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ABSTRACT

The results of the most recent survey (summer and fall of 1988) by the National Association of Student Financial Aid Administrators to investigate national patterns of salaries and staffing in financial aid offices are presented. Information on 2,481 financial aid offices is organized into the following categories: characteristics of responding undergraduate institutions; characteristics of salaries of heads of office at undergraduate institutions; characteristics and salaries of staff at undergraduate institutions; staffing patterns at undergraduate institutions; and staffing and salary patterns at graduate/professional institutions. Some of the significant findings are: the financial aid profession is predominantly female; heads of office generally report high levels of education; male heads of office have a significantly higher median salary than their female counterparts; individuals with the title Associate Director are located primarily at four-year institutions; and the staff position of counselor/advisor/officer is found at all types of institutions and comprises 16.4% of the full-time financial aid office staff. Four appendices are: supplementary tables; survey methodology; survey instrument; and financial aid position titles.
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Salary and Staffing Patterns in Financial Aid Offices 1987-88

by Karl Knapp

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National Association of Student Financial Aid Administrators

Salary and Staffing Patterns in Financial Aid Offices 1987-88

by Karl Knapp

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September 1989

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N·A·S·F·A·A

September 25, 1989

Dear Colleague:

On behalf of the NASFAA Research Committee, we are pleased to present this report on salary and staffing patterns in the financial aid offices of NASFAA member institutions. NASFAA's ongoing research into the characteristics of financial aid administrators is intended to provide members with national norms for the profession, analyzed by institutional size, type and control, and selected personal characteristics.

Past studies of the profession have reported information primarily on directors of financial aid. The objective of the current study was to expand upon previously available data by capturing title and salary information on all financial aid office staff. The following pages present an analysis of the most frequently occurring position titles in financial aid offices, and Appendix D provides a condensed listing of the array of titles represented in the profession. This new information provides a starting point for future studies of characteristics and attitudes of financial aid professionals at all levels within their institutions.

As the profession has grown in importance over the years, so has the Association's role in monitoring its status. The expansion of the research staff in 1987 and acquisition of the computer hardware and software necessary for in-house survey research projects have made it possible for NASFAA staff to undertake studies of this scope for the first time. We hope you find the results useful, and as always, we welcome your comments and suggestions for future studies.

We thank Karl Knapp, author of this report, for his analysis and contributions to the survey project while he served as NASFAA's Assistant for Research and Policy Analysis. Tim Christensen, NASFAA Associate Director for Research and Marketing, coordinated the project and prepared the final text and tables. Members of the 1987-88 and 1988-89 Research Committees provided suggestions and critical review throughout the project. Janet C. Hunter, Research Committee Chair since 1987-88, oversaw the project on behalf of the committee. Richard Lasko drafted the survey instrument and Donald Hills reviewed the survey methodology and draft report. Laura Greene, Research Associate at the Pennsylvania Higher Education Assistance Agency, provided consultation on the regression analysis used in Chapter II. Several additional NASFAA staff members contributed to the project: Lisa Brown entered the survey data, Patricia Cox formatted the tables, Mindy Kaplan coordinated the production process, and Madeleine McLean provided editorial suggestions.

Finally, we thank NASFAA members for their continuing support of studies of the profession. The response rate for this study, nearly 76 percent, is gratifying to any survey researcher.

Sincerely,

Dallas Martin
President

Executive Summary

The National Association of Student Financial Aid Administrators (NASFAA) periodically surveys its members to investigate national patterns of salaries and staffing in financial aid offices. This report presents the results of the most recent NASFAA survey, conducted in the summer and fall of 1988.

The report provides information on the staffs of 2,481 financial aid offices for the 1987-88 academic year. The survey is the most extensive ever conducted of financial aid office staffs, and provides information on selected personal characteristics and salaries of 12,336 individual financial aid staff.

The 1988 survey updates the results of previous NASFAA surveys of individuals who manage financial aid offices, and provides new data on an array of other financial aid staff positions. Information is presented in detail on individuals holding the titles of Associate Director, Assistant Director, Counselor/Advisor/Officer, Secretary, and Clerk/Clerical. Readers of the report should note that the data presented are unweighted and that all responding institutions are NASFAA members.

Significant findings of the survey include:

- The financial aid profession is predominately female. Women comprise 81 percent of the staff in financial aid offices; however, they comprise only 52.9 percent of the individuals who manage financial aid offices.
- The median salary for individuals who manage financial aid offices (referred to in this report as "Heads of Office") increased by 12.5 percent between 1985 and 1987, from \$26,655 to \$30,000 annually. When adjusted for inflation, the increase was 5.8 percent.
- Heads of Office at public universities (4-year institutions serving both undergraduate and graduate/professional students) that reported enrollments of 20,000 students or more had the highest median salaries at \$50,000 annually.
- Heads of Office generally reported high levels of education, with approximately half (52.8 percent) holding degrees at the master's level or higher. They were also highly experienced, with a median of 9 years of experience in financial aid.
- Male Heads of Office had a significantly higher median salary than their female counterparts. The median salary for male Heads of Office was \$34,000, compared to a median salary of \$25,000 for female Heads of Office. The gap in median salary between male and female Heads of Office was not fully explained by differences between males and females in the variables most closely related to salary: years of financial aid experience, educational attainment, and size of the financial aid office staff. It is likely that the difference may be accounted for, at least in part, by variables not measured in this survey, such as the number of years at the current institution or the number of years of experience as a Head of Office.
- The gap between male and female median salaries also emerged for the professional staff positions of Associate Director, Assistant Director, and Counselor/Advisor/Officer, but no investigation was conducted of the relationship between salary and years of aid experience, educational attainment, and financial aid office staff size for these positions.
- Individuals who held the title Associate Director were located predominately at 4-year institutions. Associate Directors had the same median salary as Heads of Office (\$30,000).
- Individuals who held the title Assistant Director were more prevalent than those with the title Associate Director (1,025 Assistant versus 351 Associate) and were located predominately at 4-year public or private institutions and 2-year public institutions. Their median salary was \$23,000.
- The staff position of Counselor/Advisor/Officer was found at all types of institutions, and comprised 16.4 percent of the full-time financial aid office staff. The median salary for this position at undergraduate institutions was \$18,629.

- Approximately one-half of the financial aid offices serving undergraduate students reported full-time equivalent staffs of fewer than four individuals.¹ Only at public universities with enrollments over 7,000 and private universities with enrollments over 4,000 was the median office size greater than 5.
- The number of responding offices serving only graduate/professional students was small at 91 (3.5 percent of the survey sample). Heads of Office at graduate/professional-only institutions were more likely to be female (77.6 percent) and white (92.9 percent) than Heads of Office at institutions serving undergraduates. In most other respects, characteristics of Heads of Office at graduate/professional institutions were similar to those of their counterparts at undergraduate institutions. The median salary for Heads of Office at graduate/professional institutions was \$29,274.

¹FTE office staff includes professional and clerical staff, but not student assistants, graduate assistants, or temporary staff.

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Introduction

This report is part of NASFAA's ongoing study of the financial aid profession and the characteristics of its members. The current survey was conducted in the summer and fall of 1988 and provides information on the staffs of financial aid offices for the academic year 1987-88. The survey was sent to 3,268 institutional NASFAA members in July 1988. A follow-up mailing was distributed in September. NASFAA received 2,481 usable surveys from offices serving undergraduate and graduate students, for a response rate of 75.9 percent.

While only one copy of the survey was sent to each NASFAA institutional member, the survey asked the individual who completed the form to provide information on all staff in his or her office. As a result, information was submitted on 12,336 individual financial aid office staff members, both professional and clerical. The current survey method differs from that of previous studies to which comparisons will be made. The 1981 Survey of the Profession was mailed to all NASFAA voting representatives in the institutional membership category and all affiliate members. These individuals chose from a listing the title that most closely described their position. The 1983 and 1985 studies completed in collaboration with the College Scholarship Service of The College Board reported on individuals who managed the undergraduate financial aid program and classified all of them as "Directors of Financial Aid."

This report presents information on individuals who were identified as the head of an aid office, regardless of title. Individuals with the specific title "Director" and individuals with a variety of other position titles are included in this classification. One head of office was identified for each survey on the basis of the individual's title, salary, order of presentation on the survey instrument, or a combination of all three. Comparisons to previous data are made where they are believed to be valid. It should be noted that where comparisons are made to previous studies, it is assumed that the pool of respondents is similar.

The 1983 and 1985 surveys reported only on heads of offices at institutions that served undergraduate students. For purposes of comparability, this distinction was maintained. However, institutions that serve only graduate and professional students represent a distinct sector of the NASFAA membership, and, therefore, a report on staffing and salary patterns at graduate and professional institutions is presented in Chapter V.

This report provides summary statistics on characteristics of members of the financial aid profession. Where statistical differences are referred to as significant, the .05 level of significance was used, meaning that the possibility is less than one in twenty that the difference would occur by chance. Where trends exist, they are noted and explained within the parameters of the available data. Median values were calculated for a number of variables throughout the report. Medians were omitted in most cases involving fewer than 30 observations, particularly for variables describing personal characteristics. Where the term "Missing Observations" appears, it denotes the number of cases that had no information listed for one of the variables in the table. Table columns may not sum to totals due to rounding.

The survey was distributed to NASFAA member institutions. Table i-1 compares the responding institutions to the NASFAA membership.

Table i-1

Survey Sample Compared to NASFAA Membership as of June 14, 1989

	Percentage of Survey Sample	Percentage of NASFAA Membership
Public 4-Year	14.1	13.6
Private 4-Year	33.4	29.3
Public 2-Year	19.4	20.8
Private 2-Year	3.8	5.0
Vocational/Technical	8.1	6.0
Proprietary	11.4	16.5
Graduate/Professional	3.5	5.8
Other	6.2	3.1
Total	100.0%	100.0%

The NASFAA membership includes over 3,000 institutions, making NASFAA the largest postsecondary education association with institutional membership in the country. There are, however, more than 7,600 institutions nationwide that administer at least a Stafford/SLS/PLUS loan program. The sample is therefore not entirely reflective of financial aid offices nationwide.

Readers should use this report to examine the status of the financial aid profession at these institutions, and may wish to compare their own situation for the corresponding time period to the norms for similar institutions in the sample. It should not be assumed, however, that these norms represent an ideal.

I

Characteristics of Responding Undergraduate Institutions

A total of 2,390 offices serving undergraduate students provided usable responses to the survey. As with previous studies, the sample of undergraduate offices responding to the survey was composed of similar proportions of public and private institutions. The sample of undergraduate offices included 1,083 public institutions (45.4 percent) and 1,023 private institutions (42.9 percent). There was a larger proportion of proprietary institutions in the current sample than in past studies. The current undergraduate sample included 280 proprietary institutions (11.7 percent), compared to percentages of 5.6 and 9.4 in the two previous samples. The increased representation of proprietary institutions is likely due to the increased proportion of proprietary institutions in the NASFAA membership.

Responding offices represented a variety of institutional types. Offices at universities (four-year institutions serving both undergraduate and graduate students) comprised 31 percent of the sample. Four-year colleges serving only undergraduates comprised 19.4 percent of the sample; two-year colleges, 26.3 percent; vocational/technical institutions, 15.7 percent; and hospital schools of nursing, 2.6 percent.² The remaining 5 percent of the institutions were unclassified on the survey instrument or classified as "Other," sometimes because the institution provided both two-year and four-year programs of study.

Diversity in terms of enrollment was not as great. Nearly 60 percent of the institutions in the sample reported an unduplicated undergraduate headcount of less than 2,000. Only 5.7 percent of the institutions reported headcounts exceeding 15,000. Table I-1 presents the distribution of the undergraduate sample by type, control, and undergraduate headcount. For additional data on responding institutions, see Appendix A, Tables 1-2.

Table I-1

Responding Institutions Serving Undergraduates by Type, Control, and Undergraduate Headcount³

	Number	Percentage
Public Universities; Under 7,000	143	6.0
Public Universities; 7,000 - 19,999	125	5.2
Public Universities; 20,000+	40	1.7
Public 4-Year; All Sizes	42	1.8
Public 2-Year; Under 4,000	243	10.2
Public 2-Year; 4,000+	237	9.9
Public Vocational/Technical	182	7.6
Private Universities; Under 4,000	352	14.7
Private Universities; 4,000+	64	2.7
Private 4-Year; Under 1,000	229	9.6
Private 4-Year; 1,000 - 1,999	143	6.0
Private 4-Year; 2,000+	39	1.6
Private 2-Year; All Sizes	94	3.9
Private Vocational/Technical	18	0.8
Proprietary; All Sizes	280	11.7
Other	153	6.4
Unknown	6	0.3
Total	2,390	100.0%

²Due to the limited number of cases, hospital schools of nursing are included in the "Other" category for purposes of analysis.

³Because type, control, and/or enrollment data for some institutions in the "Other" and "Unknown" categories are unavailable, the totals in Table I-1 do not match the proportions cited in the preceding text.

II

Characteristics and Salaries of Heads of Office at Undergraduate Institutions

The 1983 and 1985 salary and staffing studies provided information solely on individuals who managed undergraduate financial aid offices. The current study updates the information in those reports and the 1981 survey data on individuals who classified themselves as "Directors of Financial Aid." For each institution, one individual was identified as manager of the financial aid program on the basis of his or her title, salary, order of presentation on the survey instrument, or a combination of all three. The individuals reported on in this chapter were considered to be devoting full time to managing a financial aid office. Individuals were excluded whose titles implied responsibilities other than financial aid, who indicated they were working less than 70 percent of full time, or who reported salaries less than the federal minimum wage (under the assumption that they worked less than full time). This procedure excluded 67 individuals from the analysis.

Titles

Past studies referred to individuals who managed an aid office as "Director of Financial Aid." This survey found that such individuals were not always titled "Director"; titles for such individuals varied from "Vice-President" to "Secretary." For purposes of this report, these individuals will be referred to as "Heads of Office." Table II-1 provides the composition of Heads of Offices by title as reported on the survey instrument.

Table II-1

Heads of Office's Titles

Title	Number	Percent
Vice-President/Dean	43	1.9
Director	1,983	85.4
Associate Director	7	0.3
Assistant Director	7	0.3
Coordinator	63	2.7
Manager/Supervisor	14	0.6
Counselor/Advisor/Officer	145	6.2
Secretary	2	0.1
Other Professional	54	2.3
Other Clerical	3	0.1
Total	2,321	100.0%

Number of Missing Observations = 2

While the numbers of Heads of Office who reported certain titles are not large enough to calculate valid median salaries for comparison purposes, it should be noted that higher salaries do tend to be reported for Heads of Office who report the titles Vice-President/Dean, Director, and Associate Director.

Gender

Previous studies reported that the proportion of Heads of Office who were female increased over time, from 40 percent in 1981 to 49 percent in 1985. In the current sample, for the first time, the majority of Heads of Office are female. Male Heads of Office remain in the majority, however, at public 4-year and 2-year institutions.

Table II-2

Head of Office Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	68.6	43.3	54.8	31.5	46.1	29.6	36.0	47.1
Female	31.4	56.7	45.2	68.5	53.9	70.4	64.0	52.9
Column Total Number	100.0% 347	100.0% 808	100.0% 462	100.0% 89	100.0% 191	100.0% 277	100.0% 139	100.0% 2313

Number of Missing Observations = 10

Ethnic Membership

While the gender composition of Heads of Office has changed considerably, the ethnic composition has not. Minorities have comprised approximately 12-13 percent of Heads of Office since 1981.⁴ The current survey does, however, show a decrease in the percentage of Heads of Office who are black. That percentage was 8.1 in 1985, but dropped to 6.9 percent in the current sample. This decrease is statistically significant at only the .20 level, however, indicating that there is a one in five chance that the decrease in percentage of black Heads of Office was a random occurrence for this sample and was not due to an emerging trend in the profession. Blacks were represented in the highest proportions at 4-year and 2-year public institutions. Hispanic representation remained similar to past years, with Hispanics again represented at the highest levels at public 2-year and proprietary institutions. For additional data on ethnic membership of Heads of Office, see Appendix A, Tables 5, 12, and 15.

Table II-3

Head of Office Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	83.8	92.4	81.1	95.5	90.6	88.1	85.3	87.9
Black	10.7	4.1	9.5	3.4	7.3	5.4	9.6	6.9
Hispanic	3.5	2.7	5.4	1.1	0.5	4.0	2.2	3.3
Asian/Pacific Islander	1.2	0.6	1.7	0.0	0.5	1.8	1.5	1.1
Native American	0.9	0.1	2.0	0.0	1.0	0.4	1.5	0.8
Other	0.0	0.0	0.2	0.0	0.0	0.4	0.0	0.1
Column Total Number	100.0% 345	100.0% 803	100.0% 461	100.0% 89	100.0% 191	100.0% 277	100.0% 136	100.0% 2302

Number of Missing Observations = 21

⁴In the 1981 study, 13 percent of the respondents identified themselves as minorities. Most, but not all, were presumably heads of office.

Educational Attainment

The educational attainment of Heads of Office remains similar to what it was in 1985. Bachelor's degrees were held by one-third of Heads of Office. Higher degrees were held by slightly more than one-half, with 45.4 percent holding master's degrees and 7.4 percent holding doctoral or professional degrees. Differences emerged in educational attainment across types of institutions. Public 4-year institutions have the largest percentage of Heads of Office holding advanced degrees (77.3 percent). Proprietary schools have the lowest percentage of Heads of Office holding advanced degrees (17.2 percent), and the largest percentage with an associate degree or less (40.1 percent). For additional data on educational attainment of Heads of Office, see Appendix A, Tables 10-12.

Table II-4

Head of Office Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Doctorate	8.9	3.1	8.5	3.4	1.6	2.2	5.0	4.9
Professional	1.4	1.7	4.8	2.2	4.2	2.2	0.7	2.5
Master's	67.0	45.6	49.1	31.5	47.9	12.8	48.6	45.4
Bachelor's	21.0	40.3	28.0	38.2	31.1	42.7	30.0	33.8
Associate	0.3	3.5	7.0	15.7	7.4	8.8	6.4	5.3
Certificate Beyond HS	1.1	3.0	1.1	3.4	3.2	20.4	7.1	4.7
High School or Less	0.3	2.7	1.5	5.6	4.7	10.9	2.1	3.3
Column Total Number	100.0% 348	100.0% 803	100.0% 460	100.0% 89	100.0% 190	100.0% 274	100.0% 140	100.0% 2304

Number of Missing Observations = 19

Years of Financial Aid Experience

The 1987 survey revealed a reduction in the median number of years of aid experience for Heads of Office, reversing the trend of increases in this median since 1981. The median years of aid experience rose from 6.9 years in 1981 to 10.3 years in 1985, but decreased to 9 years in 1987. The percentage of Heads of Office who reported one year of experience or less increased from 4.5 percent in 1985 to 6.8 percent in 1987, suggesting that turnover in the profession may be bringing fewer highly experienced individuals into the position of Head of Office. The trend may be related to the increase in female Heads of Office. While the median years of experience for males remained at 11, the median for females fell to 7 from 7.8 in 1985 (Table II-13). In addition, 8.4 percent of the female Heads of Office reported one year or less of experience, compared to 5.1 percent of the males. For additional data on years of financial aid experience of Heads of Office, see Appendix A, Tables 13-15.

