\$30,796	\$27,983	\$36,652	5
62.0 Dean, Fine Arts.....	\$28,920	\$22,676	\$34,746	8
64.0 Dean, Health Related Professions.....	\$27,878	\$25,593	\$29,261	20
66.0 Dean, Humanities.....	\$27,413	\$21,432	\$33,764	15
67.0 Dean, Instruction.....	\$35,684	\$26,275	\$40,002	7
69.0 Dean, Library and Information Sciences.....	\$32,508	\$23,911	\$34,412	5
72.0 Dean, Nursing.....	\$27,364	\$20,960	\$31,739	11
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$28,598	\$26,000	\$33,381	41
76.0 Dean, Sciences.....	\$27,850	\$23,694	\$30,529	23
77.0 Dean, Social Sciences.....	\$27,985	\$24,647	\$30,841	24
79.0 Dean, Special Programs.....	\$27,983	\$24,638	\$34,746	13

SOURCE: College and University Personnel Association.

Table 11

Administrative Salaries in Public Four-Year Colleges
in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
2.0 Chief Executive Officer, Single Institution.....	\$43,788	\$39,000	\$48,300	14
3.0 Executive Vice President.....	\$37,380	\$32,700	\$39,000	7
4.0 Chief Academic Officer.....	\$37,140	\$34,000	\$40,128	14
5.0 Chief Planning Officer.....	\$34,418	\$26,468	\$39,300	3
6.0 Chief Business Officer.....	\$31,200	\$29,479	\$36,432	16
7.0 Chief Budgeting Officer.....	\$22,452	\$21,960	\$23,040	4
8.0 Chief Development Officer.....	\$30,060	\$24,420	\$36,658	3
9.0 Chief Public Relations Officer.....	\$22,684	\$20,904	\$32,500	8
10.0 Director, Alumni Affairs.....	\$21,713	\$20,000	\$30,606	5
12.0 Chief Student Affairs Officer.....	\$30,160	\$25,849	\$34,392	12
13.0 Registrar.....	\$24,500	\$19,910	\$24,840	14
14.0 Director, Admissions.....	\$21,720	\$20,300	\$22,500	13
15.0 Director, Student Financial Aid.....	\$19,408	\$18,228	\$22,610	14
16.0 Director, Student Placement.....	\$23,556	\$19,440	\$26,252	9
17.0 Director, Student Counseling.....	\$23,244	\$20,220	\$26,823	9
18.0 Director, Student Union.....	\$21,000	\$19,428	\$22,791	9
19.0 Director, Student Health Services.....	\$31,815	\$18,772	\$35,388	8
20.0 Director, Student Housing.....	\$19,300	\$17,700	\$25,884	10
21.0 Director, Food Services.....	\$18,200	\$17,766	\$22,880	3
22.0 Director, Physical Plant.....	\$23,052	\$22,000	\$24,300	13
23.0 Director, Purchasing.....	\$16,800	\$16,404	\$19,500	8
24.0 Director, Bookstore.....	\$18,036	\$12,500	\$18,768	12
25.0 Director, Campus Security.....	\$15,500	\$13,427	\$19,536	8
27.0 Director, Personnel/Human Resources.....	\$22,265	\$21,750	\$22,620	5
28.0 Director, Affirmative Action/Equal Employment.....	\$19,416	\$19,092	\$21,500	4
29.0 Director, Library Services.....	\$24,156	\$21,000	\$32,818	15
30.0 Director, Computer Center.....	\$22,800	\$21,500	\$26,760	15
32.0 Director, Information Office.....	\$22,000	\$19,500	\$26,800	7
34.0 Director, Institutional Research.....	\$31,500	\$20,093	\$33,492	7
35.0 Comptroller.....	\$21,350	\$21,000	\$30,800	10
36.0 Director, Athletics.....	\$24,336	\$21,720	\$31,224	15
41.0 Director, Personnel and Affirmative Action.....	\$17,000	\$16,500	\$21,200	4
43.0 Director of Admissions and Registrar.....	\$20,000	\$18,034	\$22,700	3
53.0 Dean, Arts and Letters.....	\$25,400	\$25,310	\$29,000	3
54.0 Dean, Arts and Sciences.....	\$35,976	\$30,316	\$38,750	5
55.0 Dean, Business.....	\$35,150	\$29,000	\$37,500	7
57.0 Dean, Continuing Education.....	\$31,520	\$26,160	\$35,976	6
59.0 Dean, Education.....	\$31,850	\$31,122	\$35,976	8
60.0 Dean, Engineering.....	\$31,470	\$27,560	\$43,500	3
62.0 Dean, Fine Arts.....	\$38,750	\$18,276	\$42,408	3
63.0 Dean, Graduate Programs.....	\$32,484	\$27,094	\$37,000	8
64.0 Dean, Health Related Professions.....	\$28,548	\$28,000	\$35,388	4
66.0 Dean, Humanities.....	\$24,353	\$24,132	\$28,000	4
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$26,893	\$24,960	\$30,000	4
76.0 Dean, Sciences.....	\$31,466	\$29,000	\$32,400	5
77.0 Dean, Social Sciences.....	\$28,500	\$25,000	\$30,582	5

SOURCE: College and University Personnel Association.

Table 12

Administrative Salaries in Public Universities
in the West, 1978-79

POST TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$53,000	\$48,000	\$53,800	6
2.0 Chief Executive Officer, Single Institution.....	\$52,284	\$45,336	\$54,900	32
3.0 Executive Vice President.....	\$40,512	\$40,512	\$48,800	11
4.0 Chief Academic Officer.....	\$40,512	\$38,628	\$48,000	36
5.0 Chief Planning Officer.....	\$35,976	\$31,200	\$40,512	16
6.0 Chief Business Officer.....	\$38,600	\$35,976	\$43,700	37
7.0 Chief Budgeting Officer.....	\$27,300	\$20,964	\$29,453	24
8.0 Chief Development Officer.....	\$29,370	\$27,500	\$35,064	14
9.0 Chief Public Relations Officer.....	\$31,000	\$23,016	\$34,500	16
10.0 Director, Alumni Affairs.....	\$20,237	\$19,032	\$23,400	22
11.0 Chief Health Professions Officer.....	\$49,400	\$42,816	\$63,000	7
12.0 Chief Student Affairs Officer.....	\$35,976	\$31,800	\$39,000	35
13.0 Registrar.....	\$23,520	\$20,966	\$25,459	26
14.0 Director, Admissions.....	\$27,100	\$21,465	\$31,524	23
15.0 Director, Student Financial Aid.....	\$24,624	\$22,008	\$27,348	33
16.0 Director, Student Placement.....	\$23,600	\$21,591	\$27,348	27
17.0 Director, Student Counseling.....	\$27,348	\$24,777	\$31,524	29
18.0 Director, Student Union.....	\$24,365	\$22,277	\$27,348	25
19.0 Director, Student Health Services.....	\$43,300	\$36,000	\$44,076	29
20.0 Director, Student Housing.....	\$23,016	\$20,405	\$25,500	27
21.0 Director, Food Services.....	\$23,640	\$21,306	\$26,508	16
22.0 Director, Physical Plant.....	\$29,000	\$25,878	\$30,090	35
23.0 Director, Purchasing.....	\$23,000	\$21,000	\$25,284	35
24.0 Director, Bookstore.....	\$23,256	\$20,004	\$26,100	27
25.0 Director, Campus Security.....	\$25,896	\$21,875	\$25,896	29
26.0 Director, Legal Services.....	\$32,300	\$28,860	\$36,317	9
27.0 Director, Personnel/Human Resources.....	\$26,508	\$22,276	\$29,136	32
28.0 Director, Affirmative Action/Equal Employment.....	\$21,240	\$19,904	\$26,505	29
29.0 Director, Library Services.....	\$35,506	\$32,300	\$35,976	34
30.0 Director, Computer Center.....	\$31,524	\$27,660	\$33,000	29
31.0 Director, Information Systems.....	\$30,000	\$27,960	\$33,492	14
32.0 Director, Information Office.....	\$25,013	\$19,092	\$29,136	25
33.0 Director, Community Services.....	\$30,650	\$24,300	\$32,300	14
34.0 Director, Institutional Research.....	\$30,000	\$26,100	\$33,492	25
35.0 Comptroller.....	\$28,600	\$26,100	\$32,028	26
36.0 Director, Athletics.....	\$31,524	\$29,016	\$33,200	29
37.0 Chief Development and Public Relations Officer.....	\$35,064	\$35,064	\$45,000	5
38.0 Chief Planning and Budget Officer.....	\$41,000	\$34,254	\$44,000	10
40.0 Director, Housing and Food Services.....	\$24,398	\$23,500	\$30,300	5
41.0 Director, Personnel and Affirmative Action.....	\$31,524	\$25,200	\$32,712	5
42.0 Director, Development and Alumni Affairs.....	\$29,136	\$20,004	\$30,014	3
43.0 Director of Admissions and Registrar.....	\$31,524	\$31,262	\$35,844	9
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$28,206	\$24,086	\$31,524	3
51.0 Dean, Architecture.....	\$35,976	\$34,300	\$43,000	6
52.0 Dean, Agriculture.....	\$40,508	\$35,976	\$42,816	12
53.0 Dean, Arts and Letters.....	\$35,976	\$32,712	\$35,976	5
54.0 Dean, Arts and Sciences.....	\$37,500	\$34,694	\$43,836	15
55.0 Dean, Business.....	\$35,976	\$34,962	\$38,501	32
56.0 Dean, Communications.....	\$35,976	\$30,912	\$35,976	4
57.0 Dean, Continuing Education.....	\$33,800	\$30,000	\$35,976	22
59.0 Dean, Education.....	\$35,976	\$32,400	\$38,813	28
60.0 Dean, Engineering.....	\$36,900	\$35,976	\$42,456	22
61.0 Dean, Extension.....	\$35,976	\$32,640	\$39,300	6
62.0 Dean, Fine Arts.....	\$35,141	\$32,712	\$35,976	13
63.0 Dean, Graduate Programs.....	\$35,976	\$34,487	\$38,520	26
64.0 Dean, Health Related Professions.....	\$32,712	\$31,524	\$36,000	9
65.0 Dean, Home Economics.....	\$35,976	\$31,524	\$41,800	7
66.0 Dean, Humanities.....	\$35,976	\$31,200	\$36,000	8
68.0 Dean, Law.....	\$45,400	\$40,997	\$48,500	8
69.0 Dean, Library and Information Sciences.....	\$35,931	\$30,384	\$35,976	6
70.0 Dean, Medicine.....	\$58,344	\$57,300	\$58,630	5
71.0 Dean, Music.....	\$31,524	\$31,200	\$37,954	6
72.0 Dean, Nursing.....	\$32,712	\$31,524	\$41,800	12
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$33,024	\$31,524	\$35,976	6
74.0 Dean, Pharmacy.....	\$37,380	\$34,507	\$48,000	8
76.0 Dean, Sciences.....	\$35,976	\$32,712	\$38,412	12
77.0 Dean, Social Sciences.....	\$35,976	\$29,748	\$35,976	11
78.0 Dean, Social Work.....	\$34,000	\$32,712	\$35,976	9
80.0 Dean, Undergraduate Programs.....	\$34,797	\$34,296	\$35,976	5

SOURCE: College and University Personnel Association.

Table 13

Administrative Salaries in Public and Private Two-Year Colleges
in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$43,760	\$39,900	\$46,863	30
2.0 Chief Executive Officer, Single Institution.....	\$39,751	\$35,076	\$43,228	57
3.0 Executive Vice President.....	\$36,971	\$31,860	\$38,140	21
4.0 Chief Academic Officer.....	\$32,308	\$28,428	\$35,500	59
5.0 Chief Planning Officer.....	\$30,676	\$28,224	\$35,572	14
6.0 Chief Business Officer.....	\$30,551	\$26,642	\$34,363	65
7.0 Chief Budgeting Officer.....	\$25,417	\$20,719	\$28,752	17
8.0 Chief Development Officer.....	\$25,949	\$22,100	\$29,417	13
9.0 Chief Public Relations Officer.....	\$18,000	\$16,200	\$21,000	25
10.0 Director, Alumni Affairs.....	\$17,000	\$16,245	\$17,500	4
11.0 Chief Health Professions Officer.....	\$29,261	\$27,373	\$31,788	5
12.0 Chief Student Affairs Officer.....	\$30,518	\$26,732	\$34,573	62
13.0 Registrar.....	\$22,195	\$14,532	\$27,294	39
14.0 Director, Admissions.....	\$24,700	\$18,852	\$29,656	25
15.0 Director, Student Financial Aid.....	\$20,800	\$17,521	\$24,420	59
16.0 Director, Student Placement.....	\$19,800	\$17,162	\$23,609	29
17.0 Director, Student Counseling.....	\$26,493	\$21,050	\$32,754	52
18.0 Director, Student Union.....	\$19,936	\$18,633	\$26,865	21
19.0 Director, Student Health Services.....	\$20,070	\$14,702	\$27,247	19
20.0 Director, Student Housing.....	\$14,000	\$12,828	\$15,000	10
21.0 Director, Food Services.....	\$16,128	\$14,000	\$19,000	24
22.0 Director, Physical Plant.....	\$21,396	\$18,550	\$24,396	54
23.0 Director, Purchasing.....	\$20,136	\$17,280	\$23,208	27
24.0 Director, Bookstore.....	\$16,848	\$13,548	\$18,720	43
25.0 Director, Campus Security.....	\$17,232	\$13,788	\$20,028	39
27.0 Director, Personnel/Human Resources.....	\$25,844	\$21,933	\$30,000	18
28.0 Director, Affirmative Action/Equal Employment.....	\$21,081	\$17,500	\$24,217	16
29.0 Director, Library Services.....	\$24,364	\$20,415	\$30,132	59
30.0 Director, Computer Center.....	\$21,750	\$19,071	\$26,076	33
31.0 Director, Information Systems.....	\$24,500	\$23,412	\$25,586	8
32.0 Director, Information Office.....	\$17,787	\$16,903	\$21,752	21
33.0 Director, Community Services.....	\$24,400	\$21,433	\$26,598	34
34.0 Director, Institutional Research.....	\$23,729	\$21,967	\$30,000	20
35.0 Comptroller.....	\$22,000	\$19,700	\$25,499	28
36.0 Director, Athletics.....	\$25,376	\$21,370	\$29,370	36
37.0 Chief Development and Public Relations Officer.....	\$29,800	\$25,150	\$30,400	3
38.0 Chief Planning and Budget Officer.....	\$31,000	\$23,625	\$41,000	6
39.0 Director, Admissions and Financial Aid.....	\$23,359	\$20,904	\$26,875	8
41.0 Director, Personnel and Affirmative Action.....	\$20,068	\$17,100	\$27,002	11
43.0 Director of Admissions and Registrar.....	\$24,781	\$23,187	\$29,952	17
44.0 Registrar and some other position (excluding 43.0).....	\$21,018	\$17,250	\$37,104	3
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$26,356	\$21,018	\$26,766	3
49.0 Director of Personnel and some other position (excluding 41.0).....	\$18,084	\$17,393	\$19,313	4
53.0 Dean, Arts and Letters.....	\$29,200	\$25,700	\$30,841	5
54.0 Dean, Arts and Sciences.....	\$29,261	\$25,000	\$34,412	7
55.0 Dean, Business.....	\$26,996	\$23,570	\$30,841	28
56.0 Dean, Communications.....	\$26,880	\$25,200	\$31,468	14
57.0 Dean, Continuing Education.....	\$28,650	\$23,250	\$32,060	24
60.0 Dean, Engineering.....	\$30,796	\$27,983	\$36,652	5
62.0 Dean, Fine Arts.....	\$28,920	\$22,676	\$34,746	9
64.0 Dean, Health Related Professions.....	\$27,878	\$25,593	\$29,261	20
66.0 Dean, Humanities.....	\$27,413	\$21,432	\$33,764	15
67.0 Dean, Instruction.....	\$35,684	\$26,275	\$40,002	7
69.0 Dean, Library and Information Sciences.....	\$32,508	\$23,911	\$34,412	5
72.0 Dean, Nursing.....	\$27,364	\$20,960	\$31,739	11
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$28,598	\$26,000	\$33,381	41
76.0 Dean, Sciences.....	\$27,532	\$23,694	\$30,264	25
77.0 Dean, Social Sciences.....	\$27,983	\$22,823	\$30,841	26
79.0 Dean, Special Programs.....	\$27,983	\$24,638	\$34,746	13

SOURCE: College and University Personnel Association.

Table 14

Administrative Salaries in Public and Private Four-Year
Colleges in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$46,560	\$41,004	\$60,000	4
2.0 Chief Executive Officer, Single Institution.....	\$39,108	\$29,000	\$45,000	53
3.0 Executive Vice President.....	\$36,036	\$27,500	\$39,000	17
4.0 Chief Academic Officer.....	\$29,587	\$22,580	\$37,625	52
5.0 Chief Planning Officer.....	\$28,000	\$26,468	\$34,418	5
6.0 Chief Business Officer.....	\$28,000	\$21,400	\$32,000	49
7.0 Chief Budgeting Officer.....	\$22,452	\$21,960	\$23,040	5
8.0 Chief Development Officer.....	\$24,420	\$21,640	\$31,270	30
9.0 Chief Public Relations Officer.....	\$20,904	\$16,000	\$23,500	31
10.0 Director, Alumni Affairs.....	\$15,972	\$13,750	\$20,000	28
12.0 Chief Student Affairs Officer.....	\$24,000	\$20,000	\$27,560	46
13.0 Registrar.....	\$17,850	\$13,000	\$21,400	47
14.0 Director, Admissions.....	\$19,008	\$14,500	\$21,720	48
15.0 Director, Student Financial Aid.....	\$17,160	\$12,800	\$19,408	45
16.0 Director, Student Placement.....	\$15,980	\$14,200	\$19,300	31
17.0 Director, Student Counseling.....	\$16,725	\$15,625	\$21,164	24
18.0 Director, Student Union.....	\$16,000	\$14,105	\$21,000	18
19.0 Director, Student Health Services.....	\$18,772	\$11,000	\$30,680	20
20.0 Director, Student Housing.....	\$15,500	\$12,448	\$17,940	31
21.0 Director, Food Services.....	\$12,000	\$10,400	\$17,800	17
22.0 Director, Physical Plant.....	\$18,000	\$15,000	\$23,016	43
23.0 Director, Purchasing.....	\$16,032	\$10,800	\$18,036	16
24.0 Director, Bookstore.....	\$12,180	\$10,050	\$15,576	36
25.0 Director, Campus Security.....	\$12,816	\$11,752	\$15,600	17
26.0 Director, Legal Services.....	\$26,667	\$17,000	\$37,200	3
27.0 Director, Personnel/Human Resources.....	\$18,000	\$11,760	\$21,750	12
28.0 Director, Affirmative Action/Equal Employment.....	\$19,416	\$19,092	\$21,500	5
29.0 Director, Library Services.....	\$20,145	\$15,488	\$24,600	52
30.0 Director, Computer Center.....	\$21,996	\$18,720	\$24,012	31
31.0 Director, Information Systems.....	\$15,972	\$15,200	\$21,800	6
32.0 Director, Information Office.....	\$15,804	\$12,000	\$21,750	18
33.0 Director, Community Services.....	\$21,300	\$18,000	\$24,000	7
34.0 Director, Institutional Research.....	\$20,500	\$16,000	\$32,531	10
35.0 Comptroller.....	\$21,000	\$16,050	\$24,500	28
36.0 Director, Athletics.....	\$23,000	\$18,500	\$26,500	30
37.0 Chief Development and Public Relations Officer.....	\$17,893	\$16,800	\$25,000	9
38.0 Chief Planning and Budget Officer.....	\$33,000	\$30,000	\$41,743	3
39.0 Director, Admissions and Financial Aid.....	\$17,780	\$13,008	\$18,800	5
40.0 Director, Housing and Food Services.....	\$21,600	\$18,000	\$23,000	5
41.0 Director, Personnel and Affirmative Action.....	\$19,200	\$16,500	\$22,000	7
43.0 Director of Admissions and Registrar.....	\$18,034	\$14,708	\$20,000	4
44.0 Registrar and some other position (excluding 43.0).....	\$17,160	\$11,672	\$19,800	6
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$16,000	\$14,500	\$21,000	4
53.0 Dean, Arts and Letters.....	\$25,310	\$20,850	\$25,400	5
54.0 Dean, Arts and Sciences.....	\$25,560	\$16,562	\$35,976	8
55.0 Dean, Business.....	\$29,000	\$17,381	\$35,976	13
56.0 Dean, Communications.....	\$15,400	\$10,500	\$17,316	4
57.0 Dean, Continuing Education.....	\$24,000	\$15,600	\$31,520	14
59.0 Dean, Education.....	\$31,100	\$20,760	\$33,500	15
60.0 Dean, Engineering.....	\$27,560	\$20,850	\$31,470	4
61.0 Dean, Extension.....	\$11,600	\$10,020	\$17,302	4
62.0 Dean, Fine Arts.....	\$18,276	\$16,000	\$22,496	8
63.0 Dean, Graduate Programs.....	\$26,737	\$20,500	\$32,484	16
64.0 Dean, Health Related Professions.....	\$28,000	\$18,963	\$35,388	6
66.0 Dean, Humanities.....	\$24,132	\$14,535	\$26,600	8
71.0 Dean, Music.....	\$15,550	\$10,150	\$26,026	3
72.0 Dean, Nursing.....	\$22,711	\$18,883	\$36,500	4
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$26,893	\$24,960	\$30,000	5
76.0 Dean, Sciences.....	\$21,978	\$17,316	\$31,466	11
77.0 Dean, Social Sciences.....	\$19,428	\$15,734	\$25,000	12
79.0 Dean, Special Programs.....	\$24,612	\$11,554	\$24,863	3

SOURCE: College and University Personnel Association.

Table 15

Administrative Salaries in Public and Private Universities
in the West, 1978-79

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$53,000	\$48,000	\$55,000	10
2.0 Chief Executive Officer, Single Institution.....	\$49,100	\$42,750	\$54,900	44
3.0 Executive Vice President.....	\$40,512	\$38,628	\$48,800	15
4.0 Chief Academic Officer.....	\$40,512	\$36,828	\$45,250	50
5.0 Chief Planning Officer.....	\$35,976	\$30,552	\$40,512	19
6.0 Chief Business Officer.....	\$37,627	\$35,000	\$44,304	51
7.0 Chief Budgeting Officer.....	\$27,705	\$21,000	\$33,588	26
8.0 Chief Development Officer.....	\$29,425	\$27,500	\$35,064	25
9.0 Chief Public Relations Officer.....	\$28,000	\$22,968	\$33,400	26
10.0 Director, Alumni Affairs.....	\$20,000	\$18,120	\$23,112	34
11.0 Chief Health Professions Officer.....	\$49,400	\$42,816	\$56,000	8
12.0 Chief Student Affairs Officer.....	\$32,742	\$29,500	\$37,464	50
13.0 Registrar.....	\$23,520	\$19,332	\$25,459	40
14.0 Director, Admissions.....	\$23,766	\$20,431	\$28,500	38
15.0 Director, Student Financial Aid.....	\$22,296	\$19,500	\$26,004	51
16.0 Director, Student Placement.....	\$22,356	\$18,000	\$26,208	39
17.0 Director, Student Counseling.....	\$25,476	\$20,628	\$31,325	43
18.0 Director, Student Union.....	\$24,086	\$21,232	\$27,348	29
19.0 Director, Student Health Services.....	\$42,000	\$30,000	\$44,076	34
20.0 Director, Student Housing.....	\$21,636	\$18,000	\$24,888	39
21.0 Director, Food Services.....	\$23,040	\$20,360	\$26,508	23
22.0 Director, Physical Plant.....	\$27,792	\$23,304	\$29,800	51
23.0 Director, Purchasing.....	\$21,635	\$18,228	\$25,284	46
24.0 Director, Bookstore.....	\$20,030	\$16,095	\$24,500	41
25.0 Director, Campus Security.....	\$22,488	\$17,600	\$25,896	40
26.0 Director, Legal Services.....	\$32,300	\$24,120	\$36,317	12
27.0 Director, Personnel/Human Resources.....	\$26,508	\$21,965	\$29,136	37
28.0 Director, Affirmative Action/Equal Employment.....	\$20,628	\$19,092	\$25,376	32
29.0 Director, Library Services.....	\$33,100	\$23,800	\$35,976	50
30.0 Director, Computer Center.....	\$29,124	\$24,660	\$33,000	40
31.0 Director, Information Systems.....	\$30,000	\$27,960	\$33,492	16
32.0 Director, Information Office.....	\$24,888	\$18,720	\$28,680	30
33.0 Director, Community Services.....	\$30,650	\$24,268	\$32,300	15
34.0 Director, Institutional Research.....	\$28,668	\$24,339	\$33,492	29
35.0 Comptroller.....	\$27,143	\$25,008	\$31,260	38
36.0 Director, Athletics.....	\$31,524	\$26,500	\$32,364	40
37.0 Chief Development and Public Relations Officer.....	\$35,064	\$31,185	\$45,000	10
38.0 Chief Planning and Budget Officer.....	\$40,008	\$32,712	\$43,500	12
40.0 Director, Housing and Food Services.....	\$24,398	\$23,500	\$32,205	6
41.0 Director, Personnel and Affirmative Action.....	\$25,200	\$19,200	\$31,524	13
42.0 Director, Development and Alumni Affairs.....	\$29,136	\$20,004	\$30,014	3
43.0 Director of Admissions and Registrar.....	\$31,524	\$31,262	\$36,144	10
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$28,206	\$24,086	\$31,524	3
51.0 Dean, Architecture.....	\$35,976	\$34,300	\$43,000	6
52.0 Dean, Agriculture.....	\$40,508	\$35,976	\$42,816	12
53.0 Dean, Arts and Letters.....	\$35,976	\$32,712	\$35,976	5
54.0 Dean, Arts and Sciences.....	\$34,694	\$29,748	\$38,412	26
55.0 Dean, Business.....	\$35,976	\$32,970	\$39,500	46
56.0 Dean, Communications.....	\$35,976	\$30,912	\$35,976	5
57.0 Dean, Continuing Education.....	\$31,200	\$26,750	\$35,976	29
58.0 Dean, Dentistry.....	\$50,200	\$35,000	\$51,500	4
59.0 Dean, Education.....	\$35,976	\$31,524	\$36,959	38
60.0 Dean, Engineering.....	\$37,700	\$35,976	\$42,456	28
61.0 Dean, Extension.....	\$35,976	\$32,640	\$39,300	6
62.0 Dean, Fine Arts.....	\$33,000	\$31,572	\$35,976	16
63.0 Dean, Graduate Programs.....	\$35,244	\$31,200	\$37,003	37
64.0 Dean, Health Related Professions.....	\$32,697	\$31,524	\$36,000	10
65.0 Dean, Home Economics.....	\$34,000	\$26,340	\$38,412	8
66.0 Dean, Humanities.....	\$31,200	\$25,166	\$36,000	14
68.0 Dean, Law.....	\$46,100	\$40,997	\$51,400	20
69.0 Dean, Library and Information Sciences.....	\$35,931	\$30,384	\$35,976	6
70.0 Dean, Medicine.....	\$58,344	\$51,000	\$71,000	7
71.0 Dean, Music.....	\$30,003	\$26,000	\$32,148	10
72.0 Dean, Nursing.....	\$32,300	\$29,616	\$41,800	16
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$33,024	\$31,524	\$35,976	6
74.0 Dean, Pharmacy.....	\$45,050	\$34,600	\$48,000	9
75.0 Dean, Public Health.....	\$35,976	\$20,726	\$55,836	3
76.0 Dean, Sciences.....	\$35,976	\$31,200	\$38,412	17
77.0 Dean, Social Sciences.....	\$32,004	\$28,534	\$35,976	14
78.0 Dean, Social Work.....	\$34,000	\$32,712	\$35,976	9
79.0 Dean, Special Programs.....	\$30,300	\$24,087	\$38,628	3
80.0 Dean, Undergraduate Programs.....	\$34,797	\$32,712	\$35,976	8

SOURCE: College and University Personnel Association.