Table II-5

Head of Office Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
0	0.9	0.9	2.0	1.1	1.6	2.5	2.9	1.5
1	1.7	5.2	4.3	5.6	10.9	6.2	7.9	5.3
2	1.7	6.3	2.6	15.7	8.9	12.0	6.4	6.1
3	2.0	6.1	3.7	14.6	7.3	13.8	6.4	6.4
4-5	2.6	11.8	10.2	12.4	12.5	16.4	14.3	10.9
6-7	5.5	10.3	11.5	9.0	13.0	15.3	12.9	10.7
8-10	12.4	18.9	16.5	11.2	16.1	17.1	15.7	16.5
11-15	33.2	21.0	29.7	22.5	21.9	9.5	18.6	23.2
16+	39.9	19.6	19.5	7.9	7.8	7.3	15.0	19.4
Column Total Number	100.0% 346	100.0% 806	100.0% 461	100.0% 89	100.0% 192	100.0% 275	100.0% 140	100.0% 2309
Median	15	9	10	6	7	5	7	9

Number of Missing Observations = 14

Salaries

The median annual salary for Heads of Office in 1987-88 was \$30,000. Twenty-five percent of Heads of Office earned less than \$22,500 and 75 percent earned less than \$37,000. Between 1985 and 1987, the median salary for Heads of Office increased by a greater percentage than for either of the other periods studied during the 1980's. The median salary for Heads of Office in this study represents an increase of 12.5 percent from 1985 to 1987. This compares to increases of 11.2 percent from 1983 to 1985 and 7.3 percent from 1981 to 1983. While only 10 percent of the Heads of Office in 1985 reported salaries of \$40,000 or more, nearly 20 percent did so in 1987.

The increase in the median salary between 1985 and 1987 represented a real increase beyond the inflation rate. Inflation for the period as measured by the Consumer Price Index (CPI) was 6.4 percent. As a result, the median Head of Office salary increase of 12.5 percent constituted an inflation-adjusted increase of 5.8 percent, as shown in Table II-6. Median salary increases above inflation were consistent across institutional type and control. This consistency suggests that many Heads of Office are experiencing real salary growth despite fiscal constraints placed on many public institutions by reductions in state and local tax bases and on private institutions by reduced giving and lower investment return.

Despite strong increases in median salary from 1985 to 1987, growth during the decade was not great. While the median Head of Office salary increased by 34.2 percent during the six-year period from 1981 to 1987, the rate of growth was only 9.1 percent when adjusted for inflation, due in part to slowed growth in the 1981-83 period, when a reduction in national inflation was accompanied by an economic recession.

Table II-6

Head of Office Salary Distributions:
1981-1987

<i>In Current Dollars</i>				
<u>Values</u>	<u>1981</u>	<u>1983</u>	<u>1985</u>	<u>1987</u>
First Quartile	\$17,676	18,628	20,524	22,500
Median	\$22,355	23,976	26,655	30,000
Third Quartile	\$27,382	29,952	33,628	37,000
<i>Percentage Change</i>				
First Quartile	N/A	5.4%	10.2%	9.6%
Median	N/A	7.3%	11.2%	12.5%
Third Quartile	N/A	9.4%	12.3%	10.0%
<i>In Constant Dollars</i>				
<u>Values</u>	<u>1981</u>	<u>1983</u>	<u>1985</u>	<u>1987</u>
First Quartile	\$21,752	21,194	21,839	22,500
Median	\$27,510	27,279	28,364	30,000
Third Quartile	\$33,695	34,078	35,784	37,000
<i>Percentage Change</i>				
First Quartile	N/A	- 9.7%	3.0%	3.0%
Median	N/A	- 0.8%	4.0%	5.8%
Third Quartile	N/A	1.1%	5.0%	3.3%

Table II-7 presents current dollar median salaries for Heads of Office at various categories of institutions and increases in the medians during the period between the 1985 and 1987 surveys and over the past six years. As in the past, Heads of Office at large universities had the highest median salaries. Though somewhat inconsistent, salaries at public institutions generally tended to be higher than at private institutions, and higher at four-year than at two-year institutions. Median salary levels also tended to increase with larger institutional headcounts, number of aid recipients, dollars of aid awarded, and size of the financial aid office staff (Appendix A, Tables 6-9). For detailed data on salaries of Heads of Office by institutional type, control, and undergraduate headcount, see Appendix A, Table 3.

No consistent patterns emerged across type, control, and size in the growth rate of median salaries during the 1985-87 period. Most institutional categories saw a median salary growth rate exceeding 10 percent, with the exception of public universities with headcounts under 20,000 and private four-year colleges reporting headcounts less than 1,000 or greater than 2,000. All median salaries increased more than inflation during the 1981-87 period, with the one exception of the public vocational/technical category.

Table II-7

Head of Office Median Salary by Institutional
Type, Control, and Undergraduate Headcount
1981, 1983, 1985, and 1987

	1981	1983	1985	1987	Percentage Change	
					1985 to 1987	1981 to 1987
Public Universities; Under 7,000	\$24,590	26,857	30,962	34,000	9.8	38.2
Public Universities; 7,000 - 19,999	\$28,164	32,598	37,097	40,750	9.8	44.7
Public Universities; 20,000+	\$29,400*	39,091*	40,860*	50,000	22.4	70.1
Public 4-Year; Under 4,000	\$22,058*	24,150*	25,704*	31,750*	23.5	43.9
Public 4-Year; 4,000+	**	**	**	**	--	--
Public 2-Year; Under 4,000	\$22,385	23,071	26,213	29,500	12.5	31.8
Public 2-Year; 4,000+	\$27,893	30,284	33,612	38,000	13.1	36.2
Public Vocational/Technical	\$23,885	23,250	24,191	29,000	19.9	21.4
Private Universities; Under 4,000	\$20,200	22,849	24,805	28,200	13.7	39.6
Private Universities; 4,000+	\$28,269*	33,375*	38,393*	42,900	11.7	51.8
Private 4-Year; Under 1,000	\$15,836	17,282	19,125	20,750	8.5	31.0
Private 4-Year; 1,000-1,999	\$20,029	22,071	24,511	28,050	14.4	40.0
Private 4-Year; 2,000+	\$22,250	24,250	29,320	31,000*	5.7	39.3
Private 2-Year; All Sizes	\$16,647	16,333	18,000	21,500	19.4	29.2
Private Vocational/Technical	**	**	**	24,700*	--	--
Proprietary; All Sizes	\$19,054	20,047	21,121	24,000	13.6	26.0

* Based on less than 45 observations.

** Less than 15 observations in category.

The level of a Head of Office's salary is also related to his or her educational attainment and years of financial aid experience. Specifically, increases in educational attainment and years of financial aid experience tend to correspond with higher salaries. Table II-8 presents the distribution of Head of Office salary levels by educational attainment. While median salaries are similar below the bachelor's degree level, the median increases somewhat for those with a bachelor's degree and jumps \$7,621 at the master's level. The median increases only slightly for Heads of Office who hold a professional degree, but for those holding a doctoral degree it is \$6,529 higher than for those holding a master's degree.

Table II-9 presents salary distributions and medians for Heads of Office with various levels of aid experience. Median salaries were consistently around \$20,000 for Heads of Office with 2 years or less of aid experience, and increased slightly as years of experience increased from 3 to the 4-5 years category and to the 6-7 years category. At the level of 8-10 years of experience, the median salary level increased by \$4,450 (17.4 percent). The median increased at the next two experience intervals as well. The relationship between these variables and salary is also related to institutional control and size, because the Heads of Office who report higher degrees and more experience also tend to be in greater concentrations at public institutions (Tables II-4 and II-5) and at larger institutions (Appendix A, Tables 10 and 13), where Heads of Office have higher median salaries.

Table II-8

Head of Office 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes- sional	Master's	Bache- lor's	Associate	Certificate Beyond HS	High School or Less	All
Under \$17,000	1.8	0.0	1.3	7.6	16.4	29.6	13.3	6.0
\$17,000 - 18,999	0.0	3.5	1.6	7.0	13.9	15.7	16.0	5.2
\$19,000 - 23,999	3.6	7.0	9.8	24.4	40.2	21.3	32.0	17.2
\$24,000 - 29,999	3.6	24.6	18.8	25.6	21.3	23.1	17.3	20.8
\$30,000 - 34,999	20.5	15.8	23.5	17.7	7.4	4.6	16.0	19.2
\$35,000 - 39,999	11.6	12.3	17.2	8.6	0.8	4.6	1.3	11.9
\$40,000+	58.9	36.8	27.8	9.1	0.0	0.9	4.0	19.7
Column Total Number	100.0% 112	100.0% 57	100.0% 1040	100.0% 776	100.0% 122	100.0% 108	100.0% 75	100.0% 2290
Median	\$40,000	34,000	33,471	25,950	21,100	20,000	21,000	30,000

Number of Missing Observations = 33

Table II-9

Head of Office 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$17,000	32.4	23.0	22.0	14.4	8.4	4.1	2.1	0.9	0.7	6.0
\$17,000 - 18,999	11.8	11.5	15.6	14.4	9.6	5.7	2.1	1.5	0.9	5.2
\$19,000 - 23,999	23.5	31.1	30.5	30.1	27.6	30.5	14.3	7.2	5.2	17.2
\$24,000 - 29,999	11.8	18.0	14.9	25.3	30.4	29.3	25.1	20.6	9.6	20.9
\$30,000 - 34,999	5.9	10.7	11.3	8.9	14.8	14.6	26.7	25.7	18.8	19.1
\$35,000 - 39,999	2.9	4.9	2.1	2.1	3.2	9.3	16.9	16.0	18.2	11.9
\$40,000+	11.8	0.8	3.5	4.8	6.0	6.5	12.7	27.7	46.6	19.7
Column Total Number	100.0% 34	100.0% 122	100.0% 141	100.0% 146	100.0% 250	100.0% 246	100.0% 378	100.0% 530	100.0% 446	100.0% 2293
	\$19,050	21,000	20,500	22,100	24,393	25,550	30,000	33,000	38,838	30,000

Number of Missing Observations = 30

While differences in salary were not related to ethnic membership, a large difference in median salary did emerge by gender. Table II-10 shows that although women were for the first time in a majority in the Head of Office position, male Heads of Office had a median salary of \$34,000 while females had a median of \$25,000. The female median salary was 73.5 percent of the male median.

Table II-10

Head of Office 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$17,000	2.0	9.7	6.1
\$17,000 - 18,999	1.4	8.6	5.2
\$19,000 - 23,999	8.8	24.6	17.2
\$24,000 - 29,999	17.7	23.6	20.9
\$30,000 - 34,999	21.3	17.1	19.1
\$35,000 - 39,999	17.3	7.0	11.8
\$40,000+	31.4	9.3	19.7
Column Total Number	100.0% 1082	100.0% 1214	100.0% 2296
Median	\$34,000	25,000	30,000

Number of Missing Observations = 27

This gender disparity in salary levels appears to be related to the characteristics of the institutions where Heads of Office worked, their educational attainment, and years of aid experience. Table II-2 shows that male Heads of Office are employed in their highest proportions at public four-year and two-year institutions and at private 4-year institutions, all of which tend to have higher median Head of Office salaries. Table II-11 shows that females are somewhat likely to be employed at smaller and males at larger institutions. Table II-12 shows that male Heads of Office tend to hold higher degrees than females. Over 70 percent of the male Heads of Office have at least a master's degree, the level at which the largest salary increase occurs, compared to only 37.3 percent of the females. Female Heads of Office also tend to report fewer years of aid experience than their male counterparts. As shown in Table II-13, the median years of experience for male Heads of Office was 11, compared to 7 for female Heads of Office.

Table II-11

Head of Office Undergraduate Headcount by Gender

Undergraduate Headcount	Male	Female	All
Under 500	14.2	24.7	19.8
500-999	12.2	22.0	17.4
1,000-1,999	21.0	21.8	21.4
2,000-3,999	18.5	13.5	15.9
4,000-6,999	14.4	7.1	10.6
7,000-9,999	6.1	3.7	4.8
10,000-14,999	6.0	3.1	4.5
15,000-19,999	3.4	2.2	2.8
20,000+	4.1	1.9	2.9
Column Total Number	100.0% 1089	100.0% 1222	100.0% 2311

Number of Missing Observations = 12

Table II-12

Head of Office Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	8.5	1.8	5.0
Professional	3.6	1.6	2.5
Master's	58.1	33.9	45.3
Bachelor's	27.3	39.7	33.9
Associate	1.4	8.8	5.3
Certificate Beyond HS	0.6	8.4	4.7
High School or Less	0.6	5.8	3.3
Column Total	100.0%	100.0%	100.0%
Number	1088	1213	2301

Number of Missing Observations = 22

Table II-13

Head of Office Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	1.2	1.8	1.5
1	3.9	6.6	5.3
2	5.2	7.0	6.1
3	4.0	8.4	6.4
4-5	8.0	13.4	10.9
6-7	8.4	12.9	10.7
8-10	15.4	17.5	16.5
11-15	25.1	21.3	23.1
16+	28.9	11.0	19.4
Column Total	100.0%	100.0%	100.0%
Number	1087	1220	2307
Median	11	7	9

Number of Missing Observations = 16

Regression analysis was used to determine whether differences in the levels of years of aid experience, educational attainment, and FTE office staff¹ accounted for the variance in salaries between males and females (see Appendix B

¹FTE office staff includes professional and clerical staff, but not student assistants, graduate assistants, or temporary staff.

for the analysis procedure).⁶ The analysis showed that these three variables do not fully account for the variance in male and female salaries, and that the way that these variables affect Head of Office salaries is different for males and females. This indicated that female Heads of Office are paid differently than males when they work in offices of similar size and report similar levels of experience and educational attainment. In order to determine whether these differences occurred at all types of institutions, the analysis was repeated on Heads of Office for four categories of institutions: 4-year public, 2-year public and public vocational/technical, private, and proprietary. The differences in the manner that males and females are paid according to the three variables was significant for each category of institution.

Further analysis calculated what the average, or mean, female Head of Office salary would be if females were paid in the same manner as males on the basis of educational attainment, years of experience, and number of FTE office staff. The mean salary was used rather than the median because it was more appropriate for the statistical procedure involved. Table II-14 presents the results of the adjustment of the female mean.

Table II-14

Male/Female Head of Office Salary Differential by Institutional Category

<u>Institutional Category</u>	<u>Male Mean</u>	<u>Female Mean</u>	<u>Gap Between Male and Female Means</u>	<u>Adjusted Female Mean</u>	<u>Percentage of Gap Accounted For</u>
4-Year Public	\$40,501	\$34,570	\$5,931	\$37,724	53.2
2-Year Public/Public Voc.	\$36,878	\$28,234	\$8,644	\$33,275	58.3
Private	\$31,652	\$25,131	\$6,521	\$27,878	42.1
Proprietary	\$29,838	\$23,784	\$6,054	\$27,238	57.1
All	\$35,156	\$26,600	\$8,556	\$30,333	43.6 ⁷

The table shows that, for three of the four institutional categories, more than half of the gap in salaries between male and female Heads of Office is accounted for by differences in the three variables (FTE office staff, years of experience, and educational attainment). The percentage of the gap accounted for by the differences in these variables was lowest for private institutions (42.1 percent) and highest for two-year public and public vocational/technical institutions (58.3 percent). The remaining gap may be accounted for by differences between males and females in levels of variables not available in the current study, such as number of years at the current institution, years of experience in the current position, prior positions held, or total years of work experience. Future research might attempt a similar analysis using a greater number of personal and institutional variables.

⁶Other variables, such as undergraduate headcount and number of FTE professional staff, were also strongly correlated with salary, but were simultaneously correlated with number of FTE office staff. To avoid multicollinearity, only three variables--years of aid experience, number of FTE office staff, and educational attainment--were considered in the analysis of the gender salary gap.

⁷The overall percentage of gap accounted for is calculated independently on the basis of the gender composition of the entire data set. It does not represent an arithmetic average of the individual institutional categories.

III

Characteristics and Salaries of Staff at Undergraduate Institutions

The survey instrument asked respondents to provide titles for all office staff members. Over 1,000 individual titles were reported, many of them variations on such broad designations as "Counselor" and "Clerk" (See Appendix D). From the reported titles, twelve staff categories were developed on the basis of title key words, and each staff member was assigned to one category. The representation of each staff category by type and control of institution is shown in Table III-1.

The most prevalent staff categories were Director, Counselor/Advisor/Officer, Secretary, Clerk/Clerical and Other Clerical. The categories of Associate and Assistant Director were surprisingly under-represented. The title Associate Director is used primarily at 4-year institutions and is not found at Vocational/Technical institutions. The presence of individuals whose title suggests that their only or primary duty is as a receptionist is rare, suggesting that most institutions have staff who perform these duties in addition to other functions within the office.

Table III-1

Staff Categories by Institutional Type and Control

Staff Category	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Vice-President/Dean	0.1	0.3	1.0	0.0	0.9	0.3	0.8	0.4
Director	8.3	23.6	18.5	34.9	28.1	21.6	23.4	17.6
Associate Director	3.6	4.9	0.7	3.5	0.0	1.5	1.3	3.0
Assistant Director	9.6	12.7	5.3	9.2	2.2	5.3	3.9	8.9
Counselor/Advisor/Officer	16.7	13.5	11.7	17.5	13.2	33.8	19.0	16.5
Secretary	10.4	16.9	13.6	13.1	25.3	5.0	17.5	13.2
Receptionist	1.9	2.4	0.8	1.7	0.4	0.5	0.8	1.6
Clerk/Clerical	16.9	5.1	15.5	7.4	9.0	5.2	5.9	11.3
Coordinator	4.3	4.5	3.7	1.3	3.3	3.6	8.0	4.2
Manager/Supervisor	2.7	1.5	1.8	1.7	1.5	1.6	1.3	2.0
Other Professional	10.2	5.7	10.8	6.6	9.0	14.5	8.7	9.2
Other Clerical	15.4	8.8	16.6	3.1	7.0	7.0	9.5	12.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	4075	3334	1990	229	455	1093	389	11565

Number of Missing Observations = 4

This chapter examines the categories of Director, Associate Director, Assistant Director, Counselor/Advisor/Officer, Secretary, and Clerk/Clerical. Some summary statistics are provided on the other staff categories. The categories selected for examination are those whose members tend to have similar responsibilities and that contain sufficient observations to present valid results by subgroups. The categories of Coordinator and Manager/Supervisor would seem likely candidates for examination, but while they include individuals who have oversight for some part of the aid office, their full titles suggest that some have primarily program administration responsibility while others have primarily office administration responsibility. Only selected tables are included in this chapter; additional tables may be found in Appendix A, Tables 16-75.