Table 16

Administrative Salaries in Public Colleges and Universities,
in the West, 1978-79: FTE Enrollment 4,999 or Less

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$42,202	\$37,324	\$44,000	18
2.0 Chief Executive Officer, Single Institution.....	\$39,751	\$35,076	\$43,992	56
3.0 Executive Vice President.....	\$35,761	\$29,300	\$37,380	19
4.0 Chief Academic Officer.....	\$33,000	\$29,500	\$35,916	57
5.0 Chief Planning Officer.....	\$30,676	\$27,744	\$34,418	12
6.0 Chief Business Officer.....	\$30,132	\$26,732	\$33,075	64
7.0 Chief Budgeting Officer.....	\$22,452	\$20,719	\$26,865	13
8.0 Chief Development Officer.....	\$25,586	\$22,100	\$28,908	13
9.0 Chief Public Relations Officer.....	\$19,700	\$17,000	\$22,684	23
10.0 Director, Alumni Affairs.....	\$18,228	\$17,500	\$20,000	6
12.0 Chief Student Affairs Officer.....	\$29,500	\$25,500	\$32,712	57
13.0 Registrar.....	\$20,435	\$16,744	\$24,339	43
14.0 Director, Admissions.....	\$21,300	\$18,270	\$24,220	27
15.0 Director, Student Financial Aid.....	\$19,488	\$17,000	\$23,055	55
16.0 Director, Student Placement.....	\$19,692	\$17,162	\$22,656	32
17.0 Director, Student Counseling.....	\$23,088	\$19,872	\$28,208	46
18.0 Director, Student Union.....	\$19,700	\$18,633	\$21,000	22
19.0 Director, Student Health Services.....	\$20,070	\$14,702	\$33,000	21
20.0 Director, Student Housing.....	\$16,500	\$14,330	\$22,424	20
21.0 Director, Food Services.....	\$14,784	\$14,000	\$17,556	16
22.0 Director, Physical Plant.....	\$21,800	\$18,334	\$24,286	51
23.0 Director, Purchasing.....	\$18,036	\$16,032	\$21,893	27
24.0 Director, Bookstore.....	\$15,000	\$12,305	\$18,500	45
25.0 Director, Campus Security.....	\$15,782	\$13,128	\$19,536	34
27.0 Director, Personnel/Human Resources.....	\$21,762	\$20,295	\$27,792	13
28.0 Director, Affirmative Action/Equal Employment.....	\$19,095	\$13,907	\$24,217	16
29.0 Director, Library Services.....	\$24,220	\$20,415	\$29,618	61
30.0 Director, Computer Center.....	\$21,750	\$19,080	\$24,833	38
31.0 Director, Information Systems.....	\$23,412	\$18,668	\$25,586	8
32.0 Director, Information Office.....	\$19,363	\$16,400	\$22,068	23
33.0 Director, Community Services.....	\$24,389	\$20,799	\$26,598	28
34.0 Director, Institutional Research.....	\$25,987	\$22,676	\$31,500	17
35.0 Comptroller.....	\$21,216	\$19,824	\$24,710	30
36.0 Director, Athletics.....	\$24,192	\$21,370	\$27,528	36
37.0 Chief Development and Public Relations Officer.....	\$29,800	\$25,150	\$35,064	6
38.0 Chief Planning and Budget Officer.....	\$31,000	\$23,625	\$41,000	6
39.0 Director, Admissions and Financial Aid.....	\$23,359	\$20,904	\$26,875	9
40.0 Director, Housing and Food Services.....	\$23,500	\$22,032	\$24,840	5
41.0 Director, Personnel and Affirmative Action.....	\$17,244	\$16,500	\$25,476	11
43.0 Director of Admissions and Registrar.....	\$24,167	\$22,250	\$27,938	16
49.0 Director of Personnel and some other position (excluding 41.0).....	\$19,313	\$18,084	\$31,956	6
53.0 Dean, Arts and Letters.....	\$25,400	\$25,310	\$29,000	4
54.0 Dean, Arts and Sciences.....	\$29,261	\$25,000	\$34,412	10
55.0 Dean, Business.....	\$26,996	\$24,513	\$32,676	26
56.0 Dean, Communications.....	\$26,880	\$25,899	\$29,261	9
57.0 Dean, Continuing Education.....	\$26,767	\$23,250	\$30,000	22
59.0 Dean, Education.....	\$31,708	\$31,100	\$35,976	9
60.0 Dean, Engineering.....	\$30,796	\$27,983	\$31,476	5
62.0 Dean, Fine Arts.....	\$22,676	\$19,732	\$29,393	6
63.0 Dean, Graduate Programs.....	\$32,484	\$31,200	\$36,200	10
64.0 Dean, Health Related Professions.....	\$28,000	\$26,349	\$29,261	18
66.0 Dean, Humanities.....	\$25,000	\$21,432	\$28,000	14
67.0 Dean, Instruction.....	\$26,275	\$25,500	\$27,798	4
69.0 Dean, Library and Information Sciences.....	\$27,768	\$23,911	\$34,412	6
72.0 Dean, Nursing.....	\$23,052	\$20,930	\$28,618	8
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$26,893	\$24,000	\$29,383	32
76.0 Dean, Sciences.....	\$26,865	\$23,633	\$29,000	21
77.0 Dean, Social Sciences.....	\$26,421	\$22,823	\$28,800	19
79.0 Dean, Special Programs.....	\$24,638	\$21,300	\$25,000	7

SOURCE: College and University Personnel Association.

Table 17

 Administrative Salaries in Public Colleges and Universities
 in the West, 1978-79: FTE Enrollment 5,000-9,999

POSIT TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$44,357	\$39,900	\$45,675	4
2.0 Chief Executive Officer, Single Institution.....	\$45,000	\$41,995	\$48,000	25
3.0 Executive Vice President.....	\$40,078	\$39,000	\$40,512	9
4.0 Chief Academic Officer.....	\$39,939	\$37,008	\$41,500	22
5.0 Chief Planning Officer.....	\$38,976	\$26,196	\$39,300	4
6.0 Chief business Officer.....	\$37,407	\$34,965	\$41,059	21
7.0 Chief budgeting Officer.....	\$22,785	\$19,092	\$29,136	11
8.0 Chief Development Officer.....	\$28,829	\$26,125	\$33,600	6
9.0 Chief Public Relations Officer.....	\$27,100	\$15,724	\$32,004	7
10.0 Director, Alumni Affairs.....	\$20,904	\$17,800	\$23,112	11
11.0 Chief Health Professions Officer.....	\$31,788	\$24,857	\$42,816	3
12.0 Chief Student Affairs Officer.....	\$35,000	\$32,500	\$36,070	24
13.0 Registrar.....	\$25,315	\$23,259	\$29,876	14
14.0 Director, Admissions.....	\$27,400	\$22,500	\$31,151	17
15.0 Director, Student financial Aid.....	\$22,520	\$21,624	\$25,584	21
16.0 Director, Student Placement.....	\$22,656	\$21,591	\$24,469	14
17.0 Director, Student Counseling.....	\$28,368	\$26,356	\$31,976	23
18.0 Director, Student Union.....	\$22,728	\$21,232	\$24,365	14
19.0 Director, Student Health Services.....	\$30,261	\$28,548	\$39,936	14
20.0 Director, Student Housing.....	\$20,700	\$19,692	\$22,838	12
21.0 Director, Food Services.....	\$20,580	\$17,700	\$22,651	10
22.0 Director, Physical Plant.....	\$26,100	\$22,250	\$29,400	23
23.0 Director, Purchasing.....	\$21,564	\$19,584	\$22,214	16
24.0 Director, Bookstore.....	\$20,030	\$18,126	\$22,836	18
25.0 Director, Campus Security.....	\$20,028	\$15,563	\$23,626	17
26.0 Director, Legal Services.....	\$28,860	\$17,196	\$30,096	4
27.0 Director, Personnel/Human Resources.....	\$23,715	\$21,933	\$26,508	16
28.0 Director, Affirmative Action/Equal Employment.....	\$21,500	\$20,093	\$25,152	13
29.0 Director, Library Services.....	\$33,100	\$28,816	\$35,316	20
30.0 Director, Computer Center.....	\$29,500	\$25,475	\$32,323	15
31.0 Director, Information Systems.....	\$25,000	\$23,570	\$27,019	4
32.0 Director, Information Office.....	\$21,456	\$18,500	\$29,136	13
33.0 Director, Community Services.....	\$25,176	\$24,300	\$33,432	10
34.0 Director, Institutional Research.....	\$25,050	\$22,900	\$31,191	14
35.0 Comptroller.....	\$26,628	\$26,083	\$29,141	12
36.0 Director, Athletics.....	\$30,320	\$26,781	\$31,686	19
38.0 Chief Planning and Budget Officer.....	\$34,254	\$32,060	\$41,000	5
41.0 Director, Personnel and Affirmative Action.....	\$31,524	\$22,656	\$39,886	3
43.0 Director of Admissions and Registrar.....	\$30,430	\$30,324	\$36,144	6
45.0 Director of Financial Aid and some other position (excluding 39.0).....	\$26,766	\$24,086	\$28,206	4
52.0 Dean, Agriculture.....	\$40,508	\$38,501	\$41,900	5
53.0 Dean, Arts and Letters.....	\$32,712	\$30,841	\$34,062	5
54.0 Dean, Arts and Sciences.....	\$37,500	\$34,694	\$38,412	7
55.0 Dean, Business.....	\$34,962	\$30,841	\$36,652	21
57.0 Dean, Continuing Education.....	\$31,900	\$29,010	\$35,771	14
59.0 Dean, Education.....	\$33,000	\$31,824	\$38,813	12
60.0 Dean, Engineering.....	\$38,750	\$36,652	\$42,456	7
62.0 Dean, Fine Arts.....	\$32,712	\$31,572	\$35,035	6
63.0 Dean, Graduate Programs.....	\$35,244	\$29,700	\$36,369	8
64.0 Dean, Health Related Professions.....	\$31,788	\$27,500	\$36,000	9
65.0 Dean, Home Economics.....	\$26,340	\$25,380	\$34,000	3
66.0 Dean, Humanities.....	\$30,384	\$27,985	\$35,035	6
68.0 Dean, Law.....	\$40,997	\$36,912	\$43,920	3
72.0 Dean, Nursing.....	\$35,574	\$27,364	\$37,992	5
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$33,690	\$29,541	\$34,689	11
76.0 Dean, Sciences.....	\$31,468	\$30,529	\$35,035	10
77.0 Dean, Social Sciences.....	\$30,841	\$27,983	\$32,004	12
79.0 Dean, Special Programs.....	\$29,300	\$27,983	\$31,995	4

SOURCE: College and University Personnel Association.

Table 18

 Administrative Salaries in Public Colleges and Universities
 in the West, 1978-79: FTE Enrollment 10,000 or More