Director

Because Directors comprise 85.4 percent of Heads of Office, their characteristics and salaries are similar. Not all individuals in the Director category are Heads of Office, however. The category includes both Directors of Financial Aid and individuals whose titles suggest that they have responsibility for a particular operation within the financial aid office (e.g., "Director of Student Employment"). Although the latter individuals may have less responsibility within their institutions than the Director of Financial Aid, all individuals with the title "Director" were analyzed as a group.

Directors were as likely to be female as male. Differences emerged, however, in the gender composition of Directors in various institutional categories. The majority of Directors were males at public 4-year, public 2-year, and vocational/technical institutions, while females were in the majority at all other categories of institutions. Directors had ethnic composition, educational attainment, and years of aid experience similar to Heads of Office. Educational attainment and experience were similar to those for Heads of Office across ethnic and gender lines. For data on Director educational attainment and experience by ethnic membership and gender, see Appendix A, Tables 22-25.

Table III-2

Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	67.7	43.6	60.2	33.8	54.3	30.6	45.6	49.5
Female	32.3	56.4	39.8	66.3	45.7	69.4	54.4	50.5
Column Total Number	100.0% 337	100.0% 787	100.0% 367	100.0% 80	100.0% 127	100.0% 235	100.0% 90	100.0% 2023

Number of Missing Observations = 9

Table III-3

Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	83.9	92.7	79.8	95.0	92.1	87.2	83.9	87.9
Black	10.7	4.1	10.1	3.8	6.3	5.5	11.5	6.9
Hispanic	3.3	2.4	7.4	1.3	0.8	4.7	3.4	3.6
Asian/Pacific Islander	1.2	0.6	0.8	0.0	0.8	1.7	0.0	0.8
Native American	0.9	0.1	1.9	0.0	0.0	0.4	1.1	0.6
Other	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0
Column Total Number	100.0% 335	100.0% 782	100.0% 366	100.0% 80	100.0% 127	100.0% 235	100.0% 87	100.0% 2012

Number of Missing Observations = 20

Table III-4

Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Doctorate	8.3	2.9	8.2	3.8	2.4	2.6	5.5	4.9
Professional	1.5	1.5	5.2	2.5	3.2	2.1	1.1	2.4
Master's	67.8	46.0	53.7	32.5	54.8	14.6	49.5	47.6
Bachelor's	20.4	41.0	26.2	36.3	30.2	43.3	31.9	33.8
Associate	0.6	3.2	5.7	16.3	5.6	9.0	3.3	4.6
Certificate Beyond HS	1.2	2.3	1.1	2.5	1.6	18.0	7.7	3.9
High School or Less	0.3	2.9	0.0	6.3	2.4	10.3	1.1	2.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	338	780	367	80	126	233	91	2015

Number of Missing Observations = 17

Table III-5

Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
0	0.9	0.8	0.5	0.0	0.8	3.4	0.0	1.0
1	1.8	5.0	2.5	6.3	12.5	5.1	8.8	4.7
2	1.5	6.1	2.7	13.8	10.2	12.0	7.7	6.0
3	2.1	6.2	3.8	13.8	7.8	12.4	4.4	6.1
4-5	2.7	11.6	9.8	12.5	8.6	16.2	13.2	10.2
6-7	5.7	10.4	12.0	8.8	12.5	15.4	9.9	10.5
8-10	12.2	19.7	18.0	12.5	14.8	17.9	15.4	17.2
11-15	33.3	20.9	30.5	23.8	24.2	9.8	23.1	23.8
16+	39.9	19.2	20.2	8.8	8.6	7.7	17.6	3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	336	785	367	80	128	234	91	2021
Median	15	9	11		7	6	8	10

Number of Missing Observations = 11

The median annual salary for Directors in 1987-88 was \$30,000. Twenty-five percent of Directors earned less than \$23,500 and 75 percent earned less than \$37,900. The gender gap in median salary was nearly the same for Directors as for Heads of Office. Female Directors had a median salary that was 75.1 percent of the median male salary, compared to 73.5 percent for Heads of Office. The highest median salaries by institutional categories were at public 4-year, public 2-year, and vocational institutions. Median salaries rose incrementally with institutional size, with the largest increase in median occurring when undergraduate headcount rose above 1,000. Patterns in salary by ethnic

membership, educational attainment, and years of aid experience were similar to those for Heads of Office (Appendix A, Tables 19-21).

Table III-6
Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$17,000	2.4	8.7	5.6
\$17,000 - 18,999	1.1	8.7	4.9
\$19,000 - 23,999	7.2	22.6	15.0
\$24,000 - 29,999	18.3	24.1	21.2
\$30,000 - 34,999	21.9	18.1	20.0
\$35,000 - 39,999	17.7	7.6	12.6
\$40,000+	31.4	10.2	20.7
Column Total Number	100.0% 995	100.0% 1016	100.0% 2011
Median	\$34,000	25,550	30,000

Number of Missing Observations = 21

Table III-7
Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Under \$17,000	0.6	7.7	2.2	13.9	3.1	10.3	3.3	5.6
\$17,000 - 18,999	0.3	5.8	2.5	15.2	1.6	12.8	1.1	5.0
\$19,000 - 23,999	2.7	21.1	5.5	36.7	16.5	17.5	17.8	15.0
\$24,000 - 29,999	11.0	23.7	18.6	16.5	27.6	27.8	25.6	21.2
\$30,000 - 34,999	22.6	17.7	23.8	11.4	23.6	15.0	30.0	20.0
\$35,000 - 39,999	21.1	10.1	16.1	1.3	11.8	7.7	13.3	12.7
\$40,000+	41.7	14.0	31.4	5.1	15.7	9.0	8.9	20.7
Column Total Number	100.0% 336	100.0% 781	100.0% 366	100.0% 79	100.0% 127	100.0% 234	100.0% 90	100.0% 2013
Median	\$37,173	27,000	34,000	22,000	30,000	25,000	30,000	30,000

Number of Missing Observations = 19

Table III-8

Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000+	All
Under \$17,000	19.4	9.1	2.9	0.3	0.4	0.0	0.0	0.0	0.0	5.6
\$17,000 - 18,999	8.4	13.3	2.9	2.8	0.4	1.0	0.0	0.0	1.4	5.0
\$19,000 - 23,999	25.7	29.2	17.7	7.0	3.1	1.9	0.0	0.0	2.7	15.0
\$24,000 - 29,999	23.9	23.8	30.2	21.5	14.7	11.4	7.2	5.2	5.5	21.2
\$30,000 - 34,999	12.5	13.0	23.9	31.6	24.4	20.0	17.5	12.1	6.8	19.9
\$35,000 - 39,999	5.7	6.5	10.2	18.4	21.3	20.0	23.7	10.3	15.1	12.7
\$40,000+	4.5	5.1	12.2	18.4	35.6	45.7	51.5	72.4	68.5	20.7
Column Total Number	100.0% 335	100.0% 353	100.0% 451	100.0% 316	100.0% 225	100.0% 105	100.0% 97	100.0% 58	100.0% 73	100.0% 2013
Median	\$23,000	23,300	29,000	32,849	36,000	39,072	40,000	43,662	46,800	30,000

Number of Missing Observations = 19

Associate Director

Associate Directors were more often female than were Directors: 66 percent of all Associate Directors were female. Associate Directors were located almost exclusively at 4-year institutions, and were not found at all at vocational/technical institutions. The percentage of blacks at the Associate Director level was higher than at the Director level, but the percentage for other minorities was lower. Over 90 percent of Associate Directors held a bachelor's or higher degree, and over half held a masters, doctoral or professional degree. A higher percentage of male Associate Directors (68 percent) held a master's or other advanced degree than female Associate Directors (47.8 percent).

Table III-9

Associate Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie- tary	All Others	All
White	82.7	95.0	61.5	100.0	68.8	100.0	87.6
Black	12.9	4.4	38.5	0.0	31.3	0.0	10.3
Hispanic	2.2	0.6	0.0	0.0	0.0	0.0	1.2
Asian/Pacific Islander	2.2	0.0	0.0	0.0	0.0	0.0	0.9
Column Total Number	100.0% 139	100.0% 159	100.0% 13	100.0% 8	100.0% 16	100.0% 5	100.0% 340

Number of Missing Observations = 11

The median years of financial aid experience for Associate Directors was 9, only one less than that for Directors. The differential in median years of experience between genders was only 2 years, with males having 10 years and

females 8. Associate Directors at public 4-year institutions had more experience, with a median of 12, compared to a median of 7.5 at 4-year private institutions. Median years of experience were the same across ethnic categories (Appendix A, Tables 33-35).

Table III-10
Associate Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie- tary	Other	All
Male	42.9	27.0	38.5	25.0	31.3	20.0	34.0
Female	57.1	73.0	61.5	75.0	68.8	80.0	66.0
Column Total Number	100.0% 140	100.0% 159	100.0% 13	100.0% 8	100.0% 16	100.0% 5	100.0% 341

Number of Missing Observations = 10

Table III-11
Associate Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	3.4	2.7	2.9
Professional	3.4	1.8	2.4
Master's	61.2	43.3	49.4
Bachelor's	28.4	42.0	37.4
Associate	0.9	4.0	2.9
Certificate Beyond HS	1.7	2.2	2.1
High School or Less	0.9	4.0	2.9
Column Total Number	100.0% 116	100.0% 224	100.0% 340

Number of Missing Observations = 11

The median annual salary for Associate Directors in 1987-88 was \$30,000. Twenty-five percent of Associate Directors earned less than \$24,600 and 75 percent earned less than \$36,000. The gender gap in salaries was less pronounced for Associate Directors than for Directors. Nonetheless, the median female salary was only 84.8 percent of the male median. A large difference also existed between the median salary at 4-year public and 4-year private institutions. Median salaries increased with years of experience, with the largest change coming between 8-10 years and 11-15 years of experience. Salary differentials among ethnic categories were slight (Appendix A, Table 29). Possessing a master's degree, rather than a bachelor's, related to a higher salary, with a \$3,550 difference between medians (Appendix A, Table 30). Again, there appears to be a considerable interrelationship between gender, years of experience, control of institution, educational attainment, and salary.

Table III-12

Associate Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$19,000	3.5	8.5	6.8
\$19,000 - 23,999	7.8	17.5	14.2
\$24,000 - 29,999	23.3	31.4	28.6
\$30,000 - 34,999	20.7	17.5	18.6
\$35,000 - 39,999	23.3	17.9	19.8
\$40,000+	21.6	7.2	12.1
Column Total Number	100.0% 116	100.0% 223	100.0% 339
Median	\$34,000	28,822	30,000

Number of Missing Observations = 12

Table III-13

Associate Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Other	All
Under \$19,000	0.0	7.6	25.6	6.6
\$19,000 - 23,999	3.5	23.8	11.6	13.9
\$24,000 - 29,999	21.8	35.6	27.9	29.2
\$30,000 - 34,999	25.4	15.6	7.0	18.6
\$35,000 - 39,999	30.3	11.9	11.6	19.4
\$40,000+	19.0	5.6	16.3	12.5
Column Total Number	100.0% 142	100.0% 160	100.0% 43	100.0% 345
Median	\$34,568	26,030	25,900	30,000

Number of Missing Observations = 5

Table III-14

Associate Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	Under 4	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$19,000	29.7	10.2	4.7	4.6	1.6	0.0	6.6
\$19,000 - 23,999	27.0	20.4	32.6	10.3	1.6	3.8	13.9
\$24,000 - 29,999	24.3	46.3	27.9	36.8	20.3	15.1	29.3
\$30,000 - 34,999	8.1	14.8	25.6	21.8	23.4	13.2	18.6
\$35,000 - 39,999	8.1	9.3	4.7	18.4	35.9	30.2	19.2
\$40,000+	2.8	0.0	4.7	8.0	17.2	37.7	12.1
Column Total Number	100.0% 37	100.0% 54	100.0% 43	100.0% 87	100.0% 64	100.0% 53	100.0% 338
Median	\$22,000	27,000	25,900	29,400	35,000	37,000	30,000

Number of Missing Observations = 13

Assistant Director

Three-quarters of the individuals holding the position of Assistant Director were female. The proportion of female Assistant Directors was higher than this at most categories of institutions, but was only 64.9 percent at 4-year public institutions. While minority representation was similar overall at the Assistant Director level to that at the Associate Director level, at the Assistant Director level two categories of institutions, public 2-year and proprietary, had higher minority representation relative to the other institutional categories.

While educational attainment was somewhat less for Assistant Directors than for Associate Directors, over 80 percent of Assistant Directors held a bachelor's degree or higher. Again, there was a gender differential in educational attainment, with one-half of the males holding a master's or higher degree, compared to slightly more than one-fourth of the females. While educational attainment for whites and Hispanics was similar with slightly more than 80 percent holding a bachelor's or higher degree, the percentage for blacks was significantly higher at 91.9.

While differentials in experience were slight across gender and ethnic categories, the difference was pronounced across institutional control. Assistant Directors at public 4-year institutions and public 2-year institutions had higher median years of experience than their colleagues at private 4-year and proprietary institutions (Table III-17 and Appendix A, Tables 42-43).

Table III-15

Assistant Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie- tary	Other	All
Male	35.1	19.0	15.5	23.8	25.0	20.0	25.0
Female	64.9	81.0	84.5	76.2	75.0	80.0	75.0
Column Total	100.0	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	382	415	103	21	56	15	1002

Number of Missing Observations = 23

Table III-16

Assistant Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	82.3	85.5	71.8	100.0	90.0	70.2	78.6	82.2
Black	12.6	9.2	15.5	0.0	10.0	17.5	14.3	11.5
Hispanic	3.5	4.4	10.7	0.0	0.0	8.8	7.1	4.8
Asian/Pacific Islander	1.1	0.7	1.0	0.0	0.0	1.8	0.0	0.9
Native American	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	0.3	0.2	1.0	0.0	0.0	1.8	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	373	413	103	21	10	57	14	991

Number of Missing Observations = 34

Table III-17

Assistant Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
0	0.8	3.8	0.0	5.0	0.0	1.8	0.0	2.1
1	5.9	9.4	4.9	30.0	0.0	21.4	0.0	8.4
2	7.4	12.0	6.8	5.0	10.0	10.7	13.3	9.5
3	6.9	14.4	9.7	0.0	20.0	23.2	13.3	11.3
4-5	13.0	20.4	24.3	35.0	20.0	23.2	26.7	18.6
6-7	11.2	13.5	16.5	15.0	0.0	5.4	33.3	12.7
8-10	24.7	18.5	17.5	10.0	0.0	14.3	6.7	20.0
11-15	19.1	5.0	16.5	0.0	30.0	0.0	0.0	11.3
16+	10.9	2.9	3.9	0.0	20.0	0.0	6.7	6.0
Column Total Number	100.0% 376	100.0% 416	100.0% 103	100.0% 20	100.0% 10	100.0% 56	100.0% 15	100.0% 996
Median	8	4	6	4	8	3	5	6

Number of Missing Observations = 29

Table III-18

Assistant Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	1.6	0.5	0.8
Professional	1.2	1.9	1.7
Master's	47.4	25.6	31.1
Bachelor's	46.2	51.0	49.8
Associate	2.4	9.0	7.4
Certificate Beyond HS	0.4	4.5	3.4
High School or Less	0.8	7.4	5.8
Column Total Number	100.0% 249	100.0% 741	100.0% 990

Number of Missing Observations = 35

Table III-19

Assistant Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Doctorate	0.7	0.9	2.1	0.0	0.0	0.0	0.8
Professional	2.0	0.0	0.0	11.1	0.0	0.0	1.7
Master's	31.7	30.6	29.2	33.3	0.0	25.0	31.4
Bachelor's	47.8	60.4	50.0	55.6	100.0	25.0	49.4
Associate	7.4	3.6	14.6	0.0	0.0	25.0	7.3
Certificate Beyond HS	3.5	2.7	4.2	0.0	0.0	25.0	3.5
High School or Less	6.8	1.8	0.0	0.0	0.0	0.0	5.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	807	111	48	9	1	4	980

Number of Missing Observations = 45

The median annual salary for Assistant Directors in 1987-88 was \$23,000. Twenty-five percent of Assistant Directors earned less than \$19,100 and 75 percent earned less than \$27,000. The gap in median salaries between genders was smaller at the Assistant Director level than at the Associate Director level. Female Assistant Directors had a median salary that was 88 percent of the male median. The sector gap was also smaller, but still showed a tendency toward higher salaries at public institutions. Ethnic salary differentials were again slight.

Table III-20

Assistant Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$17,000	5.2	14.2	11.9
\$17,000 - 18,999	8.0	10.7	10.0
\$19,000 - 23,999	26.3	33.0	31.3
\$24,000 - 29,999	34.3	29.6	30.8
\$30,000 - 34,999	12.4	8.2	9.2
\$35,000 - 39,999	9.6	2.9	4.6
\$40,000+	4.4	1.3	2.1
Column Total	100.0%	100.0%	100.0%
Number	251	746	997
Median	\$25,000	22,000	23,000

Number of Missing Observations = 28

Table III-21

Assistant Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie- tary	Other	All
Under \$17,000	1.8	19.6	7.7	38.1	19.3	16.7	11.8
\$17,000 - 18,999	5.4	13.8	4.8	23.8	17.5	12.5	10.1
\$19,000 - 23,999	28.4	37.0	23.1	28.6	21.1	45.8	31.4
\$24,000 - 29,999	35.6	23.9	46.2	9.5	36.8	16.7	30.9
\$30,000 - 34,999	14.9	4.5	12.5	0.0	3.5	4.2	9.2
\$35,000 - 39,999	9.5	0.7	4.8	0.0	1.8	0.0	4.5
\$40,000+	4.4	0.5	1.0	0.0	0.0	4.2	2.1
Column Total Number	100.0% 388	100.0 419	100.0% 104	100.0% 21	100.0% 57	100.0% 24	100.0% 1013
Median	\$25,966	21,000	25,000	-----	22,000	-----	23,000

Number of Missing Observations = 12

Table III-22

Assistant Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Hispanic	Other	All
Under \$17,000	12.7	6.2	16.7	0.0	12.0
\$17,000 - 18,999	10.5	6.2	6.3	14.3	9.8
\$19,000 - 23,999	31.4	32.7	27.1	21.4	31.2
\$24,000 - 29,999	30.9	33.6	27.1	35.7	31.1
\$30,000 - 34,999	8.5	11.5	14.6	14.3	9.2
\$35,000 - 39,999	4.3	4.4	4.2	14.3	4.5
\$40,000+	1.6	5.3	4.2	0.0	2.1
Column Total Number	100.0% 811	100.0% 113	100.0% 48	100.0% 14	100.0% 986
Median	\$23,000	24,900	23,800	-----	23,000

Number of Missing Observations = 39

Counselor/Advisor/Officer

The category of Counselor/Advisor/Officer (referred to hereafter as Counselor) had significantly higher minority representation than the other professional-level categories; 27.8 percent of the Counselors were minorities. The higher levels of representation were most marked at public and proprietary institutions. The percentage of females was also higher than at the other professional-level categories, at 80.7 percent (Appendix A, Table 50). While a majority of

Counselors held at least a bachelor's degree, only 19.8 percent held an advanced degree. Possession of a higher degree was most prevalent at public and vocational/technical institutions. Counselors at these institutions also had higher median years of experience. Males were again more likely to hold higher degrees than females.