POST TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0 Chief Executive Officer, System.....	\$52,500	\$49,000	\$53,800	8
2.0 Chief Executive Officer, Single Institution.....	\$54,900	\$47,456	\$60,000	17
3.0 Executive Vice President.....	\$40,512	\$40,512	\$43,000	8
4.0 Chief Academic Officer.....	\$40,512	\$38,628	\$50,000	20
5.0 Chief Planning Officer.....	\$34,296	\$31,200	\$40,512	12
6.0 Chief Business Officer.....	\$40,512	\$35,976	\$44,984	23
7.0 Chief Budgeting Officer.....	\$27,792	\$21,918	\$29,088	13
8.0 Chief Development Officer.....	\$32,000	\$27,792	\$37,000	10
9.0 Chief Public Relations Officer.....	\$27,800	\$20,136	\$33,000	16
10.0 Director, Alumni Affairs.....	\$22,825	\$19,656	\$30,000	13
11.0 Chief Health Professions Officer.....	\$47,500	\$35,000	\$63,000	7
12.0 Chief Student Affairs Officer.....	\$37,734	\$35,976	\$44,500	21
13.0 Registrar.....	\$23,520	\$23,000	\$28,200	18
14.0 Director, Admissions.....	\$29,495	\$27,100	\$31,524	14
15.0 Director, Student Financial Aid.....	\$26,000	\$22,992	\$30,060	23
16.0 Director, Student Placement.....	\$26,252	\$23,600	\$31,524	17
17.0 Director, Student Counseling.....	\$31,524	\$27,348	\$33,904	18
18.0 Director, Student Union.....	\$27,348	\$24,888	\$29,484	17
19.0 Director, Student Health Services.....	\$44,004	\$35,000	\$44,076	18
20.0 Director, Student Housing.....	\$25,272	\$23,220	\$28,496	14
21.0 Director, Food Services.....	\$24,768	\$22,880	\$28,275	12
22.0 Director, Physical Plant.....	\$27,792	\$25,284	\$31,332	23
23.0 Director, Purchasing.....	\$25,284	\$21,708	\$28,700	21
24.0 Director, Bookstore.....	\$25,621	\$19,380	\$26,800	17
25.0 Director, Campus Security.....	\$25,896	\$21,700	\$28,188	22
26.0 Director, Legal Services.....	\$33,900	\$32,300	\$38,700	5
27.0 Director, Personnel/Human Resources.....	\$27,780	\$26,508	\$30,588	21
28.0 Director, Affirmative Action/Equal Employment.....	\$20,628	\$19,092	\$25,200	16
29.0 Director, Library Services.....	\$35,976	\$34,544	\$36,000	21
30.0 Director, Computer Center.....	\$31,357	\$27,696	\$36,000	16
31.0 Director, Information Systems.....	\$31,357	\$30,000	\$33,000	9
32.0 Director, Information Office.....	\$25,411	\$24,888	\$30,400	13
33.0 Director, Community Services.....	\$25,433	\$23,904	\$30,650	8
34.0 Director, Institutional Research.....	\$32,531	\$28,668	\$33,492	17
35.0 Comptroller.....	\$30,552	\$26,508	\$34,000	16
36.0 Director, Athletics.....	\$31,524	\$29,370	\$36,500	21
38.0 Chief Planning and Budget Officer.....	\$43,000	\$41,743	\$46,400	5
40.0 Director, Housing and Food Services.....	\$30,300	\$22,600	\$34,620	3
41.0 Director, Personnel and Affirmative Action.....	\$29,000	\$25,200	\$35,976	3
43.0 Director of Admissions and Registrar.....	\$34,063	\$31,524	\$35,000	5
51.0 Dean, Architecture.....	\$35,976	\$34,300	\$43,000	6
52.0 Dean, Agriculture.....	\$42,000	\$35,976	\$46,248	8
53.0 Dean, Arts and Letters.....	\$35,976	\$31,200	\$35,976	3
54.0 Dean, Arts and Sciences.....	\$43,836	\$35,976	\$46,200	9
55.0 Dean, Business.....	\$35,976	\$35,976	\$40,800	20
56.0 Dean, Communications.....	\$35,976	\$34,746	\$39,000	6
57.0 Dean, Continuing Education.....	\$35,976	\$32,712	\$39,000	15
59.0 Dean, Education.....	\$35,976	\$35,976	\$40,800	16
60.0 Dean, Engineering.....	\$35,976	\$35,976	\$43,500	18
61.0 Dean, Extension.....	\$35,976	\$35,700	\$35,976	5
62.0 Dean, Fine Arts.....	\$35,976	\$34,746	\$39,000	12
63.0 Dean, Graduate Programs.....	\$35,976	\$34,487	\$41,000	16
64.0 Dean, Health Related Professions.....	\$34,746	\$32,712	\$35,976	5
65.0 Dean, Home Economics.....	\$38,412	\$35,976	\$41,800	6
66.0 Dean, Humanities.....	\$35,976	\$35,976	\$41,200	7
67.0 Dean, Instruction.....	\$35,976	\$35,976	\$40,607	3
68.0 Dean, Law.....	\$46,100	\$46,000	\$48,700	6
69.0 Dean, Library and Information Sciences.....	\$36,000	\$35,976	\$39,000	5
70.0 Dean, Medicine.....	\$57,300	\$51,000	\$58,344	3
71.0 Dean, Music.....	\$32,148	\$31,524	\$37,954	5
72.0 Dean, Nursing.....	\$32,712	\$31,524	\$41,322	12
73.0 Dean, Occupation Studies/Vocational/Education/Technology.....	\$35,976	\$34,746	\$37,634	7
74.0 Dean, Pharmacy.....	\$45,050	\$34,600	\$48,000	4
76.0 Dean, Sciences.....	\$35,976	\$34,746	\$35,976	9
77.0 Dean, Social Sciences.....	\$35,976	\$35,976	\$39,000	9
78.0 Dean, Social Work.....	\$34,000	\$32,712	\$36,600	10
79.0 Dean, Special Programs.....	\$34,994	\$34,746	\$36,800	4
80.0 Dean, Undergraduate Programs.....	\$34,296	\$32,712	\$35,976	3

SOURCE: College and University Personnel Association.

Appendix B

Administrative Salaries in the United States, 1978-79

Table 19

Administrative Salaries in Public and Private Colleges
and Universities in the United States, 1978-79

MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: None specified. FTE-ENROLLMENT RANGE: Not specified. 1978/9
BUDGET RANGE: Not specified. CASES SELECTED: 1,328.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$47,432	\$40,000	\$56,000	204
2.0	Chief Executive Officer, Single Institution	\$40,000	\$33,500	\$47,750	1,085
3.0	Executive Vice President	\$35,968	\$28,400	\$42,000	285
4.0	Chief Academic Officer	\$32,000	\$26,200	\$39,300	1,141
5.0	Chief Planning Officer	\$29,750	\$24,413	\$37,497	273
6.0	Chief Business Officer	\$29,500	\$24,000	\$36,500	1,151
7.0	Chief Budgeting Officer	\$25,400	\$20,964	\$30,995	306
8.0	Chief Development Officer	\$26,748	\$21,400	\$32,578	569
9.0	Chief Public Relations Officer	\$20,000	\$15,095	\$26,000	610
10.0	Director, Alumni Affairs	\$17,000	\$13,500	\$21,713	566
11.0	Chief Health Professions Officer	\$37,857	\$25,950	\$56,000	109
12.0	Chief Student Affairs Officer	\$26,500	\$21,147	\$32,550	1,111
13.0	Registrar	\$19,600	\$14,988	\$23,910	943
14.0	Director, Admissions	\$21,000	\$17,200	\$25,188	850
15.0	Director, Student Financial Aid	\$18,020	\$14,400	\$21,750	1,011
16.0	Director, Student Placement	\$18,119	\$14,500	\$22,028	719
17.0	Director, Student Counseling	\$21,475	\$17,600	\$25,926	746
18.0	Director, Student Union	\$18,600	\$14,500	\$23,152	514
19.0	Director, Student Health Services	\$24,000	\$13,343	\$39,000	479
20.0	Director, Student Housing	\$16,800	\$13,000	\$21,000	521
21.0	Director, Food Services	\$18,800	\$15,250	\$23,500	390
22.0	Director, Physical Plant	\$21,048	\$16,620	\$25,980	1,050
23.0	Director, Purchasing	\$18,876	\$15,000	\$23,016	616
24.0	Director, Bookstore	\$14,073	\$10,600	\$18,500	769
25.0	Director, Campus Security	\$16,899	\$13,100	\$21,400	650
26.0	Director, Legal Services	\$29,650	\$24,500	\$37,500	125
27.0	Director, Personnel/Human Resources	\$22,620	\$17,796	\$27,904	484
28.0	Director, Affirmative Action/Equal Employment	\$21,500	\$17,631	\$26,000	319
29.0	Director, Library Services	\$22,102	\$17,500	\$28,619	1,149
30.0	Director, Computer Center	\$23,500	\$18,940	\$29,000	730
31.0	Director, Information Systems	\$25,838	\$21,600	\$30,250	193
32.0	Director, Information Office	\$19,000	\$15,000	\$24,000	442
33.0	Director, Community Services	\$23,582	\$19,336	\$26,760	299
34.0	Director, Institutional Research	\$24,150	\$20,300	\$29,450	414
35.0	Comptroller	\$23,326	\$18,500	\$28,300	655
36.0	Director, Athletics	\$23,793	\$18,925	\$29,064	745
37.0	Chief Development and Public Relations Officer	\$27,500	\$22,028	\$34,884	186
38.0	Chief Planning and Budget Officer	\$32,700	\$25,850	\$41,000	83
39.0	Director, Admissions and Financial Aid	\$20,976	\$17,600	\$26,598	104
40.0	Director, Housing and Food Services	\$25,000	\$21,600	\$31,000	54
41.0	Director, Personnel and Affirmative Action	\$21,600	\$17,100	\$26,625	200
42.0	Director, Development and Alumni Affairs	\$25,710	\$18,700	\$31,200	66
43.0	Director of Admissions and Registrar	\$23,600	\$19,500	\$28,776	147
44.0	Registrar and some other position (excluding 43.0)	\$18,500	\$14,175	\$24,504	42
45.0	Director of Financial Aid and some other position (excluding 39.0)	\$19,790	\$14,500	\$23,600	41
46.0	Director, Student Counseling and Placement	\$16,800	\$14,000	\$21,500	28
47.0	Director of Student Placement and some other position (excluding 46.0)	\$19,000	\$17,380	\$22,650	15
48.0	Director of Housing and some other position (excluding 40.0)	\$16,091	\$13,488	\$21,931	22
49.0	Director of Personnel and some other position (excluding 41.0)	\$20,380	\$17,395	\$27,182	24
50.0	Director of Affirmative Action and some other position (excluding 41.0)	\$22,615	\$19,800	\$25,380	16
51.0	Dean, Architecture	\$39,750	\$35,976	\$43,000	52
52.0	Dean, Agriculture	\$35,976	\$28,460	\$43,398	80
53.0	Dean, Arts and Letters	\$30,841	\$22,220	\$37,383	79
54.0	Dean, Arts and Sciences	\$33,972	\$27,750	\$38,904	307
55.0	Dean, Business	\$32,436	\$25,113	\$38,000	492
56.0	Dean, Communications	\$27,595	\$23,400	\$35,328	95
57.0	Dean, Continuing Education	\$26,896	\$22,000	\$32,000	469
58.0	Dean, Dentistry	\$51,500	\$47,322	\$57,800	50
59.0	Dean, Education	\$34,000	\$28,000	\$38,600	353
60.0	Dean, Engineering	\$38,700	\$30,796	\$45,150	202
61.0	Dean, Extension	\$30,852	\$23,506	\$36,400	93
62.0	Dean, Fine Arts	\$31,500	\$23,000	\$37,000	155
63.0	Dean, Graduate Programs	\$34,668	\$29,700	\$40,000	335
64.0	Dean, Health Related Professions	\$28,000	\$23,073	\$35,680	159
65.0	Dean, Home Economics	\$32,004	\$23,886	\$40,300	66
66.0	Dean, Humanities	\$25,000	\$20,700	\$31,892	168
67.0	Dean, Instruction	\$27,769	\$24,000	\$32,008	41
68.0	Dean, Law	\$48,000	\$44,000	\$51,400	103
69.0	Dean, Library and Information Sciences	\$30,000	\$23,739	\$35,976	86
70.0	Dean, Medicine	\$63,500	\$55,640	\$70,680	70
71.0	Dean, Music	\$29,056	\$23,500	\$33,333	94
72.0	Dean, Nursing	\$30,000	\$23,076	\$37,000	235
73.0	Dean, Occupation Studies/Vocational/Education/Technology	\$27,062	\$23,000	\$32,300	185
74.0	Dean, Pharmacy	\$44,390	\$37,284	\$46,600	50
75.0	Dean, Public Health	\$45,500	\$25,603	\$59,000	19
76.0	Dean, Sciences	\$27,580	\$22,531	\$34,947	232
77.0	Dean, Social Sciences	\$25,717	\$20,723	\$30,745	187
78.0	Dean, Social Work	\$35,976	\$28,660	\$41,500	74
79.0	Dean, Special Programs	\$24,087	\$20,000	\$28,780	91
80.0	Dean, Undergraduate Programs	\$32,712	\$24,000	\$39,061	39
81.0	Dean, Veterinary Medicine	\$48,746	\$46,200	\$51,800	15

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 11.

Table 20

Administrative Salaries in Public Colleges and Universities
in the United States, 1978-79

MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: Public. FTE-ENROLLMENT RANGE: Not specified. 1978/9
BUDGET RANGE: Not specified. CASES SELECTED: 740.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$45,675	\$39,840	\$53,800	155
2.0	Chief Executive Officer, Single Institution	\$41,500	\$36,057	\$48,000	571
3.0	Executive Vice President	\$37,290	\$31,885	\$42,000	160
4.0	Chief Academic Officer	\$35,000	\$29,500	\$41,436	629
5.0	Chief Planning Officer	\$31,086	\$26,468	\$38,600	184
6.0	Chief Business Officer	\$31,860	\$26,188	\$37,497	650
7.0	Chief Budgeting Officer	\$25,944	\$21,000	\$30,260	235
8.0	Chief Development Officer	\$27,570	\$22,600	\$32,000	205
9.0	Chief Public Relations Officer	\$22,800	\$18,360	\$28,000	308
10.0	Director, Alumni Affairs	\$19,585	\$16,000	\$24,654	216
11.0	Chief Health Professions Officer	\$39,397	\$28,104	\$56,616	73
12.0	Chief Student Affairs Officer	\$30,044	\$25,080	\$34,880	617
13.0	Registrar	\$22,392	\$18,784	\$25,843	465
14.0	Director, Admissions	\$22,450	\$19,303	\$26,300	405
15.0	Director, Student Financial Aid	\$20,226	\$17,000	\$23,669	560
16.0	Director, Student Placement	\$20,500	\$17,346	\$24,101	395
17.0	Director, Student Counseling	\$23,085	\$19,872	\$27,100	488
18.0	Director, Student Union	\$20,900	\$17,350	\$25,000	340
19.0	Director, Student Health Services	\$32,700	\$16,416	\$41,000	282
20.0	Director, Student Housing	\$19,465	\$16,500	\$23,339	254
21.0	Director, Food Services	\$20,640	\$16,782	\$24,768	208
22.0	Director, Physical Plant	\$23,738	\$19,000	\$28,341	576
23.0	Director, Purchasing	\$19,868	\$16,400	\$24,157	417
24.0	Director, Bookstore	\$16,300	\$12,870	\$20,628	416
25.0	Director, Campus Security	\$19,000	\$15,000	\$22,660	410
26.0	Director, Legal Services	\$29,190	\$24,500	\$36,317	91
27.0	Director, Personnel/Human Resources	\$23,922	\$19,603	\$28,380	335
28.0	Director, Affirmative Action/Equal Employment	\$21,580	\$18,328	\$26,000	258
29.0	Director, Library Services	\$25,435	\$20,926	\$31,776	616
30.0	Director, Computer Center	\$25,000	\$20,721	\$30,386	465
31.0	Director, Information Systems	\$26,498	\$22,981	\$31,200	131
32.0	Director, Information Office	\$20,313	\$16,718	\$24,908	280
33.0	Director, Community Services	\$24,379	\$21,000	\$27,441	241
34.0	Director, Institutional Research	\$25,000	\$21,836	\$30,000	308
35.0	Comptroller	\$25,000	\$20,796	\$29,550	346
36.0	Director, Athletics	\$26,364	\$21,800	\$31,030	413
37.0	Chief Development and Public Relations Officer	\$28,728	\$25,000	\$35,592	82
38.0	Chief Planning and Budget Officer	\$34,254	\$29,200	\$42,500	46
39.0	Director, Admissions and Financial Aid	\$20,976	\$19,261	\$26,445	48
40.0	Director, Housing and Food Services	\$25,100	\$22,032	\$30,900	35
41.0	Director, Personnel and Affirmative Action	\$22,877	\$18,375	\$27,496	125
42.0	Director, Development and Alumni Affairs	\$25,710	\$20,544	\$30,014	38
43.0	Director of Admissions and Registrar	\$25,560	\$21,613	\$29,540	113
44.0	Registrar and some other position (excluding 43.0)	\$24,468	\$18,294	\$29,000	18
45.0	Director of Financial Aid and some other position (excluding 39.0)	\$22,250	\$18,516	\$26,356	22
46.0	Director, Student Counseling and Placement	\$18,300	\$15,200	\$30,200	11
47.0	Director of Student Placement and some other position (excluding 46.0)	\$19,790	\$18,372	\$22,650	9
48.0	Director of Housing and some other position (excluding 40.0)	\$19,000	\$14,602	\$22,158	7
49.0	Director of Personnel and some other position (excluding 41.0)	\$21,029	\$18,084	\$31,956	17
50.0	Director of Affirmative Action and some other position (excluding 41.0)	\$22,615	\$19,800	\$28,337	14
51.0	Dean, Architecture	\$39,750	\$35,976	\$41,800	40
52.0	Dean, Agriculture	\$35,976	\$28,702	\$43,398	77
53.0	Dean, Arts and Letters	\$33,192	\$25,692	\$38,952	60
54.0	Dean, Arts and Sciences	\$34,008	\$29,224	\$38,904	210
55.0	Dean, Business	\$32,970	\$25,825	\$38,000	361
56.0	Dean, Communications	\$28,728	\$25,180	\$35,976	69
57.0	Dean, Continuing Education	\$28,517	\$23,649	\$33,800	315
58.0	Dean, Dentistry	\$50,940	\$47,322	\$57,000	34
59.0	Dean, Education	\$35,508	\$31,733	\$39,700	258
60.0	Dean, Engineering	\$37,700	\$29,916	\$44,600	146
61.0	Dean, Extension	\$31,524	\$24,611	\$37,100	73
62.0	Dean, Fine Arts	\$32,712	\$27,900	\$38,150	103
63.0	Dean, Graduate Programs	\$35,772	\$32,055	\$41,100	229
64.0	Dean, Health Related Professions	\$28,500	\$23,680	\$36,000	138
65.0	Dean, Home Economics	\$34,000	\$27,696	\$40,680	54
66.0	Dean, Humanities	\$27,091	\$23,115	\$33,764	114
67.0	Dean, Instruction	\$28,050	\$24,000	\$32,988	36
68.0	Dean, Law	\$47,000	\$43,750	\$51,300	50
69.0	Dean, Library and Information Sciences	\$30,249	\$24,600	\$35,976	75
70.0	Dean, Medicine	\$62,500	\$55,000	\$66,528	52
71.0	Dean, Music	\$31,474	\$27,900	\$36,541	50
72.0	Dean, Nursing	\$30,700	\$23,077	\$37,650	184
73.0	Dean, Occupation Studies/Vocational/Education/Technology	\$27,300	\$23,147	\$32,300	177
74.0	Dean, Pharmacy	\$45,000	\$37,380	\$47,000	43
75.0	Dean, Public Health	\$45,500	\$29,890	\$55,836	12
76.0	Dean, Sciences	\$29,735	\$25,000	\$35,976	170
77.0	Dean, Social Sciences	\$27,983	\$23,850	\$32,004	131
78.0	Dean, Social Work	\$36,040	\$32,328	\$41,844	54
79.0	Dean, Special Programs	\$24,863	\$21,416	\$29,300	61
80.0	Dean, Undergraduate Programs	\$34,296	\$31,257	\$39,780	22
81.0	Dean, Veterinary Medicine	\$47,800	\$46,200	\$51,000	12

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979 p. 12.

Table 21

Administrative Salaries in Private Colleges and Universities
in the United States, 1978-79MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: Private. FTE-ENROLLMENT RANGE: Not specified. 1978/9
BUDGET RANGE: Not specified. CASES SELECTED: 587.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$55,100	\$45,000	\$65,000	48
2.0	Chief Executive Officer, Single Institution	\$37,500	\$29,700	\$47,250	514
3.0	Executive Vice President	\$30,500	\$24,000	\$42,000	124
4.0	Chief Academic Officer	\$28,000	\$22,600	\$35,000	511
5.0	Chief Planning Officer	\$25,000	\$20,000	\$31,250	88
6.0	Chief Business Officer	\$26,500	\$20,650	\$34,500	501
7.0	Chief Budgeting Officer	\$24,337	\$18,500	\$34,825	70
8.0	Chief Development Officer	\$26,000	\$20,640	\$32,800	364
9.0	Chief Public Relations Officer	\$17,000	\$13,500	\$22,018	302
10.0	Director, Alumni Affairs	\$15,500	\$12,600	\$19,900	349
11.0	Chief Health Professions Officer	\$31,537	\$15,750	\$50,000	36
12.0	Chief Student Affairs Officer	\$21,950	\$17,808	\$27,000	493
13.0	Registrar	\$16,426	\$13,226	\$20,600	477
14.0	Director, Admissions	\$19,000	\$15,800	\$23,500	445
15.0	Director, Student Financial Aid	\$15,300	\$12,000	\$18,600	451
16.0	Director, Student Placement	\$15,270	\$13,000	\$18,337	323
17.0	Director, Student Counseling	\$17,700	\$14,700	\$21,400	258
18.0	Director, Student Union	\$14,000	\$11,820	\$17,500	173
19.0	Director, Student Health Services	\$14,175	\$10,700	\$30,000	196
20.0	Director, Student Housing	\$14,000	\$11,686	\$17,280	266
21.0	Director, Food Services	\$17,700	\$13,607	\$21,300	181
22.0	Director, Physical Plant	\$18,000	\$14,500	\$23,000	474
23.0	Director, Purchasing	\$16,000	\$12,500	\$20,000	198
24.0	Director, Bookstore	\$11,687	\$9,000	\$15,000	352
25.0	Director, Campus Security	\$14,250	\$11,400	\$17,800	239
26.0	Director, Legal Services	\$30,484	\$22,000	\$40,000	33
27.0	Director, Personnel/Human Resources	\$18,900	\$14,884	\$23,400	148
28.0	Director, Affirmative Action/Equal Employment	\$21,000	\$14,300	\$26,000	61
29.0	Director, Library Services	\$18,275	\$14,850	\$23,200	532
30.0	Director, Computer Center	\$20,340	\$16,000	\$25,200	264
31.0	Director, Information Systems	\$29,600	\$18,661	\$29,412	62
32.0	Director, Information Office	\$16,550	\$13,000	\$20,770	162
33.0	Director, Community Services	\$17,775	\$14,644	\$23,000	57
34.0	Director, Institutional Research	\$20,500	\$16,900	\$26,050	105
35.0	Comptroller	\$20,560	\$16,450	\$26,000	308
36.0	Director, Athletics	\$20,500	\$16,500	\$25,000	331
37.0	Chief Development and Public Relations Officer	\$26,200	\$20,200	\$33,000	103
38.0	Chief Planning and Budget Officer	\$30,375	\$23,500	\$35,900	37
39.0	Director, Admissions and Financial Aid	\$20,820	\$16,000	\$27,000	55
40.0	Director, Housing and Food Services	\$25,000	\$18,000	\$31,500	19
41.0	Director, Personnel and Affirmative Action	\$19,200	\$15,000	\$25,000	75
42.0	Director, Development and Alumni Affairs	\$25,000	\$15,500	\$32,400	28
43.0	Director of Admissions and Registrar	\$16,700	\$14,000	\$20,300	34
44.0	Registrar and some other position (excluding 43.0)	\$14,300	\$11,376	\$19,000	24
45.0	Director of Financial Aid and some other position (excluding 39.0)	\$14,500	\$12,000	\$21,092	19
46.0	Director, Student Counseling and Placement	\$16,500	\$13,100	\$18,900	17
47.0	Director of Student Placement and some other position (excluding 46.0)	\$17,380	\$13,000	\$19,000	6
48.0	Director of Housing and some other position (excluding 40.0)	\$14,850	\$13,166	\$20,800	15
49.0	Director of Personnel and some other position (excluding 41.0)	\$20,380	\$15,500	\$27,182	7
51.0	Dean, Architecture	\$39,500	\$24,000	\$47,500	11
53.0	Dean, Arts and Letters	\$18,350	\$15,000	\$23,400	19
54.0	Dean, Arts and Sciences	\$32,925	\$26,500	\$38,500	96
55.0	Dean, Business	\$31,200	\$22,000	\$40,000	130
56.0	Dean, Communications	\$19,375	\$15,400	\$32,900	26
57.0	Dean, Continuing Education	\$22,100	\$17,180	\$28,355	154
58.0	Dean, Dentistry	\$51,500	\$46,151	\$58,850	16
59.0	Dean, Education	\$25,200	\$19,300	\$32,533	95
60.0	Dean, Engineering	\$39,000	\$33,000	\$48,000	55
61.0	Dean, Extension	\$26,600	\$17,302	\$34,100	19
62.0	Dean, Fine Arts	\$23,100	\$17,878	\$32,500	52
63.0	Dean, Graduate Programs	\$30,000	\$23,900	\$36,300	105
64.0	Dean, Health Related Professions	\$23,187	\$18,350	\$32,700	21
65.0	Dean, Home Economics	\$19,112	\$14,215	\$21,500	11
66.0	Dean, Humanities	\$19,850	\$16,536	\$25,820	54
67.0	Dean, Instruction	\$21,000	\$19,000	\$25,500	5
68.0	Dean, Law	\$48,000	\$44,500	\$51,000	52
69.0	Dean, Library and Information Sciences	\$20,489	\$15,000	\$36,000	11
70.0	Dean, Medicine	\$70,000	\$63,500	\$90,000	18
71.0	Dean, Music	\$26,472	\$20,222	\$30,003	44
72.0	Dean, Nursing	\$28,500	\$22,711	\$34,500	51
73.0	Dean, Occupation Studies/Vocational/Education/Technology	\$17,200	\$15,000	\$23,100	8
74.0	Dean, Pharmacy	\$37,300	\$34,500	\$45,150	7
75.0	Dean, Public Health	\$35,000	\$21,850	\$59,000	7
76.0	Dean, Sciences	\$21,714	\$17,487	\$27,580	62
77.0	Dean, Social Sciences	\$18,789	\$15,540	\$22,547	56
78.0	Dean, Social Work	\$26,250	\$16,650	\$39,250	20
79.0	Dean, Special Programs	\$21,500	\$15,890	\$26,500	30
80.0	Dean, Undergraduate Programs	\$28,226	\$23,000	\$35,700	17

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 13.

Table 22

Administrative Salaries in Public and Private Colleges
and Universities in the United States Expressed as
a Percentage of Executive Officer's Salary, 1978-79

MEASURE: % of Chief Executive Officer's salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: None specified. FTE-ENROLLMENT
RANGE: Not specified. 1978/9 BUDGET RANGE: Not specified. CASES SELECTED: 1,285.