Table III-23

Counselor Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
White	72.0	75.2	68.1	80.0	78.0	68.6	80.3	72.3
Black	18.1	14.4	18.5	17.5	13.6	20.3	8.5	17.2
Hispanic	5.9	8.5	8.2	2.5	3.4	8.3	7.0	7.2
Asian/Pacific Islander	2.6	1.4	3.9	0.0	1.7	1.9	2.8	2.3
Native American	1.1	0.0	0.9	0.0	3.4	0.3	1.4	0.7
Other	0.3	0.5	0.4	0.0	0.0	0.6	0.0	0.4
Column Total Number	100.0% 657	100.0% 436	100.0% 232	100.0% 40	100.0% 59	100.0% 360	100.0% 71	100.0% 1855

Number of Missing Observations = 52

Table III-24

Counselor Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Doctorate	1.4	0.5	2.6	0.0	1.7	2.2	0.0	1.4
Professional	1.2	1.6	1.3	0.0	5.1	0.8	5.4	1.5
Master's	24.9	12.0	21.6	7.5	25.4	3.6	21.6	16.9
Bachelor's	54.4	56.5	42.3	35.0	32.2	29.6	37.8	46.8
Associate	5.0	11.3	23.3	22.5	15.3	11.6	14.9	11.1
Certificate Beyond HS	4.1	6.9	3.5	27.5	8.5	22.1	10.8	9.1
High School or Less	9.2	11.3	5.3	7.5	11.9	30.1	9.5	13.3
Column Total Number	100.0% 666	100.0% 434	100.0% 227	100.0% 40	100.0% 59	100.0% 362	100.0% 74	100.0% 1862

Number of Missing Observations = 45

Table III-25

Counselor Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
0	4.4	8.4	6.1	5.0	5.0	11.0	10.8	7.1
1	13.4	24.5	14.3	47.5	16.7	33.9	14.9	20.8
2	12.8	17.7	10.9	15.0	8.3	17.9	16.2	14.7
3	9.9	12.7	7.8	12.5	10.0	14.0	10.8	11.1
4-5	17.9	15.6	17.4	7.5	23.3	14.0	8.1	16.2
6-7	11.1	8.8	10.9	10.0	10.0	4.2	8.1	9.1
8-10	13.1	7.7	14.3	2.5	11.7	3.9	10.8	9.9
11-15	11.2	2.9	13.0	0.0	10.0	1.2	14.9	7.5
16+	6.2	1.6	5.2	0.0	5.0	0.0	5.4	3.6
Column Total Number	100.0% 658	100.0% 441	100.0% 230	100.0% 40	100.0% 60	100.0% 336	100.0% 74	100.0% 1839
Median	5	2	5	1	4	2	3	3

Number of Missing Observations = 68

Table III-26

Counselor Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	2.5	1.1	1.4
Professional	2.5	1.2	1.5
Master's	29.4	14.0	16.9
Bachelor's	48.7	46.1	46.6
Associate	8.4	11.7	11.1
Certificate Beyond HS	3.1	10.5	9.1
High School or Less	5.3	15.3	13.4
Column Total Column	100.0% 357	100.0% 1498	100.0% 1855

Number of Missing Observations = 52

The median annual salary for Counselors in 1987-88 was \$18,629. Twenty-five percent of Counselors earned less than \$15,600 and 75 percent earned less than \$22,500. Female Counselors had a median salary that was 88.4 percent of the male median, a percentage close to that for Assistant Directors. The differences in experience and education between sectors were related to higher median salaries for Counselors at public and vocational/technical institutions (Appendix A, Tables 44-45). Institutional size apparently had little relationship to salaries of Counselors, with median salary rising only \$3,000 between the smallest and largest categories of undergraduate headcount (Appendix A, Table 46).

Only 12.4 percent of the Counselors were listed as clerical/classified staff, but they had a significantly lower median salary than the professional/unclassified Counselors. The size of an office where a Counselor worked had the usual relationship to salary, except at the 1- and 2-person office levels, where median salaries were almost as high as at the 30-or-more level. This is likely due to the fact that at these smaller office sizes, the Counselor is either the Head of Office or has significant responsibilities in program administration.

Table III-27

Counselor 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$17,000	20.8	37.8	34.5
\$17,000 - 18,999	17.2	18.0	17.8
\$19,000 - 23,999	27.0	27.7	27.5
\$24,000 - 29,999	19.7	11.7	13.3
\$30,000 - 34,999	6.2	3.5	4.0
\$35,000 - 39,999	3.4	0.9	1.4
\$40,000+	5.6	0.4	1.4
Column Total	100.0%	100.0%	100.0%
Number	355	1486	1841
Median	\$20,351	18,000	18,629

Number of Missing Observations = 66

Table III-28

Counselor 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under \$17,000	31.5	53.4	34.3
\$17,000 - 18,999	17.9	17.2	17.8
\$19,000 - 23,999	28.5	21.1	27.6
\$24,000 - 29,999	14.5	6.0	13.5
\$30,000 - 34,999	4.7	0.4	4.1
\$35,000 - 39,999	1.5	0.9	1.4
\$40,000+	1.5	0.9	1.4
Column Total	100.0%	100.0%	100.0%
Number	1633	232	1865
Median	\$19,000	16,512	18,629

Number of Missing Observations = 42

Table III-29

Counselor 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$17,000	20.8	36.1	54.7	46.9	37.6	32.4	36.4	26.0	7.9	34.3
\$17,000 - 18,999	16.7	8.2	16.1	16.3	21.2	22.5	17.9	15.6	17.7	17.8
\$19,000 - 23,999	35.4	24.7	16.1	22.9	26.9	24.8	26.6	30.9	44.8	27.6
\$24,000 - 29,999	10.4	17.5	8.8	7.9	9.0	14.3	10.9	18.2	25.6	13.5
\$30,000 - 34,999	12.5	8.2	1.5	2.7	0.8	4.1	6.5	5.9	3.9	4.1
\$35,000 - 39,999	4.2	3.1	0.7	1.4	2.4	1.0	0.0	2.2	0.0	1.4
\$40,000+	0.0	2.1	2.2	1.9	2.0	1.0	1.6	1.1	0.0	1.4
Column Total Number	100.0% 48	100.0% 97	100.0% 137	100.0% 367	100.0% 245	100.0% 315	100.0% 184	100.0% 269	100.0% 203	100.0% 1865
Median	\$20,000	20,000	16,500	17,000	18,000	18,300	18,250	19,500	21,000	18,629

Number of Missing Observations = 42

Secretary

Secretaries were predominately female (99.3 percent) (Appendix A, Table 60) and white (85.2 percent) (Table III-30). Minority Secretaries were more prevalent at public 4-year and proprietary institutions. Secretaries tended to have low levels of educational attainment, with 45.4 percent holding a high school diploma or less. While the median years of financial aid experience was 2.5 for this category, over 25 percent of the Secretaries had 6 or more years of experience in a financial aid office (Appendix A, Table 63).

Table III-30

Secretary Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	78.6	89.6	84.9	86.7	94.7	73.6	83.3	85.2
Black	15.7	6.6	8.7	10.0	5.3	7.5	10.6	9.7
Hispanic	3.6	3.1	4.2	3.3	0.0	17.0	4.5	3.8
Asian/Pacific Islander	1.2	0.2	0.8	0.0	0.0	1.9	1.5	0.7
Native American	0.7	0.5	0.4	0.0	0.0	0.0	0.0	0.5
Other	0.2	0.0	1.1	0.0	0.0	0.0	0.0	0.3
Column Total Number	100.0% 415	100.0% 549	100.0% 265	100.0% 30	100.0% 114	100.0% 53	100.0% 66	100.0% 1492

Number of Missing Observations = 36

Table III-31

Secretary Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Doctorate	0.0	0.2	0.4	0.0	0.0	1.9	1.5	0.3
Professional	0.2	0.7	0.8	0.0	0.0	1.9	0.0	0.5
Master's	2.2	0.7	1.2	0.0	0.0	0.0	0.0	1.1
Bachelor's	12.6	14.4	5.1	0.0	5.2	13.0	5.9	10.8
Associate	10.4	12.2	39.7	35.7	21.7	14.8	23.5	18.2
Certificate Beyond HS	24.9	19.8	19.5	17.9	46.1	20.6	22.1	23.6
High School or Less	49.6	52.0	33.5	46.4	27.0	38.9	47.1	45.4
Column Total Number	100.0% 413	100.0% 550	100.0% 257	100.0% 28	100.0% 115	100.0% 54	100.0% 68	100.0% 1485

Number of Missing Observations = 43

The median annual salary for Secretaries in 1987-88 was \$13,890. Twenty-five percent of Secretaries earned less than \$11,500 and 75 percent earned less than \$16,000. Median salaries were highest at 4-year public institutions and lowest at 4-year private and proprietary institutions. While the vast majority of Secretaries were considered to be clerical/classified staff, the few who were listed as professional had a median salary \$1,000 lower than clerical Secretaries.

Table III-32

Secretary 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Under \$13,000	29.9	51.5	31.6	85.7	36.8	51.9	25.8	40.3
\$13,000 - 14,999	16.6	23.0	28.6	3.6	28.9	16.7	18.2	21.9
\$15,000 - 16,999	21.6	14.0	14.7	7.1	21.1	18.5	28.8	17.5
\$17,000 - 19,999	20.7	10.3	14.3	3.6	10.5	13.0	21.2	14.4
\$20,000 - 22,999	7.1	0.9	8.3	0.0	2.6	0.0	3.0	4.1
\$23,000+	4.1	0.2	2.6	0.0	0.0	0.0	3.0	1.8
Column Total Number	100.0% 421	100.0% 551	100.0% 266	100.0% 28	100.0% 114	100.0% 54	100.0% 66	100.0% 1500
Median	\$15,000	12,700	14,000	-----	13,626	12,199	15,000	13,890

Number of Missing Observations = 28

Table III-33

Secretary 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under \$13,000	46.2	39.7	40.3
\$13,000 - 14,999	21.7	21.9	21.9
\$15,000 - 16,999	16.8	17.5	17.5
\$17,000 - 19,999	11.9	14.7	14.4
\$20,000 - 22,999	1.4	4.4	4.1
\$23,000+	2.1	1.8	1.8
Column Total Number	100.0% 143	100.0% 1357	100.0% 1500
Median	\$13,000	14,000	13,890

Number of Missing Observations = 28

Clerk/Clerical

The category of Clerk/Clerical (referred to hereafter as Clerk) is another predominantly female category (95.2 percent). Minority participation in this category was higher than for any other in the sample. Over 30 percent of the Clerks were minorities, with Hispanic representation at a high of 11.9 percent. Half of the Clerks had no formal education beyond high school. The percentage of male Clerks with a high school diploma or less is considerably lower than that for females, and the percentage with a bachelor's degree is higher. Educational attainment levels were similar for whites and blacks, but there were higher percentages of Hispanic and Asian Clerks with formal education beyond high school.

Table III-34

Clerk Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	75.1	70.1	54.0	88.2	84.6	56.1	52.2	68.6
Black	14.5	20.4	19.2	5.9	10.3	15.8	17.4	16.2
Hispanic	8.2	7.6	20.5	0.0	5.1	24.6	21.7	11.9
Asian/Pacific Islander	1.3	1.3	3.3	5.9	0.0	0.0	4.3	1.8
Native American	0.4	0.0	1.7	0.0	0.0	1.8	4.3	0.8
Other	0.3	0.6	1.3	0.0	0.0	1.8	0.0	0.6
Column Total Number	100.0% 667	100.0% 157	100.0% 302	100.0% 17	100.0% 39	100.0% 57	100.0% 23	100.0% 1262

Number of Missing Observations = 43

Table III-35

Clerk Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Professional	1.7	0.5	0.6
Master's	0.0	0.6	0.6
Bachelor's	22.0	13.9	14.3
Associate	25.4	17.3	17.6
Certificate Beyond HS	10.2	16.3	16.0
High School or Less	40.7	51.4	50.9
Column Total	100.0%	100.0%	100.0%
Number	59	1182	1241

Number of Missing Observations = 64

Table III-36

Clerk Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Professional	0.8	0.0	0.0	0.0	0.0	0.0	0.6
Master's	0.7	0.0	0.7	0.0	0.0	0.0	0.6
Bachelor's	15.9	10.8	6.8	30.4	0.0	12.5	14.2
Associate	15.2	13.3	35.6	17.4	20.0	50.0	17.7
Certificate Beyond HS	14.5	19.0	20.5	17.4	50.0	12.5	16.3
High School or Less	52.8	56.9	36.3	34.8	30.0	25.0	50.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	853	195	146	23	10	8	1235

Number of Missing Observations = 70

The median annual salary for Clerks in 1987-88 was \$13,800. Twenty-five percent of Clerks earned less than \$11,800 and 75 percent earned less than 16,000. The salary gap between male and female Clerks was slight. Sizable differences in salary across variables emerged only for institutional categories and undergraduate headcounts. The median proprietary institution's Clerk salary was nearly \$1,000 lower than for all other categories, and the medians for institutions with 500-3,999 students were over \$1,000 lower than for institutions of other sizes.

Table III-37

Clerk 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under \$13,000	26.1	39.1	38.9
\$13,000 - 14,999	24.6	25.6	25.6
\$15,000 - 16,999	27.9	15.7	16.3
\$17,000 - 19,999	6.6	12.8	12.5
\$20,000 - 22,999	4.9	5.7	5.7
\$23,000+	0.0	1.0	0.9
Column Total Number	100.0% 61	100.0% 1201	100.0% 1262
Median	\$14,082	13,700	13,800

Number of Missing Observations = 43

Table III-38

Clerk 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Under \$13,000	36.0	48.8	30.7	47.1	50.0	64.9	40.9	38.4
\$13,000 - 14,999	26.9	23.5	27.1	17.6	22.5	22.8	13.6	25.8
\$15,000 - 16,999	17.0	17.5	15.8	29.4	7.5	8.8	22.7	16.4
\$17,000 - 19,999	12.6	10.2	16.2	5.9	12.5	3.5	22.7	12.8
\$20,000 - 22,999	7.0	0.0	7.9	0.0	2.5	0.0	0.0	5.6
\$23,000+	0.4	0.0	2.4	0.0	5.0	0.0	0.0	0.9
Column Total Number	100.0% 688	100.0% 166	100.0% 303	100.0% 17	100.0% 40	100.0% 57	100.0% 22	100.0% 1293
Median	\$14,000	13,000	14,000	13,000	12,900	12,000	14,000	13,800

Number of Missing Observations = 12

Table III-39

Clerk 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000+	All
Under \$13,000	46.2	59.5	61.5	58.2	30.1	40.8	33.0	42.8	25.9	38.4
\$13,000 - 14,999	15.4	21.6	19.2	17.2	34.2	26.8	25.3	22.5	29.1	25.8
\$15,000 - 16,999	11.5	5.4	15.4	14.9	14.5	16.9	21.1	20.2	14.7	16.4
\$17,000 - 19,999	23.1	13.5	3.8	7.5	15.0	12.7	12.9	12.1	15.7	12.9
\$20,000 - 22,999	3.8	0.0	0.0	1.5	5.2	2.1	6.2	2.3	13.1	5.7
\$23,000+	0.0	0.0	0.0	0.7	1.0	0.7	1.5	0.0	1.6	0.9
Column Total Number	100.0% 26	100.0% 37	100.0% 78	100.0% 134	100.0% 193	100.0% 142	100.0% 194	100.0% 173	100.0% 313	100.0% 1290
Median	\$14,000	12,000	12,000	12,000	14,000	13,643	14,000	13,375	14,227	13,800

Number of Missing Observations = 15

Other Staff Categories

The following tables provide summary statistics on staff categories that were not chosen for detailed analysis.

Table III-40

Other Staff Categories:
1987-88 Salary and Years of Financial Aid Experience

	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>	<u>Median Years of Experience</u>
Vice-President/Dean	\$35,993	41,750	50,000	14
Coordinator	\$16,600	20,000	24,000	5
Manager/Supervisor	\$15,860	19,200	24,580	6
Receptionist	\$11,000	13,000	15,700	1
Other Professional	\$14,570	18,000	22,700	4
Other Clerical	\$13,500	16,200	19,400	3

Table III-41

Other Staff Categories:
Highest Degree Earned by Staff Category

Highest Degree	Vice-President/Dean	Receptionist	Coordinator	Manager/Supervisor	Other Professional	Other Clerical
Doctorate	28.9	0.0	1.3	0.0	1.5	0.1
Professional	6.7	0.6	1.3	1.3	1.1	0.5
Master's	55.6	0.0	16.5	7.6	10.6	1.8
Bachelor's	6.7	14.4	46.5	30.9	37.6	20.3
Associate	0.0	15.5	11.0	16.1	17.2	17.5
Certificate Beyond HS	0.0	13.3	7.3	13.5	10.5	14.6
High School or Less	2.2	56.4	16.3	30.5	21.7	45.1
Column Total Number	100.0% 45	100.0% 181	100.0% 480	100.0% 223	100.0% 1032	100.0% 1352

Number of Missing Observations = 311

Table III-42

Other Staff Categories:
Job Classification by Staff Category

Job Classification	Vice-President/Dean	Receptionist	Coordinator	Manager/Supervisor	Other Professional	Other Clerical
Professional/Unclassified	100.0	8.0	72.5	42.1	100.0	0.0
Clerical/Classified	0.0	92.0	27.5	57.9	0.0	100.0
Column Total Number	100.0% 46	100.0% 188	100.0% 487	100.0% 228	100.0% 1069	100.0% 1403

Number of Missing Observations = 0

Table III-43

Other Staff Categories:
Gender by Staff Category

Gender	Vice-President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
Male	78.3	0.7	19.2	10.1	15.3	7.0
Female	21.7	99.3	80.8	89.9	84.7	93.0
Column Total Number	100.0% 46	100.0% 186	100.0% 475	100.0% 227	100.0% 1042	100.0% 1383

Number of Missing Observations = 188

Table III-44

Other Staff Categories:
Ethnic Membership by Staff Category

Ethnic Membership	Vice- President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
White	82.2	80.5	77.1	78.8	73.3	75.0
Black	11.1	13.5	15.0	14.2	14.1	13.7
Hispanic	4.4	5.4	5.4	4.9	7.4	7.8
Asian/Pacific	0.0	0.0	1.7	2.2	3.4	2.7
Native American	2.2	0.0	0.6	0.0	1.2	0.6
Other	0.0	0.5	0.2	0.0	0.7	0.3
Column Total Number	100.0% 45	100.0% 185	100.0% 480	100.0% 226	100.0% 1034	100.0% 1384

Number of Missing Observations = 2

IV Staffing Patterns at Undergraduate Institutions

Survey respondents were asked to list their staff in separate sections of the survey instrument, labeled "Professional/Unclassified Staff" and "Clerical/Classified Staff." Figures representing total FTE Office Staff, FTE Professional Staff, and FTE Clerical Staff for each office were computed by counting the number of persons on each side of the form, and adjusting the count for part-time staff. This format differs from past surveys, which asked for a numerical total only for professional staff and clerical staff.⁸ Table IV-1 presents median aid office staffing levels at undergraduate institutions by type, control, and size for all staff, professional/unclassified staff, and clerical/classified staff. Table IV-1 illustrates that all but two categories of institutions have median FTE office sizes of 5 or fewer persons. In only two categories is the median FTE professional staff size smaller than the median FTE clerical staff size. Tables IV-2 through IV-4 present aid office staffing levels at undergraduate institutions by undergraduate headcount for public, private, and proprietary institutions respectively. For data on student assistant, graduate assistant, and temporary staffing levels, see Appendix A, Tables 77-79.