POS	TITLE	MED	Q1	Q3	N
3.0	Executive Vice President	80.0%	73.8%	87.5%	275
4.0	Chief Academic Officer	79.8%	72.0%	87.1%	1,114
5.0	Chief Planning Officer	66.6%	56.5%	77.5%	269
6.0	Chief Business Officer	72.8%	64.4%	79.8%	1,124
7.0	Chief Budgeting Officer	52.3%	44.7%	62.2%	300
8.0	Chief Development Officer	62.5%	52.7%	73.3%	554
9.0	Chief Public Relations Officer	47.7%	38.0%	57.6%	592
10.0	Director, Alumni Affairs	39.7%	31.9%	47.5%	552
11.0	Chief Health Professions Officer	74.3%	62.5%	93.5%	105
12.0	Chief Student Affairs Officer	65.3%	54.9%	74.3%	1,081
13.0	Registrar	45.9%	37.8%	55.0%	913
14.0	Director, Admissions	49.9%	43.2%	58.4%	825
15.0	Director, Student Financial Aid	42.1%	35.5%	49.2%	978
16.0	Director, Student Placement	40.6%	33.8%	50.9%	691
17.0	Director, Student Counseling	49.9%	41.5%	59.0%	725
18.0	Director, Student Union	41.7%	32.2%	50.3%	500
19.0	Director, Student Health Services	52.5%	33.5%	74.3%	463
20.0	Director, Student Housing	37.6%	30.1%	44.2%	505
21.0	Director, Food Services	42.2%	37.4%	50.0%	376
22.0	Director, Physical Plant	50.2%	43.0%	57.4%	1,016
23.0	Director, Purchasing	40.0%	33.5%	47.3%	596
24.0	Director, Bookstore	33.3%	27.2%	40.8%	748
25.0	Director, Campus Security	36.1%	30.0%	43.9%	632
26.0	Director, Legal Services	57.3%	45.8%	67.4%	122
27.0	Director, Personnel/Human Resources	46.8%	37.9%	56.0%	471
28.0	Director, Affirmative Action/Equal Employment	45.0%	37.5%	53.0%	311
29.0	Director, Library Services	55.8%	46.9%	64.7%	1,110
30.0	Director, Computer Center	52.9%	43.8%	60.4%	707
31.0	Director, Information Systems	51.2%	44.2%	58.4%	187
32.0	Director, Information Office	41.1%	34.3%	49.4%	428
33.0	Director, Community Services	57.9%	46.7%	68.0%	288
34.0	Director, Institutional Research	53.9%	45.5%	62.3%	407
35.0	Comptroller	51.0%	43.3%	58.7%	635
36.0	Director, Athletics	55.8%	47.2%	65.3%	723
37.0	Chief Development and Public Relations Officer	68.4%	57.8%	76.8%	182
38.0	Chief Planning and Budget Officer	70.1%	61.2%	79.1%	81
39.0	Director, Admissions and Financial Aid	55.0%	43.9%	64.8%	101
40.0	Director, Housing and Food Services	50.3%	42.7%	59.8%	51
41.0	Director, Personnel and Affirmative Action	46.8%	39.6%	57.1%	194
42.0	Director, Development and Alumni Affairs	57.9%	49.2%	66.1%	65
43.0	Director of Admissions and Registrar	57.4%	48.9%	68.2%	147
44.0	Registrar and some other position (excluding 43.0)	54.6%	47.1%	62.7%	42
45.0	Director of Financial Aid and some other position (excluding 39.0)	50.4%	44.0%	60.0%	37
46.0	Director, Student Counseling and Placement	45.7%	40.9%	55.6%	28
47.0	Director of Student Placement and some other position (excluding 46.0)	45.3%	38.8%	51.6%	15
48.0	Director of Housing and some other position (excluding 40.0)	35.6%	31.2%	46.2%	22
49.0	Director of Personnel and some other position (excluding 41.0)	46.9%	41.9%	59.2%	24
50.0	Director of Affirmative Action and some other position (excluding 41.0)	55.4%	51.1%	62.5%	16
51.0	Dean, Architecture	66.9%	59.2%	75.0%	52
52.0	Dean, Agriculture	73.2%	66.2%	80.5%	79
53.0	Dean, Arts and Letters	71.5%	58.5%	79.4%	77
54.0	Dean, Arts and Sciences	70.8%	62.0%	78.3%	297
55.0	Dean, Business	70.3%	60.7%	77.8%	476
56.0	Dean, Communications	65.0%	54.5%	72.5%	89
57.0	Dean, Continuing Education	61.2%	50.9%	69.5%	457
58.0	Dean, Dentistry	84.7%	75.7%	99.7%	49
59.0	Dean, Education	71.1%	63.8%	77.8%	346
60.0	Dean, Engineering	72.2%	64.5%	80.5%	196
61.0	Dean, Extension	63.2%	54.6%	75.0%	88
62.0	Dean, Fine Arts	65.1%	57.5%	74.5%	147
63.0	Dean, Graduate Programs	70.1%	63.0%	77.8%	328
64.0	Dean, Health Related Professions	64.9%	55.7%	74.4%	153
65.0	Dean, Home Economics	65.9%	55.7%	74.3%	65
66.0	Dean, Humanities	63.4%	53.3%	72.0%	164
67.0	Dean, Instruction	73.3%	61.8%	81.4%	41
68.0	Dean, Law	86.0%	77.4%	94.1%	98
69.0	Dean, Library and Information Sciences	60.3%	50.9%	69.6%	84
70.0	Dean, Medicine	108.0%	94.1%	126.0%	68
71.0	Dean, Music	58.2%	49.2%	69.7%	90
72.0	Dean, Nursing	64.1%	55.3%	71.5%	228
73.0	Dean, Occupation Studies/Vocational/Education/Technology	67.7%	60.3%	75.4%	178
74.0	Dean, Pharmacy	76.7%	69.3%	84.0%	48
75.0	Dean, Public Health	78.7%	66.1%	84.4%	17
76.0	Dean, Sciences	67.5%	60.5%	76.9%	223
77.0	Dean, Social Sciences	62.8%	53.2%	71.3%	179
78.0	Dean, Social Work	63.6%	51.1%	74.3%	72
79.0	Dean, Special Programs	56.3%	47.3%	62.6%	90
80.0	Dean, Undergraduate Programs	63.0%	56.0%	73.0%	38
81.0	Dean, Veterinary Medicine	82.1%	79.5%	86.7%	15

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 69.

Table 23

Administrative Salaries in Public Colleges and Universities
in the United States Expressed as a Percentage
of Executive Officer's Salary, 1978-79

MEASURE: % of Chief Executive Officer's salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: Public. FTE-ENROLLMENT RANGE:
Not specified. 1978/9 BUDGET RANGE: Not specified. CASES SELECTED: 724.

POS	TITLE	MED	Q1	Q3	N
3.0	Executive Vice President	81.2%	75.4%	87.3%	152
4.0	Chief Academic Officer	82.6%	76.7%	88.5%	616
5.0	Chief Planning Officer	70.3%	59.8%	79.7%	183
6.0	Chief Business Officer	74.2%	66.4%	80.2%	637
7.0	Chief Budgeting Officer	52.4%	46.1%	61.8%	233
8.0	Chief Development Officer	58.7%	50.8%	68.8%	204
9.0	Chief Public Relations Officer	51.1%	42.5%	60.3%	303
10.0	Director, Alumni Affairs	42.7%	34.8%	49.2%	215
11.0	Chief Health Professions Officer	76.9%	68.7%	97.6%	72
12.0	Chief Student Affairs Officer	70.1%	63.1%	77.3%	604
13.0	Registrar	50.2%	42.8%	59.0%	456
14.0	Director, Admissions	51.2%	44.9%	60.4%	399
15.0	Director, Student Financial Aid	45.3%	39.6%	52.3%	546
16.0	Director, Student Placement	45.6%	38.7%	53.5%	386
17.0	Director, Student Counseling	53.3%	46.5%	61.6%	479
18.0	Director, Student Union	46.2%	39.4%	53.8%	334
19.0	Director, Student Health Services	65.0%	41.3%	80.3%	275
20.0	Director, Student Housing	41.4%	37.1%	48.9%	252
21.0	Director, Food Services	42.4%	38.0%	50.4%	204
22.0	Director, Physical Plant	53.1%	47.1%	59.4%	566
23.0	Director, Purchasing	42.6%	36.9%	48.8%	411
24.0	Director, Bookstore	37.5%	30.8%	43.5%	408
25.0	Director, Campus Security	40.4%	34.4%	47.2%	405
26.0	Director, Legal Services	57.8%	46.7%	68.4%	91
27.0	Director, Personnel/Human Resources	49.4%	42.8%	58.1%	331
28.0	Director, Affirmative Action/Equal Employment	45.8%	38.8%	53.7%	254
29.0	Director, Library Services	60.9%	54.1%	67.9%	601
30.0	Director, Computer Center	56.5%	48.7%	62.9%	458
31.0	Director, Information Systems	53.3%	47.2%	61.5%	131
32.0	Director, Information Office	43.5%	37.8%	52.0%	278
33.0	Director, Community Services	60.0%	50.6%	69.2%	233
34.0	Director, Institutional Research	55.5%	48.6%	63.0%	305
35.0	Comptroller	53.6%	46.1%	60.3%	342
36.0	Director, Athletics	60.0%	52.0%	68.5%	406
37.0	Chief Development and Public Relations Officer	65.9%	56.6%	75.6%	81
38.0	Chief Planning and Budget Officer	70.5%	64.3%	75.4%	46
39.0	Director, Admissions and Financial Aid	58.2%	45.2%	66.0%	48
40.0	Director, Housing and Food Services	51.9%	43.3%	62.7%	34
41.0	Director, Personnel and Affirmative Action	51.4%	43.8%	61.0%	123
42.0	Director, Development and Alumni Affairs	58.3%	45.1%	66.1%	38
43.0	Director of Admissions and Registrar	57.8%	51.9%	67.9%	113
44.0	Registrar and some other position (excluding 43.0)	57.0%	49.2%	64.1%	18
45.0	Director of Financial Aid and some other position (excluding 39.0)	57.0%	47.5%	62.8%	21
46.0	Director, Student Counseling and Placement	47.5%	43.3%	65.2%	11
47.0	Director of Student Placement and some other position (excluding 46.0)	45.3%	45.2%	51.6%	9
48.0	Director of Housing and some other position (excluding 40.0)	35.6%	29.2%	60.0%	7
49.0	Director of Personnel and some other position (excluding 41.0)	48.9%	44.4%	61.6%	17
50.0	Director of Affirmative Action and some other position (excluding 41.0)	55.4%	51.9%	64.4%	14
51.0	Dean, Architecture	69.4%	64.3%	75.7%	40
52.0	Dean, Agriculture	73.1%	65.5%	80.4%	76
53.0	Dean, Arts and Letters	74.3%	64.2%	80.8%	60
54.0	Dean, Arts and Sciences	73.4%	65.5%	81.5%	207
55.0	Dean, Business	72.2%	64.4%	78.9%	353
56.0	Dean, Communications	67.2%	58.1%	73.3%	66
57.0	Dean, Continuing Education	64.5%	57.2%	72.1%	310
58.0	Dean, Dentistry	87.9%	77.6%	100.2%	34
59.0	Dean, Education	73.4%	67.2%	79.6%	257
60.0	Dean, Engineering	74.7%	66.5%	82.5%	144
61.0	Dean, Extension	65.0%	57.4%	75.6%	71
62.0	Dean, Fine Arts	68.8%	59.5%	75.3%	102
63.0	Dean, Graduate Programs	73.8%	67.9%	80.4%	228
64.0	Dean, Health Related Professions	66.6%	56.9%	75.4%	133
65.0	Dean, Home Economics	67.7%	58.0%	75.3%	54
66.0	Dean, Humanities	66.0%	58.5%	73.8%	113
67.0	Dean, Instruction	74.9%	64.0%	81.4%	36
68.0	Dean, Law	86.0%	78.3%	93.2%	50
69.0	Dean, Library and Information Sciences	61.8%	54.5%	69.7%	74
70.0	Dean, Medicine	105.8%	97.0%	125.6%	52
71.0	Dean, Music	65.5%	55.1%	72.7%	50
72.0	Dean, Nursing	65.1%	55.8%	72.7%	180
73.0	Dean, Occupation Studies/Vocational/Education/Technology	67.7%	60.8%	75.3%	170
74.0	Dean, Pharmacy	77.7%	69.3%	85.7%	43
75.0	Dean, Public Health	75.8%	66.1%	81.4%	12
76.0	Dean, Sciences	70.9%	64.4%	78.6%	166
77.0	Dean, Social Sciences	65.5%	58.8%	72.1%	126
78.0	Dean, Social Work	70.9%	57.6%	75.8%	54
79.0	Dean, Special Programs	57.6%	51.5%	64.5%	61
80.0	Dean, Undergraduate Programs	69.0%	61.7%	78.6%	22
81.0	Dean, Veterinary Medicine	80.7%	77.7%	86.4%	12

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 70.

Administrative Salaries in Private Colleges and Universities
in the United States Expressed as a Percentage
of Executive Officer's Salary, 1978-79

MEASURE: % of Chief Executive Officer's salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: Private. FTE-ENROLLMENT
RANGE: Not specified. 1978/9 BUDGET RANGE: Not specified. CASES SELECTED: 560

POS	TITLE	MED	Q1	Q3	N
3.0	Executive Vice President	78.5%	71.4%	87.5%	122
4.0	Chief Academic Officer	75.5%	67.8%	82.9%	497
5.0	Chief Planning Officer	60.6%	50.2%	67.4%	85
6.0	Chief Business Officer	70.4%	61.3%	79.0%	487
7.0	Chief Budgeting Officer	52.2%	42.1%	63.6%	66
8.0	Chief Development Officer	65.2%	55.6%	75.7%	350
9.0	Chief Public Relations Officer	42.8%	35.8%	53.0%	289
10.0	Director, Alumni Affairs	37.6%	30.3%	46.0%	336
11.0	Chief Health Professions Officer	68.8%	43.5%	84.9%	33
12.0	Chief Student Affairs Officer	56.8%	48.0%	66.0%	476
13.0	Registrar	41.7%	34.7%	49.5%	456
14.0	Director, Admissions	48.4%	41.7%	56.7%	426
15.0	Director, Student Financial Aid	37.6%	31.5%	44.4%	432
16.0	Director, Student Placement	35.6%	29.3%	43.0%	304
17.0	Director, Student Counseling	41.3%	34.5%	50.6%	246
18.0	Director, Student Union	30.0%	26.0%	37.7%	165
19.0	Director, Student Health Services	38.3%	27.6%	55.6%	187
20.0	Director, Student Housing	31.7%	26.7%	38.3%	252
21.0	Director, Food Services	41.8%	36.3%	49.7%	171
22.0	Director, Physical Plant	45.6%	38.5%	52.9%	450
23.0	Director, Purchasing	34.4%	26.7%	41.8%	184
24.0	Director, Bookstore	29.0%	24.4%	35.1%	339
25.0	Director, Campus Security	30.2%	25.0%	35.3%	226
26.0	Director, Legal Services	52.9%	44.3%	63.3%	30
27.0	Director, Personnel/Human Resources	37.0%	30.0%	45.5%	139
28.0	Director, Affirmative Action/Equal Employment	37.6%	27.9%	50.0%	57
29.0	Director, Library Services	48.7%	41.1%	57.1%	508
30.0	Director, Computer Center	44.3%	37.9%	52.7%	248
31.0	Director, Information Systems	43.3%	37.5%	51.6%	56
32.0	Director, Information Office	36.2%	30.9%	44.1%	150
33.0	Director, Community Services	41.6%	32.3%	55.6%	54
34.0	Director, Institutional Research	46.7%	40.7%	56.7%	101
35.0	Comptroller	47.4%	39.4%	54.3%	292
36.0	Director, Athletics	50.4%	41.3%	58.3%	316
37.0	Chief Development and Public Relations Officer	70.0%	58.5%	78.2%	100
38.0	Chief Planning and Budget Officer	68.5%	59.3%	80.1%	35
39.0	Director, Admissions and Financial Aid	50.9%	43.0%	60.9%	52
40.0	Director, Housing and Food Services	44.3%	38.2%	50.3%	17
41.0	Director, Personnel and Affirmative Action	42.9%	34.8%	49.3%	71
42.0	Director, Development and Alumni Affairs	56.6%	49.2%	66.4%	27
43.0	Director of Admissions and Registrar	49.2%	36.1%	68.4%	34
44.0	Registrar and some other position (excluding 43.0)	51.6%	41.3%	57.7%	24
45.0	Director of Financial Aid and some other position (excluding 39.0)	48.3%	33.2%	50.7%	16
46.0	Director, Student Counseling and Placement	45.4%	33.4%	55.3%	17
47.0	Director of Student Placement and some other position (excluding 46.0)	41.3%	37.4%	48.1%	6
48.0	Director of Housing and some other position (excluding 40.0)	38.2%	31.8%	46.2%	15
49.0	Director of Personnel and some other position (excluding 41.0)	39.9%	35.7%	47.5%	7
51.0	Dean, Architecture	52.7%	41.5%	66.3%	11
53.0	Dean, Arts and Letters	51.4%	43.4%	71.5%	17
54.0	Dean, Arts and Sciences	64.3%	55.1%	71.2%	89
55.0	Dean, Business	61.6%	53.0%	71.3%	122
56.0	Dean, Communications	52.4%	42.1%	64.5%	23
57.0	Dean, Continuing Education	50.0%	42.8%	59.4%	147
58.0	Dean, Dentistry	79.2%	61.7%	98.6%	15
59.0	Dean, Education	59.7%	48.3%	68.9%	89
60.0	Dean, Engineering	64.5%	57.7%	73.1%	51
61.0	Dean, Extension	55.7%	42.2%	67.4%	16
62.0	Dean, Fine Arts	58.3%	49.8%	66.2%	45
63.0	Dean, Graduate Programs	61.6%	53.3%	68.5%	99
64.0	Dean, Health Related Professions	46.3%	39.5%	59.3%	20
65.0	Dean, Home Economics	45.1%	39.8%	54.9%	10
66.0	Dean, Humanities	53.3%	44.1%	62.4%	51
67.0	Dean, Instruction	56.7%	50.0%	65.6%	5
68.0	Dean, Law	85.7%	74.2%	94.7%	47
69.0	Dean, Library and Information Sciences	46.3%	38.6%	55.8%	10
70.0	Dean, Medicine	111.5%	76.5%	138.5%	16
71.0	Dean, Music	52.9%	46.0%	59.8%	40
72.0	Dean, Nursing	58.3%	51.0%	65.3%	48
73.0	Dean, Occupation Studies/Vocational/Education/Technology	45.7%	44.2%	79.6%	8
74.0	Dean, Pharmacy	71.2%	69.5%	74.6%	5
75.0	Dean, Public Health	82.4%	59.0%	90.8%	5
76.0	Dean, Sciences	57.4%	49.2%	64.5%	57
77.0	Dean, Social Sciences	50.7%	45.1%	62.4%	53
78.0	Dean, Social Work	47.8%	34.4%	60.4%	18
79.0	Dean, Special Programs	49.0%	37.2%	58.2%	29
80.0	Dean, Undergraduate Programs	59.5%	46.9%	65.5%	16

SOURCE: College and University Personnel Association 1978-79 Administrative Compensation Survey, 1979, p. 71.

Table 25

Administrative Salaries in Public and Private Colleges
and Universities in the Northwestern United States, 1978-79

MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: None specified. FTE-ENROLLMENT RANGE: Not specified. 1978/9
BUDGET RANGE: Not specified. CASES SELECTED: 77.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$43,760	\$41,087	\$46,000	17
2.0	Chief Executive Officer, Single Institution	\$41,604	\$34,200	\$46,100	60
3.0	Executive Vice President	\$34,070	\$27,298	\$38,676	18
4.0	Chief Academic Officer	\$33,000	\$28,400	\$37,000	63
5.0	Chief Planning Officer	\$27,744	\$25,000	\$30,676	12
6.0	Chief Business Officer	\$29,796	\$25,000	\$35,000	66
7.0	Chief Budgeting Officer	\$26,316	\$22,452	\$29,453	19
8.0	Chief Development Officer	\$24,420	\$22,100	\$29,417	25
9.0	Chief Public Relations Officer	\$19,700	\$15,723	\$25,400	25
10.0	Director, Alumni Affairs	\$17,000	\$15,500	\$20,730	28
11.0	Chief Health Professions Officer	\$42,816	\$35,388	\$56,000	5
12.0	Chief Student Affairs Officer	\$27,825	\$24,100	\$32,000	58
13.0	Registrar	\$20,800	\$15,444	\$24,000	48
14.0	Director, Admissions	\$21,396	\$17,000	\$24,440	39
15.0	Director, Student Financial Aid	\$19,405	\$16,800	\$22,464	55
16.0	Director, Student Placement	\$19,300	\$15,980	\$23,556	36
17.0	Director, Student Counseling	\$23,000	\$18,000	\$26,714	43
18.0	Director, Student Union	\$19,757	\$16,400	\$22,728	34
19.0	Director, Student Health Services	\$28,500	\$18,772	\$39,000	23
20.0	Director, Student Housing	\$16,275	\$13,000	\$21,636	31
21.0	Director, Food Services	\$18,000	\$14,784	\$20,700	25
22.0	Director, Physical Plant	\$21,048	\$16,827	\$24,900	56
23.0	Director, Purchasing	\$18,828	\$15,652	\$21,964	34
24.0	Director, Bookstore	\$15,360	\$11,866	\$19,100	51
25.0	Director, Campus Security	\$15,600	\$13,397	\$20,028	30
26.0	Director, Legal Services	\$28,860	\$17,196	\$36,317	4
27.0	Director, Personnel/Human Resources	\$22,276	\$19,170	\$27,900	20
28.0	Director, Affirmative Action/Equal Employment	\$20,093	\$18,718	\$23,328	16
29.0	Director, Library Services	\$21,500	\$17,778	\$27,982	63
30.0	Director, Computer Center	\$21,996	\$18,720	\$25,272	47
31.0	Director, Information Systems	\$25,000	\$15,972	\$28,650	10
32.0	Director, Information Office	\$18,500	\$14,739	\$24,620	29
33.0	Director, Community Services	\$24,530	\$22,000	\$26,598	20
34.0	Director, Institutional Research	\$25,600	\$23,025	\$28,208	13
35.0	Comptroller	\$23,750	\$19,800	\$26,628	40
36.0	Director, Athletics	\$22,908	\$18,955	\$27,341	44
37.0	Chief Development and Public Relations Officer	\$30,000	\$25,000	\$35,200	11
38.0	Chief Planning and Budget Officer	\$35,900	\$23,625	\$44,000	8
39.0	Director, Admissions and Financial Aid	\$22,425	\$18,800	\$26,875	8
40.0	Director, Housing and Food Services	\$22,032	\$18,000	\$24,840	7
41.0	Director, Personnel and Affirmative Action	\$19,940	\$19,000	\$23,765	14
43.0	Director of Admissions and Registrar	\$24,167	\$20,937	\$29,952	14
49.0	Director of Personnel and some other position (excluding 41.0)	\$19,313	\$17,395	\$21,029	3
52.0	Dean, Agriculture	\$38,501	\$28,500	\$42,816	6
53.0	Dean, Arts and Letters	\$20,850	\$19,500	\$25,700	6
54.0	Dean, Arts and Sciences	\$30,316	\$26,500	\$34,694	16
55.0	Dean, Business	\$30,530	\$27,983	\$35,150	7
56.0	Dean, Communications	\$25,200	\$15,400	\$29,618	7
57.0	Dean, Continuing Education	\$26,160	\$20,405	\$28,650	25
59.0	Dean, Education	\$31,450	\$28,150	\$35,340	23
60.0	Dean, Engineering	\$31,470	\$27,983	\$42,456	12
62.0	Dean, Fine Arts	\$31,572	\$17,878	\$35,000	9
63.0	Dean, Graduate Programs	\$31,500	\$24,323	\$35,244	14
64.0	Dean, Health Related Professions	\$27,983	\$25,426	\$31,574	16
65.0	Dean, Home Economics	\$25,380	\$14,215	\$34,000	3
66.0	Dean, Humanities	\$24,132	\$20,940	\$27,983	16
68.0	Dean, Law	\$43,920	\$40,000	\$48,700	8
69.0	Dean, Library and Information Sciences	\$27,768	\$19,751	\$29,460	4
71.0	Dean, Music	\$26,000	\$19,168	\$30,003	5
72.0	Dean, Nursing	\$27,364	\$23,052	\$37,992	9
73.0	Dean, Occupation Studies/Vocational Education/Technology	\$27,000	\$24,960	\$29,842	24
74.0	Dean, Pharmacy	\$37,380	\$34,507	\$48,000	5
76.0	Dean, Sciences	\$24,400	\$20,778	\$31,200	23
77.0	Dean, Social Science	\$24,647	\$19,330	\$27,983	20
78.0	Dean, Social Work	\$34,000	\$16,650	\$37,250	4
79.0	Dean, Special Programs	\$24,638	\$21,300	\$27,575	7

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 83.

NOTE: Includes Alaska, Idaho, Montana, Wyoming, Oregon, Utah, and Washington.

Table 26

Administrative Salaries in Public and Private Colleges
and Universities in the Western United States, 1978-79

MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: None specified. FTE-ENROLLMENT RANGE: Not specified. 1978/9
BUDGET RANGE: Not specified. CASES SELECTED: 94.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$46,560	\$42,750	\$52,500	21
2.0	Chief Executive Officer, Single Institution	\$43,433	\$38,000	\$50,439	71
3.0	Executive Vice President	\$39,500	\$37,000	\$40,512	30
4.0	Chief Academic Officer	\$36,828	\$29,000	\$40,512	77
5.0	Chief Planning Officer	\$35,572	\$31,524	\$40,512	18
6.0	Chief Business Officer	\$34,576	\$26,325	\$39,000	76
7.0	Chief Budgeting Officer	\$21,960	\$20,964	\$33,588	22
8.0	Chief Development Officer	\$30,000	\$24,000	\$35,652	33
9.0	Chief Public Relations Officer	\$20,556	\$16,608	\$24,500	44
10.0	Director, Alumni Affairs	\$18,120	\$15,972	\$20,237	30
11.0	Chief Health Professions Officer	\$31,788	\$27,373	\$49,400	6
12.0	Chief Student Affairs Officer	\$30,500	\$23,000	\$35,976	78
13.0	Registrar	\$19,332	\$15,000	\$24,888	54
14.0	Director, Admissions	\$21,600	\$17,000	\$28,816	50
15.0	Director, Student Financial Aid	\$21,750	\$16,032	\$28,000	72
16.0	Director, Student Placement	\$18,660	\$14,528	\$27,025	49
17.0	Director, Student Counseling	\$27,348	\$21,164	\$33,000	53
18.0	Director, Student Union	\$26,508	\$18,628	\$31,524	22
19.0	Director, Student Health Services	\$30,680	\$21,493	\$44,076	33
20.0	Director, Student Housing	\$17,550	\$13,920	\$23,016	41
21.0	Director, Food Services	\$18,660	\$11,760	\$23,000	34
22.0	Director, Physical Plant	\$23,800	\$18,000	\$26,508	72
23.0	Director, Purchasing	\$20,532	\$16,500	\$25,284	42
24.0	Director, Bookstore	\$17,930	\$14,940	\$20,085	54
25.0	Director, Campus Security	\$19,404	\$16,362	\$25,896	51
26.0	Director, Legal Services	\$33,498	\$24,120	\$51,352	10
27.0	Director, Personnel/Human Resources	\$26,508	\$20,500	\$29,136	37
28.0	Director, Affirmative Action/Equal Employment	\$21,081	\$19,092	\$26,505	25
29.0	Director, Library Services	\$27,936	\$20,235	\$35,796	72
30.0	Director, Computer Center	\$27,065	\$20,897	\$30,160	37
31.0	Director, Information Systems	\$29,412	\$23,570	\$33,492	15
32.0	Director, Information Office	\$20,635	\$17,196	\$25,480	32
33.0	Director, Community Services	\$25,344	\$19,554	\$31,524	24
34.0	Director, Institutional Research	\$30,474	\$24,339	\$33,492	28
35.0	Comptroller	\$25,440	\$19,644	\$31,250	39
36.0	Director, Athletics	\$29,378	\$24,192	\$31,524	46
37.0	Chief Development and Public Relations Officer	\$18,924	\$17,893	\$35,064	9
38.0	Chief Planning and Budget Officer	\$33,000	\$32,060	\$41,000	10
39.0	Director, Admissions and Financial Aid	\$23,600	\$13,008	\$28,800	3
40.0	Director, Housing and Food Services	\$27,065	\$23,000	\$30,300	4
41.0	Director, Personnel and Affirmative Action	\$26,496	\$18,102	\$32,712	12
42.0	Director, Development and Alumni Affairs	\$29,136	\$20,004	\$30,014	3
43.0	Director of Admissions and Registrar	\$31,524	\$22,200	\$35,000	15
44.0	Registrar and some other position (excluding 43.0)	\$17,160	\$11,672	\$19,000	5
45.0	Director of Financial Aid and some other position (excluding 39.0)	\$26,356	\$21,000	\$28,206	7
46.0	Director, Student Counseling and Placement	\$18,084	\$9,700	\$28,400	4
49.0	Director of Personnel and some other position (excluding 41.0)	\$31,956	\$18,084	\$40,700	3
52.0	Dean, Agriculture	\$35,976	\$30,792	\$35,976	7
53.0	Dean, Arts and Letters	\$32,712	\$30,841	\$35,976	8
54.0	Dean, Arts and Sciences	\$34,300	\$27,000	\$35,976	18
55.0	Dean, Business	\$35,976	\$26,349	\$36,000	43
56.0	Dean, Communications	\$32,676	\$25,167	\$35,976	9
57.0	Dean, Continuing Education	\$32,060	\$26,750	\$35,976	31
58.0	Dean, Dentistry	\$35,000	\$33,381	\$50,200	4
59.0	Dean, Education	\$35,976	\$23,349	\$35,976	24
60.0	Dean, Engineering	\$35,976	\$35,976	\$39,000	18
61.0	Dean, Extension	\$31,524	\$17,302	\$35,976	8
62.0	Dean, Fine Arts	\$31,200	\$25,110	\$35,035	17
63.0	Dean, Graduate Programs	\$31,200	\$26,737	\$35,976	30
64.0	Dean, Health Related Professions	\$31,468	\$26,349	\$33,572	15
65.0	Dean, Home Economics	\$31,524	\$26,340	\$35,976	4
66.0	Dean, Humanities	\$33,764	\$26,000	\$35,976	15
67.0	Dean, Instruction	\$35,976	\$35,684	\$40,002	7
68.0	Dean, Law	\$50,000	\$44,958	\$53,880	12
69.0	Dean, Library and Information Sciences	\$34,412	\$32,508	\$35,976	6
70.0	Dean, Medicine	\$58,630	\$30,515	\$71,000	5
71.0	Dean, Music	\$29,925	\$23,048	\$31,200	5
72.0	Dean, Nursing	\$31,524	\$22,980	\$35,574	16
73.0	Dean, Occupation Studies/Vocational/Education/Technology	\$33,690	\$32,676	\$35,899	16
75.0	Dean, Public Health	\$29,890	\$20,726	\$35,976	3
76.0	Dean, Sciences	\$32,712	\$27,532	\$35,976	21
77.0	Dean, Social Sciences	\$29,748	\$23,748	\$35,976	23
78.0	Dean, Social Work	\$32,712	\$32,712	\$35,976	6
79.0	Dean, Special Programs	\$31,995	\$24,612	\$36,652	11
80.0	Dean, Undergraduate Programs	\$34,797	\$32,712	\$35,976	9

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 84.