Table IV-1

Median FTE Office Staff, FTE Professional/Unclassified Staff, and
FTE Clerical/Classified Staff
by Institutional Type, Control, and Undergraduate Headcount

	<u>FTE Office Staff⁹</u>	<u>Professional/ Unclassified</u>	<u>Clerical/ Classified</u>
Public Universities; Under 7,000	5.00	3.00	2.00
Public Universities; 7,000+	14.00	6.00	7.00
Public 4-Year; All Sizes	2.25*	2.00*	1.00*
Public 2-Year; Under 4,000	2.00	1.00	1.00
Public 2-Year; 4,000+	5.00	2.00	2.68
Public Vocational/Technical	2.00	1.00	1.00
Private Universities; Under 4,000	3.00	2.00	1.00
Private Universities; 4,000+	11.75	6.00	5.00
Private 4-Year; Under 1,000	2.00	1.00	0.50
Private 4-Year; 1,000-1,999	3.00	2.00	1.00
Private 4-Year; 2,000+	5.00*	3.00*	2.00*
Private 2-Year; All Sizes	2.00	1.00	0.00
Private Vocational/Technical; All Sizes	2.00*	1.00*	0.00*
Proprietary; All Sizes	2.00	2.00	0.00

* Based on less than 45 cases.

⁸A confounding factor in the current survey was the addition of the words "Unclassified" and "Classified" to the staff classification descriptors. At some institutions, "professional" and "unclassified" are not synonymous, nor are "clerical" and "classified." As a result, data from this survey on professional and clerical staff size differ significantly from past studies and the results are not comparable for historical purposes.

⁹Median Office Staff is calculated independently of Professional and Clerical staff; therefore, column one is not necessarily the sum of columns two and three.

Table IV-2

FTE Office Staff by Undergraduate Headcount:
Public Institutions

FTE Office Staff	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000- 29,999	30,000+	All
1	35.7	16.5	10.9	5.0	0.5	0.0	0.0	0.0	0.0	0.0	7.0
2	54.8	58.2	42.5	30.1	10.5	2.2	3.1	3.3	2.1	0.0	24.7
3	7.1	18.7	29.3	26.0	18.3	7.5	3.1	0.0	0.0	0.0	16.3
4-6	1.2	4.4	16.1	31.5	44.5	41.9	20.4	14.8	12.8	4.5	24.3
7-9	0.0	1.1	0.6	6.8	19.4	22.6	25.5	14.8	19.1	9.1	11.1
10-14	0.0	1.1	0.6	0.5	5.2	21.5	25.5	16.4	4.3	18.2	6.9
15-19	1.2	0.0	0.0	0.0	1.6	4.3	12.2	18.0	17.0	13.6	3.9
20-29	0.0	0.0	0.0	0.0	0.0	0.0	9.2	24.6	25.5	4.5	3.4
30+	0.0	0.0	0.0	0.0	0.0	0.0	1.0	8.2	19.1	50.0	2.4
Column Total Number	100.0% 84	100.0% 91	100.0% 174	100.0% 219	100.0% 191	100.0% 93	100.0% 98	100.0% 61	100.0% 47	100.0% 22	100.0% 1080
Median	2	2	2	3	5	6	9	15	18	29.5	4

Number of Missing Observations = 3

Table IV-3

FTE Office Staff by Undergraduate Headcount:
Private Institutions

FTE Office Staff	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000+	All
0	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
1	43.1	8.3	2.0	0.0	0.0	0.0	0.0	0.0	13.6
2	44.6	47.8	19.3	4.7	1.9	0.0	0.0	0.0	29.7
3	8.1	25.7	34.0	8.6	5.8	0.0	14.3	33.3	20.2
4-6	3.1	17.4	42.2	56.3	15.4	16.7	14.3	0.0	25.9
7-9	0.8	0.4	2.6	17.2	26.9	8.3	0.0	0.0	4.7
10-14	0.0	0.0	0.0	11.7	26.9	33.3	14.3	0.0	3.3
15-19	0.0	0.0	0.0	1.6	11.5	8.3	28.6	0.0	1.1
20-29	0.0	0.0	0.0	0.0	11.5	33.3	28.6	33.3	1.3
30+	0.0	0.4	0.0	0.0	0.0	0.0	0.0	33.3	0.2
Column Total Number	100.0% 260	100.0% 253	100.0% 306	100.0% 128	100.0% 52	100.0% 12	100.0% 7	100.0% 3	100.0% 1021
Median	2	2	3	5	9.5	-----	-----	-----	3

Number of Missing Observations = 2

Table IV-4

FTE Office Staff by Undergraduate Headcount:
Proprietary Institutions

FTE Office Staff	Under 500	500- 999	1,000- 2,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	15,000- 19,999	20,000+	All
1	44.1	23.2	0.0	0.0	0.0	0.0	0.0	0.0	27.1
2	32.4	23.2	3.1	3.7	0.0	0.0	0.0	0.0	22.1
3	18.4	18.8	12.5	11.1	14.3	0.0	50.0	0.0	16.8
4-6	5.1	30.4	46.9	7.4	14.3	16.7	50.0	0.0	17.1
7-9	0.0	4.3	21.9	18.5	14.3	16.7	0.0	100.0	6.4
10-14	0.0	0.0	12.5	37.0	42.9	16.7	0.0	0.0	6.4
15-19	0.0	0.0	3.1	18.5	14.3	0.0	0.0	0.0	2.5
20-29	0.0	0.0	0.0	3.7	0.0	33.3	0.0	0.0	1.1
30+	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0	0.4
Column Total Number	100.0% 136	100.0% 69	100.0% 32	100.0% 27	100.0% 7	100.0% 6	100.0% 2	100.0% 1	100.0% 280
Median	2	3	5.5	10	-----	-----	-----	-----	3

Number of Missing Observations = 0

Table IV-5 presents some of the more typical combinations of professional and clerical staff. The diversity of staff combinations increases with the size of the recipient population. Caution should be exercised when comparing a particular institution's professional/clerical combination to representative national staff combinations because the designation of staff as professional or clerical is respondent-based and does not follow a recognized standard.

Table IV-5

**FTE Professional/Unclassified and FTE Clerical/Classified Staff Combinations
by Undergraduate Aid Recipients**

Under 500 Recipients		2,500 - 4,999 Recipients	
1 Professional, 0 Clerical	31.5%	Miscellaneous Combinations	54.0%
1 Professional, 1 Clerical	29.1	4-6 Professional, 4-6 Clerical	14.4
2 Professional, 0 Clerical	17.7	4-6 Professional, 3 Clerical	7.4
Miscellaneous Combinations	8.1	4-6 Professional, 0 Clerical	7.4
2 Professional, 1 Clerical	6.2	3 Professional, 4-6 Clerical	7.3
3 Professional, 0 Clerical	4.0	4-6 Professional, 7-9 Clerical	6.6
1 Professional, 2 Clerical	3.4	1 Professional, 4-6 Clerical	4.9
500 - 999 Recipients		5,000 - 9,999 Recipients	
Miscellaneous Combinations	25.7%	Miscellaneous Combinations	57.2%
1 Professional, 1 Clerical	23.1	4-6 Professional, 4-6 Clerical	10.9
2 Professional, 1 Clerical	16.2	7-9 Professional, 7-9 Clerical	9.1
2 Professional, 0 Clerical	11.5	3 Professional, 4-6 Clerical	8.2
1 Professional, 2 Clerical	8.5	10-14 Professional, 10-14 Clerical	7.3
3 Professional, 0 Clerical	8.0	4-6 Professional, 7-9 Clerical	7.3
2 Professional, 2 Clerical	7.0		
1,000 - 2,499 Recipients		10,000+ Recipients	
Miscellaneous Combinations	56.4%	Miscellaneous Combinations	61.4%
2 Professional, 2 Clerical	10.5	20+ Professional, 20+ Clerical	13.6
4 Professional, 0 Clerical	8.2	10-14 Professional, 10-14 Clerical	9.1
1 Professional, 2 Clerical	7.3	15-19 Professional, 15-19 Clerical	9.1
2 Professional, 1 Clerical	7.3	7-9 Professional, 10-14 Clerical	6.8
3 Professional, 1 Clerical	5.4		
1 Professional, 3 Clerical	4.9		

Table IV-6 presents the composition of staff for various levels of aid recipients by staff category. The diversity of staff combinations is again apparent. At institutions with smaller recipient populations, staffs appear usually to be composed of a Head of Office who is a Director and whose staff consists of one to two Counselor/Advisor/Officers or Secretaries. As the size of the recipient population increases, Directors, Associate Directors, and Assistant Directors comprise a smaller proportion of the office staff and are supported by more professional and clerical staff.

An important consideration in staff size is the ratio of staff to recipients served. Table IV-7 provides a breakdown of staff sizes by the size of the recipient population. While the use of broad categories of numbers of recipients prevents the determination of exact ratios, it is clear that a majority of financial aid offices have recipient-to-staff ratios of at least 100 to 1. For institutions with 500 to 9,999 recipients, at least 85 percent of the offices have recipient-to-staff ratios of 100 or more to 1.

Table IV-6

Staff Category by Undergraduate Aid Recipients

Staff Category	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000- 19,999	20,000+	All
Vice-President/Dean	0.4	1.0	0.8	0.4	0.2	0.0	0.0	0.5
Director	36.3	28.7	17.7	10.4	6.0	4.0	3.7	17.3
Associate Director	0.8	3.0	2.9	3.4	4.0	4.4	2.0	3.0
Assistant Director	5.9	8.0	10.1	9.5	9.9	6.8	6.7	8.6
Counselor/Advisor/Officer	14.1	12.5	16.0	17.2	19.3	17.2	22.9	16.3
Secretary	3.7	20.9	15.4	9.3	8.5	7.0	7.5	13.6
Receptionist	0.4	0.9	2.0	2.5	2.6	1.3	0.2	1.7
Clerk/Clerical	4.1	5.7	10.1	15.0	17.0	19.5	20.7	11.6
Coordinator	3.4	3.0	3.6	5.6	4.6	4.2	7.0	4.2
Manager/Supervisor	1.1	1.1	1.8	1.8	2.0	3.0	4.0	2.0
Other Professional	10.0	7.5	7.2	9.8	8.5	18.6	8.7	9.3
Other Clerical	4.8	7.8	12.5	15.1	16.4	14.1	16.5	12.0
Column Total Number	100.0% 1677	100.0% 1860	100.0% 3034	100.0% 2292	100.0% 1853	100.0% 930	100.0% 401	100.0% 12047

Number of Missing Observations = 0

Table IV-7

FTE Office Staff by Undergraduate Aid Recipients

FTE Office Staff	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000+	All
0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
1	32.6	3.7	0.9	0.0	0.0	0.0	12.3
2	46.9	34.6	7.0	0.4	0.0	0.0	26.5
3	13.5	33.6	19.5	2.1	0.9	0.0	18.0
4-6	6.0	26.1	50.7	30.0	5.5	0.0	24.1
7-9	0.4	2.0	14.5	30.5	13.6	2.3	7.9
10-14	0.4	0.0	5.9	23.9	26.4	4.5	5.3
15-19	0.1	0.0	1.4	7.8	22.7	15.9	2.5
20-29	0.0	0.0	0.0	4.9	24.5	31.8	2.2
30+	0.0	0.0	0.2	0.4	6.4	45.5	1.2
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 44	100.0% 2390

Number of Missing Observations = 0

The high recipient-to-staff ratios become more acute when the ratio to professional staff is examined. Table IV-8 shows the distribution of professional staff sizes by the size of the recipient population. The data indicate that perhaps as many as 90 percent of the offices have recipient-to-professional staff ratios of at least 100 to 1. A majority of institutions with recipient populations of 1,000 or more have at least 200 recipients for every professional staff member.

Table IV-8

FTE Professional/Unclassified Staff by Undergraduate Aid Recipients

FTE Professional/Unclassified Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
0	1.2	0.3	0.7	0.0	0.0	0.0	0.7
1	64.4	38.6	22.8	7.4	0.9	0.0	38.1
2	25.2	37.5	28.6	9.1	2.7	0.0	25.9
3	6.5	14.4	19.7	18.1	12.7	0.0	13.0
4-6	2.1	8.5	20.6	41.2	28.2	9.1	13.4
7-9	0.5	0.7	5.4	11.9	23.6	25.0	4.4
10-14	0.1	0.0	1.9	9.1	19.1	18.2	2.6
15-19	0.0	0.0	0.3	2.1	8.2	20.5	1.0
20+	0.0	0.0	0.0	1.2	4.5	27.2	0.8
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 44	100.0% 2390

Number of Missing Observations = 0

Table IV-9

FTE Clerical/Classified Staff by Undergraduate Aid Recipients

FTE Clerical/Classified Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
0	55.2	29.8	20.7	18.5	9.1	9.1	33.8
1	38.4	44.3	20.6	4.9	2.7	2.3	29.9
2	5.5	17.7	23.9	10.3	5.5	0.0	13.3
3	0.5	5.5	17.1	15.6	0.9	4.6	7.4
4-6	0.4	2.7	13.4	33.7	23.6	4.6	8.6
7-9	0.1	0.0	3.5	11.5	25.5	9.1	3.4
10-14	0.0	0.0	0.7	4.5	20.9	25.0	2.1
15-19	0.0	0.0	0.3	2.1	5.5	18.1	0.6
20+	0.0	0.0	0.2	0.8	6.4	27.2	0.8
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 44	100.0% 2390

Number of Missing Observations = 0

V Staffing and Salary Patterns at Graduate/Professional Institutions

The percentage of offices serving only graduate or professional students in the total survey sample is quite small (3.5 percent). The graduate/professional offices that responded to the survey represent approximately half of the graduate/professional offices in the NASFAA membership. As a result, most subgroups within the graduate/professional category are too small to make valid comparisons, and analysis of graduate office staff cannot be as detailed as for undergraduate offices.

The majority of graduate offices (80.2 percent) were at private institutions. Only three offices were at proprietary institutions. Information on the size of the programs administered by these offices is unavailable because the questions on institutional headcount, recipients and dollars awarded were phrased in terms of undergraduate students.

Heads of Office at graduate institutions were female to a much greater extent than those at undergraduate institutions, and were predominantly white. Graduate Heads of Office reported educational attainment and years of experience similar to undergraduate Heads of Office. The median salary for graduate Heads of Office was slightly lower than for their undergraduate counterparts.

Table V-1
Graduate/Professional Head of Office:
Gender

Gender	%
Male	22.4
Female	77.6
Column Total	100.0%
Number	85

Number of Missing Observations = 2

Table V-3
Graduate/Professional Head of Office:
Highest Degree Earned

Highest Degree	%
Doctorate	3.6
Professional	4.8
Master's	41.7
Bachelor's	29.8
Associate	9.5
Certificate Beyond HS	4.8
High School or Less	6.0
Column Total	100.0%
Number	84

Number of Missing Observations = 3

Table V-2
Graduate/Professional Head of Office:
Ethnic Membership

Ethnic Membership	%
White	92.9
Black	5.9
Asian/Pacific Islander	1.2

Column Total 100.0%
Number 85

Number of Missing Observations = 2

Table V-4
Graduate/Professional Head of Office:
Years of Financial Aid Experience

Years of Experience	%
0	2.3
1	5.8
2	8.1
3	7.0
4-5	14.0
6-7	7.0
8-10	23.3
11-15	23.3
16+	9.3

Column Total 100.0%
Number 86
Median 9.0

Number of Missing Observations = 1

Table V-5

Graduate/Professional Head of Office:
1987-88 Salary

1987-88 Salary	%
Under \$19,000	9.6
\$19,000 - 23,999	17.9
\$24,000 - 29,999	23.8
\$30,000 - 34,999	20.2
\$35,000 - 39,999	16.7
\$40,000+	11.9
Column Total Number	100.0% 84
Median	\$29,274

Number of Missing Observations = 3

Table V-6

Graduate/Professional Head of Office:
Position Titles

Position Title	%
Vice-President/Dean	4.6
Director	80.5
Counselor/Advis./Off.	3.4
Coordinator	5.7
Other Professional	5.7
Column Total Number	100.0% 87

Number of Missing Observations = 0

Graduate offices tend to be small. This likely relates to the size of their recipient populations, but such a determination is not possible without information on the size of these populations.

Table V-7

Graduate/Professional FTE Office Staff by Control of Institution

FTE Office Staff	Public	Private	Proprie- tary	All Schools
1	13.3	21.9	33.3	20.9
2	6.7	27.4	0.0	23.1
3	40.0	24.7	33.3	27.5
4-6	20.0	23.3	33.3	23.1
7+	20.0	2.7	0.0	5.5
Column Total Number	100.0% 15	100.0% 73	100.0% 3	100.0% 91

Number of Missing Observations = 0

Summary and Conclusions

The financial aid profession is predominately female, yet women in financial aid have significantly lower median salaries than their male colleagues in similar staff positions. For persons holding the position of Head of Office, the difference in median salary between males and females is not fully accounted for by such significant factors as years of financial aid experience, educational attainment, and the size of the financial aid staff overseen by the Head of Office. While the remaining difference may be accounted for by factors not measured in the current survey, such as length of employment at the current institution or years of experience in the Head of Office position, the reason for differences in these other factors is unclear. Further research into the relationship between gender and salary for Heads of Office would need to investigate these factors.

Although information on salary changes over time is unavailable for most staff positions, the trends for Heads of Office may provide some indication of the changes for many professional staff in aid offices. Heads of Office saw steady salary growth above inflation since the end of the 1982-83 recession, but the increases were not large. The number of Heads of Office who earn over \$40,000 annually did increase, however, from 10 percent in 1985 to nearly 20 percent in 1987.