NOTE: Includes California, Hawaii, Nevada, and Guam (Guam is not a member of the WICHE-Compact).

Table 27

Administrative Salaries in Public and Private Colleges
and Universities in the Southwestern United States, 1978-79.

MEASURE: Salary. CLASSIFICATION(S): None specified. SOURCE(S) OF SUPPORT: None specified. FTE-ENROLLMENT RANGE: Not specified. 1978/9.
BUDGET RANGE: Not specified. CASES SELECTED: 151.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	\$48,000	\$42,114	\$53,800	24
2.0	Chief Executive Officer, Single Institution	\$39,800	\$35,076	\$48,900	122
3.0	Executive Vice President	\$35,761	\$28,500	\$44,520	33
4.0	Chief Academic Officer	\$31,200	\$27,000	\$40,000	122
5.0	Chief Planning Officer	\$28,080	\$22,600	\$32,350	33
6.0	Chief Business Officer	\$30,000	\$26,000	\$38,000	124
7.0	Chief Budgeting Officer	\$26,160	\$22,358	\$30,000	34
8.0	Chief Development Officer	\$26,750	\$22,200	\$35,900	49
9.0	Chief Public Relations Officer	\$21,528	\$16,992	\$27,504	53
10.0	Director, Alumni Affairs	\$16,245	\$12,830	\$22,825	40
11.0	Chief Health Professions Officer	\$35,000	\$26,600	\$47,500	12
12.0	Chief Student Affairs Officer	\$26,856	\$23,676	\$31,500	114
13.0	Registrar	\$20,650	\$16,200	\$24,500	95
14.0	Director, Admissions	\$20,340	\$17,723	\$24,000	69
15.0	Director, Student Financial Aid	\$19,180	\$16,000	\$21,980	115
16.0	Director, Student Placement	\$18,100	\$15,288	\$21,545	71
17.0	Director, Student Counseling	\$21,050	\$18,282	\$25,133	90
18.0	Director, Student Union	\$19,220	\$14,716	\$21,714	63
19.0	Director, Student Health Services	\$16,300	\$12,115	\$35,000	56
20.0	Director, Student Housing	\$17,100	\$15,100	\$21,514	47
21.0	Director, Food Services	\$17,000	\$13,500	\$22,880	46
22.0	Director, Physical Plant	\$21,200	\$17,490	\$25,010	119
23.0	Director, Purchasing	\$18,252	\$14,784	\$21,800	77
24.0	Director, Bookstore	\$13,855	\$10,908	\$18,126	96
25.0	Director, Campus Security	\$15,420	\$12,000	\$21,200	86
26.0	Director, Legal Services	\$26,667	\$24,744	\$35,000	21
27.0	Director, Personnel/Human Resources	\$22,000	\$17,700	\$24,500	54
28.0	Director, Affirmative Action/Equal Employment	\$20,000	\$17,300	\$23,900	41
29.0	Director, Library Services	\$22,457	\$17,800	\$29,988	125
30.0	Director, Computer Center	\$22,572	\$18,513	\$28,230	93
31.0	Director, Information Systems	\$24,000	\$18,588	\$26,500	22
32.0	Director, Information Office	\$18,411	\$13,020	\$23,000	64
33.0	Director, Community Services	\$22,800	\$18,540	\$25,000	42
34.0	Director, Institutional Research	\$23,729	\$19,380	\$29,240	52
35.0	Comptroller	\$23,812	\$18,600	\$29,208	84
36.0	Director, Athletics	\$23,000	\$18,500	\$27,804	76
37.0	Chief Development and Public Relations Officer	\$25,000	\$20,680	\$29,800	16
38.0	Chief Planning and Budget Officer	\$33,804	\$18,603	\$41,743	8
39.0	Director, Admissions and Financial Aid	\$20,437	\$19,044	\$23,359	14
40.0	Director, Housing and Food Services	\$30,000	\$23,500	\$31,500	6
41.0	Director, Personnel and Affirmative Action	\$21,200	\$16,872	\$25,350	28
42.0	Director, Development and Alumni Affairs	\$17,940	\$15,500	\$28,750	6
43.0	Director of Admissions and Registrar	\$22,250	\$20,680	\$26,788	22
44.0	Registrar and some other position (excluding 43.0)	\$21,018	\$19,000	\$32,057	8
45.0	Director of Financial Aid and some other position (excluding 39.0)	\$16,000	\$14,500	\$17,500	6
46.0	Director, Student Counseling and Placement	\$15,600	\$14,500	\$18,300	4
49.0	Director of Personnel and some other position (excluding 41.0)	\$17,800	\$16,000	\$21,700	3
50.0	Director of Affirmative Action and some other position (excluding 41.0)	\$28,337	\$24,000	\$42,000	3
51.0	Dean, Architecture	\$37,396	\$35,600	\$41,800	12
52.0	Dean, Agriculture	\$37,100	\$32,393	\$42,891	12
53.0	Dean, Arts and Letters	\$26,304	\$22,500	\$37,383	12
54.0	Dean, Arts and Sciences	\$29,600	\$22,850	\$37,000	32
55.0	Dean, Business	\$30,186	\$23,400	\$39,220	66
56.0	Dean, Communications	\$26,243	\$23,043	\$30,912	18
57.0	Dean, Continuing Education	\$27,256	\$22,000	\$31,000	51
58.0	Dean, Dentistry	\$46,500	\$33,372	\$57,000	3
59.0	Dean, Education	\$33,739	\$28,656	\$38,750	42
60.0	Dean, Engineering	\$41,208	\$24,300	\$44,600	24
61.0	Dean, Extension	\$21,500	\$20,400	\$32,640	5
62.0	Dean, Fine Arts	\$32,700	\$21,097	\$37,779	31
63.0	Dean, Graduate Programs	\$36,040	\$29,920	\$38,520	37
64.0	Dean, Health Related Professions	\$25,950	\$21,600	\$28,104	24
65.0	Dean, Home Economics	\$29,448	\$21,084	\$41,800	11
66.0	Dean, Humanities	\$27,413	\$23,196	\$37,000	25
67.0	Dean, Instruction	\$25,500	\$21,500	\$26,675	5
68.0	Dean, Law	\$46,000	\$44,000	\$49,000	10
69.0	Dean, Library and Information Sciences	\$29,900	\$20,625	\$36,000	11
70.0	Dean, Medicine	\$56,100	\$51,000	\$57,300	4
71.0	Dean, Music	\$28,638	\$25,300	\$32,800	14
72.0	Dean, Nursing	\$33,700	\$21,444	\$41,322	22
73.0	Dean/Occupation Studies/Vocational/Education/Technology	\$24,050	\$22,477	\$29,383	28
74.0	Dean, Pharmacy	\$45,000	\$34,150	\$46,000	7
76.0	Dean, Sciences	\$28,740	\$22,885	\$37,946	43
77.0	Dean, Social Sciences	\$25,000	\$21,050	\$30,582	31
78.0	Dean, Social Work	\$33,500	\$18,500	\$40,000	9
79.0	Dean, Special Programs	\$21,799	\$17,000	\$27,240	11
80.0	Dean, Undergraduate Programs	\$25,467	\$21,500	\$32,500	3

SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey, 1979, p. 85.

NOTE: Includes Arizona, Arkansas, Colorado, New Mexico, Oklahoma, and Texas (Arkansas, Oklahoma, and Texas are not members of the NICHÉ Compact).

Appendix C

1978-79 Administrative Compensation Survey
Summary Position Descriptions

1978-79 Administrative Compensation Survey
Summary Position Descriptions*

- 1.0 CHIEF EXECUTIVE OFFICER OF A SYSTEM/DISTRICT/MULTI-CAMPUS OPERATION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of an institution or a system of higher education, who reports to a governing board.
- 2.0 CHIEF EXECUTIVE OFFICER OF A SINGLE INSTITUTION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education. Reports to a President/Chancellor of a universitywide system or multi-college district.
- 3.0 EXECUTIVE VICE PRESIDENT: The principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution of higher education. Reports to the Chief Executive Officer.
- 4.0 CHIEF ACADEMIC OFFICER: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities. Reports to the Chief Executive Officer.
- 5.0 CHIEF PLANNING OFFICER: The senior administrative official responsible for the direction of long-range planning and the allocation of resources. Functions typically include budget planning, institutional research and facilities planning and may also include responsibility for current planning and budgeting, as well as state and federal relations. Reports to the Chief Executive Officer.
- 6.0 CHIEF BUSINESS OFFICER: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting and related matters.
- 7.0 CHIEF BUDGETING OFFICER: The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

*SOURCE: College and University Personnel Association, 1978-79 Administrative Compensation Survey. Washington, D.C.: CUPA, 1979, pp. 129-131.

- 8.0 CHIEF DEVELOPMENT OFFICER: The senior administrative official responsible for institutional development programs. Incumbent typically leads the institutional fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.
- 9.0 CHIEF PUBLIC RELATIONS OFFICER: The senior administrative official responsible for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations and information office services.
- 10.0 DIRECTOR, ALUMNI AFFAIRS: Coordinates contacts and services to alumni; develops and maintains alumni mailing lists and mailings; organizes receptions and other special alumni activities.
- 11.0 CHIEF HEALTH PROFESSIONS OFFICER: The senior administrative official with the responsibility for administration of academic health programs, hospitals, clinics, and affiliated health-care programs.
- 12.0 CHIEF STUDENT AFFAIRS OFFICER: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.
- 13.0 REGISTRAR: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.
- 14.0 DIRECTOR, ADMISSIONS: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.
- 15.0 DIRECTOR, STUDENT FINANCIAL AID: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.
- 16.0 DIRECTOR, STUDENT PLACEMENT: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.
- 17.0 DIRECTOR, STUDENT COUNSELING: Directs the provision of counseling and testing services for students.
- 18.0 DIRECTOR, STUDENT UNION: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

- 19.0 DIRECTOR, STUDENT HEALTH SERVICES: Directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.
- 20.0 DIRECTOR, STUDENT HOUSING: Directs all residence hall operations for students. May also administer off-campus housing programs.
- 21.0 DIRECTOR, FOOD SERVICES: Administers all institutional food services whether directly managed and operated or catered.
- 22.0 DIRECTOR, PHYSICAL PLANT: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation and parking.
- 23.0 DIRECTOR, PURCHASING: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.
- 24.0 DIRECTOR, BOOKSTORE: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment, advertising, employment and supervision of sales staff, maintenance of sales and inventory records, and related matters.
- 25.0 DIRECTOR, CAMPUS SECURITY: Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.
- 26.0 DIRECTOR, LEGAL SERVICES: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)
- 27.0 DIRECTOR, PERSONNEL/HUMAN RESOURCES: Administers institutional and personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.
- 28.0 DIRECTOR, AFFIRMATIVE ACTION/EQUAL EMPLOYMENT: The senior administrative official responsible for the universitywide program designed to insure equality of opportunity on an individual basis without giving preference in opportunity to any group.
- 29.0 DIRECTOR, LIBRARY SERVICES: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services and special collections.
- 30.0 DIRECTOR, COMPUTER CENTER: Directs the institution's major administrative computing activities. Functions typically include computer programming, systems studies and computer operations.

- 31.0 DIRECTOR, INFORMATION SYSTEMS: The senior official who directs the development, implementation and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming applications, and coordination with user areas. May also include responsibility for director of the administrative computer operations.
- 32.0 DIRECTOR, INFORMATION OFFICE: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media relations, preparation of review of news releases and photographs, and preparation and distribution of newsletters, magazines and other publications.
- 33.0 DIRECTOR, COMMUNITY SERVICES: Directs or coordinates the conduct of special (usually noncredit) educational, cultural and recreational services to the community.
- 34.0 DIRECTOR, INSTITUTIONAL RESEARCH: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.
- 35.0 COMPTROLLER: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.
- 36.0 DIRECTOR, ATHLETICS: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.
- 45.0 - DEAN or Equivalent Administrative Title (e.g., directors of academic divisions in community colleges): Serves as the principal administrator of the instructional division indicated (i.e., Architecture, Agriculture, Nursing, etc.).



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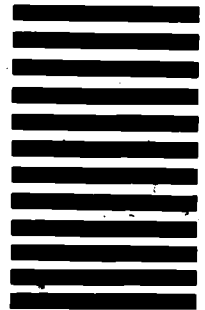
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