Several factors had large impacts on median salaries for the professional staff positions examined. Aside from gender, the factors relating most strongly to higher median salary were the possession of a master's or higher degree, employment by a public institution, employment by a large institution with a large financial aid office staff, and more years of financial aid experience. The levels of experience at which median salaries increased significantly were different for each staff position. The precise relationship between experience and salary is difficult to establish without knowledge of other related factors, such as the individual's career path and tenure at a specific institution.

Financial aid office staffs are generally small in number: over half the aid offices surveyed employed fewer than four full-time equivalent staff members. These small staff sizes are likely related to the fact that nearly 60 percent of the institutions had fewer than 1,000 aid recipients. Still, a majority of institutions had recipient-to-financial aid staff ratios of at least 100 to 1. While the presence of office automation may mean that such ratios are manageable, anecdotal evidence suggests that many financial aid professionals work considerably more than 40 hours per week to insure the smooth functioning of their offices. Future studies of financial aid office staffing might investigate the definition of a manageable recipient-to-staff ratio and the extent to which financial aid professionals work extra hours to compensate for inadequate staffing levels.

Surveys such as this one provide considerable amounts of information to members of the profession surveyed. They also tend to leave many questions unanswered, and this survey is no exception. It is hoped that members of the profession and academic researchers will use the results of this survey as the basis for further investigation into the complexities of the financial aid profession.

Appendix A

Supplementary Tables

Table A-1

Undergraduate Aid Recipients by Institutional Type, Control, and Undergraduate Headcount

Undergraduate Aid Recipients	Public Univ. <7,000	Public Univ. 7,000-19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./Tech.	Private Univ. <4,000	Private Univ. 4,000+	
Under 500	9.8	0.8	0.0	23.8	33.3	5.5	59.9	29.5	0.0	→
500 - 999	11.2	0.0	0.0	26.2	42.4	17.3	25.3	34.1	4.7	
1,000 - 2,499	42.7	4.0	2.5	35.7	23.5	46.4	12.6	32.4	31.3	
2,500 - 4,999	34.3	33.6	0.0	4.8	0.8	24.1	2.2	3.4	51.6	
5,000 - 9,999	1.4	52.8	30.0	9.5	0.0	5.5	0.0	0.6	10.9	
10,000 -19,999	0.7	8.0	50.0	0.0	0.0	0.8	0.0	0.0	1.6	
20,000+	0.0	0.8	17.5	0.0	0.0	0.4	0.0	0.0	0.0	→
Column Total Number	100.0% 143	100.0% 125	100.0% 40	100.0% 42	100.0% 243	100.0% 237	100.0% 182	100.0% 352	100.0% 64	→

(Table A-1, continued)

Undergraduate Aid Recipients	Private 4-Year <1,000	Private 4-Year 1,000-1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./Tech.	Proprietary	Other	Unknown	All
Under 500	65.9	6.3	0.0	60.6	66.7	57.9	63.4	16.7	34.4
500 - 999	31.9	58.0	12.8	28.7	16.7	15.7	14.4	16.7	25.0
1,000 - 2,499	1.7	35.7	69.2	7.4	16.7	16.8	17.0	50.0	24.0
2,500 - 4,999	0.4	0.0	17.9	3.2	0.0	7.9	5.2	16.7	10.2
5,000 - 9,999	0.0	0.0	0.0	0.0	0.0	1.4	0.0	0.0	4.6
10,000 -19,999	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0	1.5
20,000+	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4
Column Total Number	100.0% 229	100.0% 143	100.0% 39	100.0% 94	100.0% 18	100.0% 280	100.0% 153	100.0% 6	100.0% 2390

Number of Missing Observations = 0

Table A-2

Undergraduate Aid Awarded by Institutional Type, Control, and Undergraduate Headcount

Undergraduate Aid Awarded	Public Univ. <7,000	Public Univ. 7,000-19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./Tech.	Private Univ. <4,000	
Under \$500,000	3.5	0.0	0.0	21.4	30.5	4.7	48.1	9.1	→
\$500,000 - 999,999	3.5	0.0	0.0	9.5	25.5	12.3	16.6	6.9	
\$1,000,000 - 2,499,999	21.0	1.6	0.0	23.8	37.4	45.1	23.2	21.1	
\$2,500,000 - 4,999,999	32.2	5.6	0.0	28.6	6.2	25.1	9.4	30.0	
\$5,000,000 - 9,999,999	30.1	20.8	0.0	14.3	0.4	11.1	1.7	24.6	
\$10,000,000+	9.8	72.0	100.0	2.4	0.0	1.7	1.1	8.3	→
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Number	143	125	40	42	243	235	181	350	→

(Table A-2, continued)

Undergraduate Aid Awarded	Private Univ. 4,000+	Private 4-Year <1,000	Private 4-Year 1,000-1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./Tech.	Proprietary	Other	Un-known	All
Under \$500,000	0.0	25.1	3.5	5.1	27.7	47.1	31.3	55.9	20.0	20.6
\$500,000 - 999,999	1.6	10.6	2.1	0.0	26.6	23.5	21.2	11.8	0.0	12.1
\$1,000,000 - 2,499,999	0.0	37.9	18.3	2.6	24.5	17.6	23.0	19.1	20.0	24.7
\$2,500,000 - 4,999,999	12.5	23.8	35.9	7.7	17.0	5.9	9.4	10.5	60.0	18.5
\$5,000,000 - 9,999,999	18.8	2.6	37.3	56.4	2.1	5.9	7.9	2.0	0.0	13.1
\$10,000,000+	67.2	0.0	2.8	28.2	2.1	0.0	7.2	0.7	0.0	11.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	64	227	142	39	94	17	278	152	5	2377

Number of Missing Observations = 13

Table A-3

Head of Office 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	Public Univ. <7,000	Public Univ. 7,000- 19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./ Tech.	Private Univ. <4,000	
Under \$17,000	0.7	0.0	0.0	2.5	3.9	0.0	4.0	6.2	→
\$17,000 - 18,999	0.0	0.0	0.0	2.5	3.4	0.4	4.0	4.7	
\$19,000 - 23,999	3.5	0.0	0.0	10.0	18.9	3.5	22.0	18.2	
\$24,000 - 29,999	19.6	2.4	0.0	17.5	26.2	11.9	22.5	23.5	
\$30,000 - 34,999	32.9	13.7	0.0	35.0	21.5	21.2	21.4	22.0	
\$35,000 - 39,999	23.1	25.0	15.8	12.5	11.6	18.1	11.6	11.4	
\$40,000+	20.3	58.9	84.2	20.0	14.6	44.7	14.5	14.1	→
Column Total Number	100.0% 143	100.0% 124	100.0% 38	100.0% 40	100.0% 233	100.0% 226	100.0% 173	100.0% 341	→
Median	\$34,000	40,750	50,000	31,750	29,500	38,000	29,000	28,200	

(Table A-3, continued)

1987-88 Salary	Private Univ. 4,000+	Private 4-Year <1,000	Private 4-Year 1,000- 1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./ Tech.	Proprie- tary	Other	Un- known	All
Under \$17,000	0.0	19.1	1.5	2.6	15.9	5.6	11.2	7.3	0.0	6.1
\$17,000 - 18,999	0.0	12.7	0.0	5.1	15.9	0.0	13.8	3.6	0.0	5.2
\$19,000 - 23,999	1.6	36.4	19.1	7.7	36.4	38.9	20.7	19.0	33.3	17.2
\$24,000 - 29,999	12.7	19.5	36.0	17.9	14.8	22.2	26.1	27.0	16.7	20.8
\$30,000 - 34,999	11.1	8.6	18.4	33.3	10.2	27.8	13.4	25.5	16.7	19.1
\$35,000 - 39,999	14.3	2.7	14.0	10.3	1.1	5.6	6.2	10.9	0.0	11.9
\$40,000+	60.3	0.9	11.0	23.1	5.7	0.0	8.7	6.6	33.3	19.7
Column Total Number	100.0% 63	100.0% 220	100.0% 136	100.0% 39	100.0% 88	100.0% 18	100.0% 276	100.0% 137	100.0% 6	100.0% 2301
Median	\$42,900	20,750	28,050	31,000	21,500	24,700	24,000	28,000	27,500	30,000

Number of Missing Observations = 22

Table A-4
Head of Office 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./Tech.	Proprietary	Other	All
Under \$17,000	0.6	8.3	2.0	15.9	4.2	11.2	7.3	6.1
\$17,000 - 18,999	0.3	5.8	2.0	15.9	3.7	13.8	3.6	5.2
\$19,000 - 23,999	2.6	21.6	11.3	36.4	23.6	20.7	19.0	17.1
\$24,000 - 29,999	11.0	23.4	19.1	14.8	22.5	26.1	27.0	20.8
\$30,000 - 34,999	22.5	17.4	21.5	10.2	22.0	13.4	25.5	19.1
\$35,000 - 39,999	21.7	9.6	14.8	1.1	11.0	6.2	10.9	11.9
\$40,000+	41.3	14.0	29.5	5.7	13.1	8.7	6.6	19.7
Column Total Number	100.0% 346	100.0% 800	100.0% 461	100.0% 88	100.0% 191	100.0% 276	100.0% 137	100.0% 2299
Median	\$37,173	26,671	33,000	21,500	28,568	24,000	28,000	30,000

Number of Missing Observations = 24

Table A-5
Head of Office 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Under \$17,000	6.5	.6	4.0	8.0	16.7	0.0	6.1
\$17,000 - 18,999	5.6	1.3	2.7	8.0	5.6	0.0	5.2
\$19,000 - 23,999	17.6	14.2	13.3	12.0	33.3	0.0	17.2
\$24,000 - 29,999	21.5	14.8	20.0	12.0	11.1	0.0	20.8
\$30,000 - 34,999	18.5	25.8	21.3	32.0	11.1	0.0	19.2
\$35,000 - 39,999	11.2	17.4	12.0	8.0	22.2	0.0	11.7
\$40,000+	19.2	5.8	26.7	20.0	0.0	100.0	19.8
Column Total Number	100.0% 2011	100.0% 155	100.0% 75	100.0% 25	100.0% 18	100.0% 2	100.0% 2286
Median	\$29,500	33,000	33,000	-----	-----	-----	30,000

Number of Missing Observations = 37

Table A-6

Head of Office 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000+	All
Under \$17,000	19.3	10.5	1.8	0.3	0.4	0.0	0.0	0.0	0.0	6.1
\$17,000 - 18,999	8.7	14.0	2.4	3.0	0.4	0.0	0.0	1.6	0.0	5.2
\$19,000 - 23,999	28.4	29.2	19.4	10.1	5.0	2.7	0.0	0.0	1.5	17.2
\$24,000 - 29,999	22.2	21.9	30.1	22.7	15.3	9.9	6.8	4.8	1.5	20.9
\$30,000 - 34,999	12.0	13.2	23.4	29.0	24.0	18.9	17.5	12.7	6.0	19.1
\$35,000 - 39,999	5.6	6.2	10.1	16.4	20.7	19.8	24.3	14.3	11.9	11.9
\$40,000+	3.8	5.0	12.7	18.4	34.3	48.6	51.5	66.7	79.1	19.7
Column Total Number	100.0% 450	100.0% 401	100.0% 495	100.0% 365	100.0% 242	100.0% 111	100.0% 103	100.0% 63	100.0% 67	100.0% 2297
Median	\$22,000	23,000	29,000	32,000	35,600	39,450	40,000	43,000	48,000	30,000

Number of Missing Observations = 26

Table A-7

Head of Office 1987-88 Salary by Undergraduate Aid Recipients

1987-88 Salary	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000+	All
Under \$17,000	14.7	3.8	0.4	0.4	0.0	0.0	6.1
\$17,000 - 18,999	9.6	5.2	2.1	1.3	0.0	0.0	5.2
\$19,000 - 23,999	25.4	23.9	8.9	3.8	0.9	0.0	17.2
\$24,000 - 29,999	22.2	29.0	21.0	8.4	1.8	0.0	20.8
\$30,000 - 34,999	16.2	18.2	25.8	20.7	13.8	0.0	19.1
\$35,000 - 39,999	5.9	9.2	18.5	19.4	17.4	14.6	11.9
\$40,000+	6.0	10.6	23.2	46.0	66.1	85.4	19.7
Column Total Number	100.0% 780	100.0% 573	100.0% 561	100.0% 237	100.0% 109	100.0% 41	100.0% 2301
Median	\$24,000	27,000	32,500	38,208	42,000	50,000	30,000

Number of Missing Observations = 22

Table A-8

Head of Office 1987-88 Salary by Aid Awarded

1987-88 Salary	Under \$500,000	\$500,000- 999,999	\$1,000,000- 2,499,999	\$2,500,000- 4,999,999	\$5,000,000- 9,999,999	\$10,000,000+	All Schools
Under \$17,000	14.5	11.4	5.4	2.6	0.3	0.0	6.1
\$17,000 - 18,999	8.7	7.9	5.7	4.8	1.0	0.8	5.2
\$19,000 - 23,999	22.7	22.5	23.3	16.5	5.8	1.6	17.0
\$24,000 - 29,999	26.1	21.8	22.2	26.5	17.2	2.7	20.8
\$30,000 - 34,999	15.4	18.6	19.4	23.2	26.9	9.4	19.1
\$35,000 - 39,999	5.8	8.6	10.1	12.4	20.4	19.9	12.0
\$40,000+	6.9	9.3	13.9	14.1	28.5	65.6	19.7
Column Total Number	100.0% 449	100.0% 280	100.0% 576	100.0% 419	100.0% 309	100.0% 256	100.0% 2289
Median	\$24,500	26,000	28,000	29,800	34,500	42,940	30,000

Number of Missing Observations = 34

Table A-9

Head of Office 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$17,000	28.0	6.7	3.4	1.4	0.0	0.8	0.0	0.0	0.0	6.1
\$17,000 - 18,999	13.3	8.3	4.1	2.9	0.0	0.0	0.0	0.0	0.0	5.2
\$19,000 - 23,999	27.7	28.6	19.8	9.2	3.8	1.6	3.4	0.0	0.0	17.2
\$24,000 - 29,999	17.3	26.1	29.2	22.4	9.2	5.6	3.4	0.0	0.0	20.8
\$30,000 - 34,999	8.9	16.7	21.7	27.7	26.1	12.0	8.5	2.0	0.0	19.1
\$35,000 - 39,999	3.3	7.8	8.9	17.0	21.2	24.0	18.6	9.8	3.6	11.9
\$40,000+	1.5	5.8	12.8	19.3	39.7	56.0	66.1	88.2	96.4	19.7
Column Total Number	100.0% 271	100.0% 616	100.0% 414	100.0% 553	100.0% 184	100.0% 125	100.0% 59	100.0% 51	100.0% 28	100.0% 2301
Median	\$20,000	25,000	28,150	31,300	37,525	40,000	42,950	48,000	53,204	30,000

Number of Missing Observations = 22

Table A-10

Head of Office Highest Degree Earned by Undergraduate Headcount

Highest Degree	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000-29,999	30,000+	All
Doctorate	2.9	1.0	3.4	4.6	8.3	11.7	5.8	18.8	10.9	31.8	5.0
Professional	2.2	2.2	2.6	3.5	1.3	2.7	3.8	1.6	4.3	0.0	2.5
Master's	28.5	38.2	46.3	48.2	60.8	57.7	63.5	59.4	65.2	59.1	45.4
Bachelor's	40.3	37.9	37.0	34.1	24.6	25.2	25.0	18.8	19.6	9.1	33.8
Associate	7.7	9.0	5.3	3.5	3.3	0.9	1.9	1.6	0.0	0.0	5.3
Certificate Beyond HS	12.4	6.2	2.8	2.7	1.3	0.0	0.0	0.0	0.0	0.0	4.7
High School or Less	6.0	5.5	2.6	3.3	0.4	1.8	0.0	0.0	0.0	0.0	3.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	452	401	495	367	240	111	104	64	46	22	2302

Number of Missing Observations = 21

Table A-11

Head of Office Highest Degree Earned by Undergraduate Aid Recipients

Highest Degree	Under 100	100-249	250-499	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
Doctorate	3.3	2.2	1.8	3.8	6.8	7.2	9.2	11.8	66.7	4.9
Professional	4.1	1.8	2.3	2.1	3.2	1.7	3.7	2.9	0.0	2.5
Master's	32.8	31.0	35.6	42.6	50.9	62.7	69.7	73.5	33.3	45.4
Bachelor's	36.9	41.6	38.6	39.1	30.2	23.7	17.4	11.8	0.0	33.8
Associate	8.2	9.7	8.5	4.7	3.9	1.7	0.0	0.0	0.0	5.3
Certificate Beyond HS	9.8	9.7	8.5	3.5	2.7	0.8	0.0	0.0	0.0	4.7
High School or Less	4.9	4.0	4.6	4.2	2.3	2.1	0.0	0.0	0.0	3.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	122	226	433	575	562	236	109	34	9	2306

Number of Missing Observations = 17

Table A-12

Head of Office Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Doctorate	4.8	8.2	5.3	0.0	0.0	0.0	4.9
Professional	2.5	2.5	2.7	0.0	5.6	0.0	2.5
Master's	45.1	48.1	49.3	52.0	5.6	100.0	45.3
Bachelor's	33.3	36.7	33.3	40.0	77.8	0.0	33.9
Associate	5.5	3.8	4.0	4.0	5.6	0.0	5.3
Certificate Beyond HS	5.1	0.6	4.0	0.0	5.6	0.0	4.7
High School or Less	3.7	0.0	1.3	4.0	0.0	0.0	3.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0	100.0%
Number	2014	158	75	25	18	2	2292

Number of Missing Observations = 31

Table A-13

Head of Office Median Years of Financial Aid Experience
by Undergraduate Headcount

<u>Headcount</u>	<u>Median Years of Experience</u>	<u>Number</u>
Under 500	5	456
500 - 999	6	399
1,000 - 1,999	10	497
2,000 - 3,999	10	366
4,000 - 6,999	13	243
7,000 - 9,999	12	111
10,000 - 14,999	12	104
15,000 - 19,999	14	64
20,000+	15	67
Column Total	9	2,307

Number of Missing Observations = 16

Table A-14

Head of Office Median Years of Financial Aid Experience
by Undergraduate Aid Recipients

<u>Undergraduate Aid Recipients</u>	<u>Median Years of Experience</u>	<u>Number</u>
Under 500	6	783
500 - 999	9	576
1,000 - 2,499	11	564
2,500 - 4,999	13	237
5,000 - 9,999	15	108
10,000+	15	43
Column Total	9	2,311

Number of Missing Observations = 12

Table A-15

Head of Office Years of Financial Aid Experience by Ethnic Membership

<u>Years of Experience</u>	<u>White</u>	<u>Black</u>	<u>His- panic</u>	<u>Asian/ Pacific</u>	<u>Native American</u>	<u>Other</u>	<u>All</u>
0	1.5	0.0	2.7	0.0	5.6	50.0	1.5
1	5.3	5.7	0.0	8.0	27.8	0.0	5.3
2	6.4	3.2	5.3	8.0	0.0	0.0	6.1
3	6.7	3.8	8.0	0.0	0.0	0.0	6.4
4-5	10.8	8.2	9.3	20.0	27.8	0.0	10.8
6-7	10.9	8.9	13.3	12.0	5.6	0.0	10.8
8-10	16.2	15.8	24.0	24.0	11.1	0.0	16.4
11-15	22.6	31.6	25.3	20.0	11.1	0.0	23.2
16+	19.7	22.8	12.0	8.0	11.1	50.0	19.5
Column Total Number	100.0% 2018	100.0% 158	100.0% 75	100.0% 25	100.0% 18	100.0% 2	100.0% 2296
Median	9	12	9	-----	-----	-----	9

Number of Missing Observations = 27

Director

Table A-16

Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprietary	Other	All
Under \$17,000	0.0	1.2	1.7	16.2	0.0	4.8	13.9	3.1	10.3	3.3	5.6
\$17,000 - 18,999	0.0	0.6	2.0	11.2	0.5	4.8	15.2	1.6	12.8	1.1	5.0
\$19,000 - 23,999	0.0	5.3	12.2	34.0	2.0	9.6	36.7	16.5	17.5	17.8	15.0
\$24,000 - 29,999	2.4	19.3	25.0	21.8	12.1	26.3	16.5	27.6	27.8	23.6	21.2
\$30,000 - 34,999	10.3	34.5	22.6	10.6	23.1	24.6	11.4	23.6	15.0	30.0	20.0
\$35,000 - 39,999	21.8	20.5	14.6	3.7	19.1	12.6	1.3	11.8	7.7	13.3	12.7
\$40,000+	65.5	18.7	22.0	2.5	43.2	17.4	5.1	15.7	9.0	8.9	20.7
Column Total Number	100.0% 165	100.0% 171	100.0% 460	100.0% 321	100.0% 199	100.0% 167	100.0% 79	100.0% 127	100.0% 234	100.0% 90	100.0% 2013
Median	\$43,000	33,000	31,000	21,900	38,000	30,250	22,000	30,000	25,000	30,000	30,000

Number of Missing Observations = 19

Table A-17

Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under \$17,000	19.4	9.1	2.9	0.3	0.4	0.0	0.0	0.0	0.0	5.6
\$17,000 - 18,999	8.4	13.3	2.9	2.8	0.4	1.0	0.0	0.0	1.4	5.0
\$19,000 - 23,999	25.7	29.2	17.7	7.0	3.1	1.9	0.0	0.0	2.7	15.0
\$24,000 - 29,999	23.9	23.8	30.2	21.5	14.7	11.4	7.2	5.2	5.5	21.2
\$30,000 - 34,999	12.5	13.0	23.9	31.6	24.4	20.0	17.5	12.1	6.8	19.9
\$35,000 - 39,999	5.7	6.5	10.2	18.4	21.3	20.0	23.7	10.3	15.1	12.7
\$40,000+	4.5	5.1	12.2	18.4	35.6	45.7	51.5	72.4	68.5	20.7
Column Total Number	100.0% 335	100.0% 353	100.0% 451	100.0% 316	100.0% 225	100.0% 105	100.0% 97	100.0% 58	100.0% 73	100.0% 2013
Median	\$23,000	23,300	29,000	32,850	36,000	39,072	40,000	43,662	46,800	30,000

Number of Missing Observations = 19

Table A-18

Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$17,000	29.2	7.0	2.9	2.7	0.0	0.8	0.0	0.0	0.0	5.6
\$17,000 - 18,999	11.8	9.4	4.0	2.9	0.0	1.7	0.0	0.0	2.8	5.0
\$19,000 - 23,999	25.3	27.0	18.5	8.6	3.3	2.5	3.4	0.0	0.0	15.0
\$24,000 - 29,999	18.0	26.4	29.2	23.0	12.2	4.1	5.1	6.9	8.3	21.2
\$30,000 - 34,999	10.1	16.4	23.3	27.8	26.7	12.4	8.5	3.4	5.6	20.0
\$35,000 - 39,999	3.4	7.6	9.7	16.9	22.2	24.0	18.6	10.3	5.6	12.7
\$40,000+	2.2	6.1	12.3	18.2	35.6	54.5	64.4	79.3	77.8	20.7
Column Total Number	100.0% 178	100.0% 488	100.0% 373	100.0% 522	100.0% 180	100.0% 121	100.0% 59	100.0% 58	100.0% 36	100.0% 2015
Median	\$20,000	25,000	29,000	31,040	36,430	40,000	42,100	46,896	49,262	30,000

Number of Missing Observations = 17

Table A-19

Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Under \$17,000	5.8	0.7	4.1	11.8	15.4	0.0	5.5
\$17,000 - 18,999	5.2	0.7	2.7	11.8	15.4	0.0	4.9
\$19,000 - 23,999	15.7	11.0	11.0	5.9	15.4	0.0	15.1
\$24,000 - 29,999	21.9	13.2	21.9	11.8	15.4	0.0	21.1
\$30,000 - 34,999	19.4	29.4	20.5	17.6	15.4	0.0	20.1
\$35,000 - 39,999	11.9	17.6	12.3	17.6	23.1	0.0	12.4
\$40,000+	20.1	27.2	27.4	23.5	0.0	100.0	20.8
Column Total Number	100.0% 1761	100.0% 136	100.0% 73	100.0% 17	100.0% 13	100.0% 1	100.0% 2001
Median	\$30,000	33,750	33,000	30,000	24,000	-----	30,000

Number of Missing Observations = 31

Table A-20

Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes- sional	Master's	Bache- lor's	Associate	Certificate beyond HS	High School or Less	All
Under \$17,000	1.0	0.0	1.4	7.5	19.6	24.1	14.3	5.5
\$17,000 - 18,999	0.0	4.2	1.4	7.0	16.3	13.9	17.9	4.9
\$19,000 - 23,999	3.1	6.3	9.7	20.7	33.7	24.1	23.2	15.1
\$24,000 - 29,999	4.2	22.9	18.6	26.6	19.6	26.6	25.0	21.2
\$30,000 - 34,999	21.9	18.8	23.1	19.2	9.8	5.1	14.3	20.0
\$35,000 - 39,999	12.5	8.3	17.8	9.1	1.1	5.1	1.8	12.7
\$40,000+	57.3	39.6	28.1	9.8	0.0	1.3	3.6	20.5
Column Total Number	100.0% 96	100.0% 48	100.0% 953	100.0% 681	100.0% 92	100.0% 79	100.0% 56	100.0% 2005
Median	\$40,000	34,000	33,500	26,000	20,974	21,000	22,600	30,000

Number of Missing Observations = 27

Table A-21

Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$17,000	40.0	22.9	19.8	15.3	7.3	3.8	2.3	1.0	.5	5.5
\$17,000 - 18,999	10.0	10.4	15.7	12.9	9.2	6.1	2.3	1.5	1.2	4.9
\$19,000 - 23,999	10.0	30.2	30.6	26.6	24.8	28.3	11.6	6	5.1	15.0
\$24,000 - 29,999	30.0	19.8	15.7	27.4	34.0	28.8	25.9	19.1	9.3	21.3
\$30,000 - 34,999	0.0	10.4	11.6	10.5	14.6	15.6	27.3	26.8	19.3	20.0
\$35,000 - 39,999	0.0	4.2	2.5	2.4	3.9	10.4	17.7	17.0	17.8	12.7
\$40,000+	10.0	2.1	4.1	4.8	6.3	7.1	12.8	28.5	46.7	20.6
Column Total Number	100.0% 20	100.0% 96	100.0% 121	100.0% 124	100.0% 206	100.0% 212	100.0% 344	100.0% 477	100.0% 409	100.0% 2009
Median	\$19,250	21,000	21,000	23,000	25,000	26,000	30,000	34,000	38,955	30,000

Number of Missing Observations = 23

Table A-22

Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	7.6	2.2	4.9
Professional	3.2	1.6	2.4
Master's	59.5	35.5	47.4
Bachelor's	27.2	40.7	34.0
Associate	1.3	7.8	4.6
Certificate Beyond HS	0.5	7.3	3.9
High School or Less	0.7	4.9	2.8
Column Total	100.0%	100.0%	100.0%
Number	1000	1013	2013

Number of Missing Observations = 19

Table A-23

Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Doctorate	4.6	9.4	4.1	0.0	0.0	0.0	4.8
Professional	2.3	2.9	2.7	0.0	0.0	0.0	2.3
Master's	47.3	48.2	53.4	52.9	7.7	100.0	47.4
Bachelor's	33.7	35.3	31.5	41.2	76.9	0.0	34.0
Associate	4.8	2.9	2.7	5.9	0.0	0.0	4.6
Certificate Beyond HS	4.1	1.4	4.1	0.0	15.4	0.0	3.9
High School or Less	3.2	0.0	1.4	0.0	0.0	0.0	2.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1761	139	73	17	13	1	2004

Number of Missing Observations = 28

Table A-24

Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	0.9	1.2	1.0
1	4.0	5.5	4.8
2	5.3	6.7	6.0
3	3.7	8.5	6.1
4-5	7.6	12.8	10.3
6-7	8.4	12.6	10.5
8-10	15.5	18.8	17.2
11-15	25.4	22.2	23.8
16+	29.1	11.7	20.3
Column Total	100.0%	100.0%	100.0%
Number	999	1020	2019
Median	12	8	10

Number of Missing Observations = 13

Table A-25

Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
0	1.1	0.0	1.4	0.0	0.0	0.0	1.0
1	4.9	2.9	1.4	5.9	23.1	0.0	4.7
2	6.3	2.2	6.8	5.9	0.0	0.0	6.0
3	5.5	3.6	6.8	0.0	0.0	0.0	6.2
4-5	10.4	7.9	8.2	5.9	23.1	0.0	10.2
6-7	10.6	9.4	13.7	11.8	0.0	0.0	10.6
8-10	16.7	16.5	24.7	29.4	23.1	0.0	17.1
11-15	23.1	34.5	23.3	29.4	15.4	0.0	23.9
16+	20.5	23.0	13.7	11.8	15.4	100.0	20.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1765	139	73	17	13	1	2008
Median	9	12	9	10	8	-----	10

Number of Missing Observations = 24

Associate Director

Table A-26

Associate Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	Proprie- tary	All Others	All
Under \$17,000	0.0	0.0	0.7	5.0	18.8	11.1	2.3
\$17,000 - 18,999	0.0	0.0	5.7	10.0	0.0	18.5	4.3
\$19,000 - 23,999	2.5	9.1	21.4	40.0	18.8	7.4	13.9
\$24,000 - 29,999	16.7	50.0	37.9	20.0	31.3	26.0	29.0
\$30,000 - 34,999	30.0	0.0	16.4	10.0	6.3	7.4	18.6
\$35,000 - 39,999	30.0	31.8	12.1	10.0	12.5	11.1	19.4
\$40,000+	20.8	9.1	5.7	5.0	12.5	18.5	12.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	120	22	140	20	16	27	345
Median	\$35,000	-----	27,000	-----	15,000	12,735	11,050

Number of Missing Observations = 6

Table A-27

Associate Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 1,000	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000+	All
Under \$19,000	29.7	13.0	5.7	5.7	0.0	0.0	0.0	0.0	6.7
\$19,000 - 23,999	27.0	39.1	28.3	3.8	9.7	0.0	0.0	0.0	14.0
\$24,000 - 29,999	24.3	37.0	50.9	30.2	25.8	22.0	32.4	5.1	29.1
\$30,000 - 34,999	5.4	8.7	9.4	17.0	25.8	31.7	20.6	30.6	18.3
\$35,000 - 39,999	5.4	2.2	5.7	24.5	29.0	31.7	35.3	28.6	19.5
\$40,000+	8.1	0.0	0.0	18.9	9.7	14.6	11.8	34.7	12.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	37	46	53	53	31	41	34	49	344
Median	\$22,000	23,000	25,000	32,000	30,160	34,000	34,024	36,800	30,000

Number of Missing Observations = 7

Table A-28

Associate Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	Under 3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$17,000	7.9	7.2	0.0	0.0	0.0	0.0	0.0	2.3
\$17,000 - 18,999	21.1	4.3	2.1	5.3	0.0	0.0	0.0	4.3
\$19,000 - 23,999	34.2	33.3	16.7	7.0	0.0	0.0	0.0	13.9
\$24,000 - 29,999	31.6	40.6	37.5	38.6	26.3	15.5	2.7	29.0
\$30,000 - 34,999	2.6	7.2	16.7	19.3	34.2	29.3	24.3	18.6
\$35,000 - 39,999	2.6	4.3	20.8	24.6	23.7	31.0	32.4	19.4
\$40,000+	0.0	2.9	6.3	5.3	15.8	24.1	40.5	12.5
Column Total Number	100.0% 38	100.0% 69	100.0% 48	100.0% 57	100.0% 38	100.0% 58	100.0% 37	100.0% 345
Median	\$22,000	24,700	28,500	29,338	33,090	35,050	37,320	30,000

Number of Missing Observations = 6

Table A-29

Associate Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Other	All
Under \$17,000	1.7	8.6	0.0	2.4
\$17,000 - 18,999	4.1	5.7	14.3	4.4
\$19,000 - 23,999	15.9	0.0	14.3	14.2
\$24,000 - 29,999	29.4	28.6	0.0	28.7
\$30,000 - 34,999	17.6	25.7	14.3	18.3
\$35,000 - 39,999	19.3	25.7	14.3	19.8
\$40,000+	12.2	5.7	42.8	12.1
Column Total Number	100.0% 296	100.0% 35	100.0% 7	100.0% 338
Median	\$29,442	30,250	-----	30,000

Number of Missing Observations = 13

Table A-30

Associate Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate/ Professional	Master's	Bachelor's	Less than Bachelor's	All
Under \$17,000	0.0	0.0	3.1	14.8	2.4
\$17,000 - 18,999	0.0	2.4	6.3	11.1	4.4
\$19,000 - 23,999	11.1	7.8	20.5	25.9	14.2
\$24,000 - 29,999	5.6	29.5	30.7	29.6	28.7
\$30,000 - 34,999	11.1	22.9	16.5	3.7	18.3
\$35,000 - 39,999	50.0	21.7	16.5	3.7	19.8
\$40,000+	22.2	15.7	6.3	11.1	12.1
Column Total Number	100.0% 18	100.0% 166	100.0% 127	100.0% 27	100.0% 338
Median	\$ -----	31,550	28,000	-----	30,000

Number of Missing Observations = 13

Table A-31

Associate Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	All Others	All
Doctorate	6.4	0.6	0.0	2.9
Professional	2.1	3.2	0.0	2.4
Master's	62.9	44.3	23.8	49.4
Bachelor's	27.1	43.0	50.0	37.4
Associat.	0.7	2.5	11.9	2.9
Certificate Beyond HS	0.7	1.3	9.5	2.1
High School or Less	0.0	5.1	4.8	2.9
Column Total Number	100.0% 140	100.0% 158	100.0% 42	100.0% 340

Number of Missing Observations = 11

Table A-32

Associate Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	All Others	All
Doctorate	3.0	2.9	0.0	2.9
Professional	2.0	5.7	0.0	2.4
Master's	50.2	48.6	28.6	49.6
Bachelor's	36.0	40.0	71.4	37.2
Associate	3.0	2.9	0.0	2.9
Certificate Beyond HS	2.4	0.0	0.0	2.1
High School or Less	3.4	0.0	0.0	2.9
Column Total	100.0%	100.0%	100.0%	100.0%
Number	297	35	7	339

Number of Missing Observations = 12

Table A-33

Associate Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	All Others	All
0	0.0	0.0	2.4	0.3
1	0.0	2.5	2.4	1.5
2	2.9	5.6	11.9	5.3
3	2.2	4.3	7.1	3.8
4-5	11.0	19.1	19.0	15.9
6-7	5.1	18.5	14.3	12.6
8-10	24.3	27.8	23.8	25.9
11-15	30.1	9.9	16.7	18.8
16+	24.3	12.3	2.4	15.9
Column Total	100.0%	100.0%	100.0%	100.0%
Column	136	162	42	340
Median	12	7.5	7	9

Number of Missing Observations = 11

Table A-34

Associate Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	All Others	All
0	0.0	2.9	0.0	0.3
1	1.4	2.9	0.0	1.5
2	5.8	0.0	14.8	5.4
3	3.7	5.9	0.0	3.9
4-5	14.9	17.6	14.8	15.2
6-7	13.2	11.8	0.0	12.8
8-10	27.5	17.6	0.0	25.9
11-15	16.6	35.3	42.8	19.0
16+	16.9	5.9	28.6	16.1
Column Total	100.0%	100.0%	100.0%	100.0%
Number	295	34	7	336
Median	9	9	-----	9

Number of Missing Observations = 15

Table A-35

Associate Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	0.0	0.5	0.3
1	0.9	1.8	1.5
2	5.2	5.4	5.3
3	1.7	5.0	3.9
4-5	12.1	16.7	15.1
6-7	11.2	13.6	12.8
8-10	23.3	27.6	26.1
11-15	19.8	18.6	19.0
16+	25.9	10.9	16.0
Column Total	100.0%	100.0%	100.0%
Number	116	221	337
Median	10	8	9

Number of Missing Observations = 14

Assistant Director

Table A-36

Assistant Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Proprietary	All Others	All
Under \$17,000	0.0	6.9	12.9	52.9	1.3	26.9	38.1	19.3	16.7	11.8
\$17,000 - 18,999	4.2	8.9	13.2	17.1	3.8	7.7	23.8	17.5	12.5	10.1
\$19,000 - 23,999	26.1	34.7	40.4	20.0	21.8	26.9	28.6	21.1	45.8	31.4
\$24,000 - 29,999	35.5	35.6	27.8	4.3	51.3	30.8	9.5	36.8	16.7	30.9
\$30,000 - 34,999	16.7	9.9	4.6	4.3	15.4	3.8	0.0	3.5	4.2	9.2
\$35,000 - 39,999	11.5	4.0	0.9	0.0	5.1	3.8	0.0	1.8	0.0	4.5
\$40,000+	5.9	0.0	0.3	1.4	1.3	0.0	0.0	0.0	4.2	2.1
Column Total Number	100.0% 287	100.0% 101	100.0% 349	100.0% 70	100.0% 78	100.0% 26	100.0% 21	100.0% 57	100.0% 24	100.0% 1013
Median	\$27,000	23,500	21,500	16,000	25,000	21,000	18,000	22,000	-----	23,000

Number of Missing Observations = 12

Table A-37

Assistant Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under \$17,000	44.1	44.8	25.9	10.7	3.0	1.1	0.0	0.0	0.0	11.9
\$17,000 - 18,999	14.7	19.5	22.9	10.1	6.0	2.2	6.9	3.8	1.9	10.1
\$19,000 - 23,999	14.7	21.8	38.0	44.4	32.7	31.5	30.2	20.5	19.4	31.3
\$24,000 - 29,999	20.6	9.2	12.0	32.0	41.1	51.1	37.9	42.3	30.1	30.9
\$30,000 - 34,999	2.9	3.4	1.2	2.4	12.5	9.8	11.2	15.4	27.2	9.2
\$35,000 - 39,999	0.0	0.0	0.0	0.6	3.6	4.3	9.5	12.8	13.6	4.5
\$40,000+	2.9	1.1	0.0	0.0	1.2	0.0	4.3	5.1	7.8	2.1
Column Total Number	100.0% 34	100.0% 87	100.0% 166	100.0% 169	100.0% 168	100.0% 92	100.0% 116	100.0% 78	100.0% 103	100.0% 1013
Median	\$18,000	17,808	19,000	21,500	24,672	25,236	25,000	27,567	28,362	23,000

Number of Missing Observations = 12

Table A-38

Assistant Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$17,000	100.0	54.7	32.7	16.8	2.9	1.5	0.0	0.0	0.0	11.9
\$17,000 - 18,999	0.0	20.8	20.9	14.7	4.3	3.8	8.2	5.6	0.0	10.1
\$19,000 - 23,999	0.0	15.1	30.0	40.1	39.9	32.6	34.0	19.4	9.6	31.4
\$24,000 - 29,999	0.0	5.7	13.6	24.7	39.1	45.5	40.2	43.5	27.7	30.9
\$30,000 - 34,999	0.0	1.9	1.8	3.8	8.7	11.4	8.2	15.7	32.5	9.2
\$35,000 - 39,999	0.0	0.0	0.9	0.0	5.1	4.5	7.2	11.1	15.7	4.5
\$40,000+	0.0	1.9	0.0	0.0	0.0	0.8	2.1	4.6	14.5	2.1
Column Total Number	100.0% 1	100.0% 53	100.0% 110	100.0% 292	100.0% 138	100.0% 132	100.0% 97	100.0% 108	100.0% 83	100.0% 1014
Median	\$ -----	16,000	18,200	20,200	24,000	25,175	24,500	26,672	31,000	23,000

Number of Missing Observations = 11

Table A-39

Assistant Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes- sional	Master's	Bache- lor's	Associate	Certificate beyond HS	High School or Less	All
Under \$17,000	0.0	5.9	3.2	13.0	20.8	32.4	29.1	11.8
\$17,000 - 18,999	0.0	0.0	5.2	13.6	6.9	14.7	12.7	10.1
\$19,000 - 23,999	50.0	23.5	26.9	34.6	33.3	17.6	32.7	31.4
\$24,000 - 29,999	12.5	35.3	35.4	29.1	34.7	23.5	20.0	30.8
\$30,000 - 34,999	0.0	29.4	15.9	6.1	2.8	8.8	1.8	9.1
\$35,000 - 39,999	37.5	0.0	8.8	2.6	1.4	0.0	3.6	4.7
\$40,000+	0.0	5.9	4.5	1.0	0.0	2.9	0.0	2.1
Column Total Number	100.0% 8	100.0% 17	100.0% 308	100.0% 494	100.0% 72	100.0% 34	100.0% 55	100.0% 988
Median	\$ -----	-----	26,000	22,000	22,000	19,750	20,000	23,000

Number of Missing Observations = 37

Table A-40

Assistant Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$17,000	38.1	35.7	20.0	15.0	15.1	6.3	3.6	1.8	1.7	12.1
\$17,000 - 18,999	38.1	14.3	17.9	15.9	11.9	7.1	4.6	1.8	3.3	10.0
\$19,000 - 23,999	14.3	35.7	37.9	43.4	38.4	34.1	26.2	17.7	13.3	31.4
\$24,000 - 29,999	4.8	13.1	20.0	21.2	30.8	41.3	41.0	38.9	30.0	30.8
\$30,000 - 34,999	0.0	0.0	3.2	4.4	2.2	9.5	14.4	19.5	26.7	9.1
\$35,000 - 39,999	0.0	1.2	1.1	0.0	1.6	0.8	8.2	11.5	18.3	4.6
\$40,000+	4.8	0.00.0	0.0	0.0	0.0	0.8	2.1	8.8	6.7	2.0
Column Total Number	100.0% 21	100.0% 84	100.0% 95	100.0% 113	100.0% 185	100.0% 126	100.0% 195	100.0% 113	100.0% 60	100.0% 992
Median	\$18,000	18,750	20,000	21,000	21,500	24,000	25,000	27,906	30,000	23,000

Number of Missing Observations = 33

Table A-41

Assistant Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc/ Tech.	Proprie- tary	Other	All
Doctorate	0.8	0.7	1.0	0.0	0.0	1.8	0.0	0.8
Professional	3.4	1.0	0.0	0.0	0.0	0.0	0.0	1.7
Master's	48.3	22.0	22.2	4.8	30.0	12.3	20.0	31.2
Bachelor's	39.6	59.8	49.5	42.9	30.0	56.1	40.0	49.8
Associate	2.1	6.6	18.2	47.6	20.0	7.0	26.7	7.4
Certificate Beyond HS	1.6	3.2	6.1	4.8	0.0	10.5	13.3	3.4
High School or Less	4.2	6.8	3.0	0.0	20.0	12.3	0.0	5.6
Column Total Column	100.0% 381	100.0% 410	100.0% 99	100.0% 21	100.0% 10	100.0% 57	100.0% 15	100.0% 993

Number of Missing Observations = 32

Table A-42

Assistant Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	3.2	1.7	2.1
1	6.5	8.8	8.2
2	11.7	8.7	9.5
3	7.3	12.7	11.4
4-5	15.3	19.7	18.6
6-7	14.5	12.2	12.8
8-10	19.8	20.1	20.0
11-15	12.5	11.0	11.4
16+	9.3	5.0	6.0
Column Total Number	100.0% 248	100.0% 746	100.0% 994
Median	6	5	6

Number of Missing Observations = 31

Table A-43

Assistant Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
0	2.2	2.7	0.0	0.0	0.0	0.0	2.1
1	8.9	5.4	8.5	0.0	0.0	0.0	8.3
2	9.6	8.9	10.6	0.0	100.0	0.0	9.6
3	11.7	10.7	4.3	22.2	0.0	0.0	11.3
4-5	18.8	14.3	27.7	22.2	0.0	0.0	18.6
6-7	12.2	13.4	14.9	11.1	0.0	75.0	12.7
8-10	19.5	24.1	14.9	33.3	0.0	25.0	19.9
11-15	10.6	16.1	14.9	11.1	0.0	0.0	11.4
16+	6.4	4.5	4.3	0.0	0.0	0.0	6.0
Column Total Number	100.0% 810	100.0% 112	100.0% 47	100.0% 9	100.0% 1	100.0% 4	100.0% 983
Median	5	6.5	5	7	-----	7	6

Number of Missing Observations = 42

Counselor

Table A-44

Counselor 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprietary	Other	All
Under \$17,000	17.2	33.6	43.1	61.8	12.4	21.7	67.6	16.7	58.8	32.4	34.2
\$17,000 - 18,999	14.0	16.0	25.9	9.2	10.6	8.7	13.5	15.0	23.1	22.5	17.8
\$19,000 - 23,999	36.8	27.7	24.5	23.7	37.9	39.1	16.2	26.7	13.3	16.9	27.6
\$24,000 - 29,999	24.1	13.4	5.7	3.9	19.9	15.9	2.7	18.3	3.7	12.7	13.5
\$30,000 - 34,999	6.3	7.6	0.5	1.3	5.6	11.6	0.0	10.0	1.2	4.2	4.1
\$35,000 - 39,999	1.3	0.8	0.0	0.0	2.5	2.9	0.0	6.7	0.0	11.3	1.4
\$40,000+	0.4	0.8	0.3	0.0	11.2	0.0	0.0	6.7	0.0	0.0	1.4
Column Total Number	100.0% 557	100.0% 119	100.0% 367	100.0% 76	100.0% 161	100.0% 59	100.0% 37	100.0% 60	100.0% 347	100.0% 71	100.0% 1864
Median	\$21,000	19,000	17,300	16,000	22,000	20,933	15,330	22,250	16,000	18,000	18,629

Number of Missing Observations = 43

Table A-45

Counselor 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Under \$17,000	20.1	46.3	15.2	67.6	16.7	58.8	32.4	34.2
\$17,000 - 18,999	14.3	23.0	10.0	13.5	15.0	23.1	22.5	17.8
\$19,000 - 23,999	35.2	24.4	38.3	16.2	26.7	13.3	16.9	27.6
\$24,000 - 29,999	22.2	5.4	18.7	2.7	18.3	3.7	12.7	13.5
\$30,000 - 34,999	6.5	0.7	7.4	0.0	10.0	1.2	4.2	4.1
\$35,000 - 39,999	1.2	0.0	2.6	0.0	6.7	0.0	11.3	1.4
\$40,000+	0.4	0.2	7.8	0.0	6.7	0.0	0.0	1.4
Column Total Number	100.0% 676	100.0% 443	100.0% 230	100.0% 37	100.0% 60	100.0% 347	100.0% 71	100.0% 1864
Median	\$20,594	17,000	21,864	15,300	22,250	16,000	18,000	18,629

Number of Missing Observations = 43

Table A-46

Counselor 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500- 999	1,000- 1,999	2,000- 3,999	4,000- 6,999	7,000- 9,999	10,000- 14,999	15,000- 19,999	20,000+	All
Under \$17,000	44.3	66.4	55.5	41.3	31.2	21.7	12.7	27.9	13.5	34.3
\$17,000 - 18,999	12.2	11.9	16.5	28.8	17.3	19.1	13.3	14.0	15.2	17.8
\$19,000 - 23,999	26.1	12.6	18.9	19.7	30.7	36.8	40.5	22.8	39.0	27.6
\$24,000 - 29,999	8.7	4.9	4.3	8.3	13.9	13.8	19.1	22.1	25.2	13.5
\$30,000 - 34,999	4.3	2.8	3.5	1.4	4.3	3.9	7.5	8.8	4.2	4.1
\$35,000 - 39,999	3.5	0.7	0.8	0.6	0.0	0.7	5.2	2.9	1.0	1.4
\$40,000+	0.9	0.7	0.4	0.0	2.6	3.9	1.7	1.5	1.9	1.4
Column Total Number	100.0% 115	100.0% 143	100.0% 254	100.0% 351	100.0% 231	100.0% 152	100.0% 173	100.0% 136	100.0% 310	100.0% 1865
Median	\$18,000	15,300	16,000	17,500	19,000	19,841	21,201	20,905	21,000	18,629

Number of Missing Observations = 42

Table A-47

Counselor 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His- panic	Asian/ Pacific	Native American	Other	All
Under \$17,000	36.3	25.6	35.3	24.4	23.1	28.6	34.0
\$17,000 - 18,999	17.0	25.6	11.3	9.8	15.4	14.3	17.9
\$19,000 - 23,999	27.5	27.8	29.3	26.8	53.8	14.3	27.8
\$24,000 - 29,999	12.5	14.6	18.0	17.1	7.7	14.3	13.3
\$30,000 - 34,999	4.0	1.9	5.3	22.0	0.0	14.3	4.1
\$35,000 - 39,999	1.4	2.5	0.0	0.0	0.0	0.0	1.4
\$40,000+	1.4	1.9	0.8	0.0	0.0	14.3	1.4
Column Total Number	100.0% 1308	100.0% 316	100.0% 133	100.0% 41	100.0% 13	100.0% 7	100.0% 1818
Median	\$18,423	18,874	19,524	21,000	20,000	19,044	18,629

Number of Missing Observations = 89

Table A-48

Counselor 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes- sional	Master's	Bache- lor's	Associate	Certificate beyond HS	High School or Less	All
Under \$17,000	36.0	33.3	13.2	28.6	47.6	59.5	54.5	34.3
\$17,000 - 18,999	4.0	7.4	11.3	20.8	18.0	19.6	17.9	18.0
\$19,000 - 23,999	4.0	22.2	34.1	31.1	24.3	14.3	20.1	27.5
\$24,000 - 29,999	12.0	18.5	22.2	14.5	9.2	4.8	6.3	13.3
\$30,000 - 34,999	20.0	3.7	10.6	3.6	1.0	1.2	1.3	4.2
\$35,000 - 39,999	4.0	7.4	4.2	0.9	0.0	0.6	0.0	1.4
\$40,000+	20.0	7.4	4.5	0.5	0.0	0.0	0.0	1.4
Column Total Number	100.0% 25	100.0% 27	100.0% 311	100.0% 864	100.0% 206	100.0% 168	100.0% 224	100.0% 1825
Median	\$25,000	21,000	22,000	19,000	17,000	16,000	16,000	18,629

Number of Missing Observations = 82

Table A-49

Counselor 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$17,000	59.8	56.1	43.9	34.3	26.4	19.6	18.1	8.8	1.5	34.7
\$17,000 - 18,999	17.3	20.1	19.7	24.9	18.9	12.9	12.6	5.8	7.6	17.3
\$19,000 - 23,999	20.5	19.0	27.9	28.9	32.1	38.7	33.5	24.8	22.7	27.4
\$24,000 - 29,999	0.0	3.4	6.3	9.5	17.2	19.6	22.5	36.5	34.8	13.5
\$30,000 - 34,999	0.8	0.8	1.1	1.0	3.7	7.4	9.3	15.3	10.6	4.2
\$35,000 - 39,999	0.8	0.0	0.4	0.5	1.0	1.8	3.3	2.9	10.6	1.4
\$40,000+	0.8	0.5	0.7	1.0	0.7	0.0	0.5	5.8	12.1	1.4
Column Total Number	100.0% 127	100.0% 378	100.0% 269	100.0% 201	100.0% 296	100.0% 163	100.0% 182	100.0% 137	100.0% 66	100.0% 1819
Median	\$16,000	16,181	17,500	18,025	19,452	20,697	21,912	24,984	27,950	18,629

Number of Missing Observations = 88

Table A-50

Counselor Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	22.1	16.8	25.0	12.5	18.6	14.6	17.8	19.3
Female	77.9	83.2	75.0	87.5	81.4	85.4	82.2	80.7
Column Total Number	100.0% 665	100.0% 440	100.0% 232	100.0% 40	100.0% 59	100.0% 369	100.0% 73	100.0% 1878

Number of Missing Observations = 29

Table A-51

Counselor Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His- panic	Asian/ Pacific	Native American	Other	All
Doctorate	1.7	1.0	0.8	0.0	0.0	0.0	1.4
Professional	1.4	1.0	2.3	0.0	0.0	0.0	1.4
Master's	17.0	17.8	8.5	19.0	23.1	71.4	16.8
Bachelor's	44.7	50.8	59.7	54.8	53.8	14.3	47.0
Associate	10.9	11.4	13.2	14.3	15.4	0.0	11.2
Certificate Beyond HS	9.9	7.6	7.8	7.1	7.7	0.0	9.2
High School or Less	14.4	10.5	7.8	4.8	0.0	14.3	13.0
Column Total Number	100.0% 1329	100.0% 315	100.0% 129	100.0% 42	100.0% 13	100.0% 7	100.0% 1835

Number of Missing Observations = 72

Table A-52

Counselor Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	8.2	6.8	7.1
1	19.5	21.1	20.8
2	14.4	14.8	14.8
3	9.3	11.6	11.1
4-5	14.4	16.5	16.1
6-7	9.9	8.9	9.1
8-10	9.1	10.0	9.8
11-15	8.8	7.2	7.5
16+	6.2	3.0	3.6
Column Total	100.0%	100.0%	100.0%
Number	353	1477	830
Median	3	3	3

Number of Missing Observations = 77

Table A-53

Counselor Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
0	6.9	7.2	9.2	4.9	16.7	14.3	7.2
1	21.6	15.7	20.0	17.1	8.3	28.6	20.4
2	15.4	12.1	14.6	9.8	8.3	42.9	14.7
3	9.8	15.0	13.1	14.6	16.7	0.0	11.1
4-5	15.7	19.9	11.5	17.1	33.3	0.0	16.2
6-7	8.9	7.8	13.1	12.2	8.3	14.3	9.1
8-10	10.1	10.1	10.8	12.2	0.0	0.0	10.1
11-15	7.5	9.2	5.4	7.3	8.3	0.0	7.6
16+	4.0	2.9	2.3	4.9	0.0	0.0	3.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1312	306	130	41	12	7	1808
Median	3	3.5	3	4	3.5	2	3

Number of Missing Observations = 99

Secretary

Table A-54

Secretary 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprietary	Other	All
Under \$13,000	25.7	36.3	45.1	60.9	12.4	51.9	85.7	36.8	51.9	25.8	40.3
\$13,000 - 14,999	14.6	19.6	25.2	16.8	33.6	23.3	3.6	28.9	16.7	18.2	21.9
\$15,000 - 16,999	26.1	14.9	17.2	4.9	18.2	10.9	7.1	21.1	18.5	28.8	17.5
\$17,000 - 19,999	21.3	19.6	11.3	7.7	19.7	8.5	2.6	10.5	13.0	21.2	14.4
\$20,000 - 22,999	7.9	6.0	1.2	0.0	11.7	4.7	0.0	2.6	0.0	3.0	4.1
\$23,000 - 24,999	3.2	1.2	0.0	0.7	1.5	0.8	0.0	0.0	0.0	1.5	1.0
\$25,000+	1.2	2.4	0.0	0.0	2.9	0.0	0.0	0.0	0.0	1.5	0.8
Column Total Number	100.0% 253	100.0% 168	100.0% 408	100.0% 143	100.0% 137	100.0% 129	100.0% 28	100.0% 114	100.0% 54	100.0% 66	100.0% 1500
Median	\$15,246	14,000	13,100	11,900	15,000	12,735	11,050	13,626	12,199	15,000	13,890

Number of Missing Observations = 28

Table A-55

Secretary 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under \$13,000	47.6	66.7	50.4	39.7	28.0	29.7	29.7	12.0	13.0	40.3
\$13,000 - 14,999	18.3	18.0	22.7	23.0	30.5	24.2	17.2	22.0	15.7	21.9
\$15,000 - 16,999	15.1	7.7	13.9	19.8	19.5	23.1	20.3	14.0	32.4	17.4
\$17,000 - 19,999	16.7	6.6	11.3	12.5	15.0	17.6	20.3	26.0	23.1	14.4
\$20,000 - 22,999	0.8	0.5	1.4	3.1	6.0	3.3	10.2	18.0	9.3	4.1
\$23,000 - 24,999	0.8	0.5	0.3	0.4	0.5	1.1	1.6	2.0	5.6	1.0
\$25,000+	0.8	0.0	0.0	1.6	0.5	1.1	0.3	6.0	0.9	0.8
Column Total Number	100.0% 126	100.0% 183	100.0% 353	100.0% 257	100.0% 200	100.0% 91	100.0% 128	100.0% 50	100.0% 108	100.0% 1496
Median	\$13,000	11,500	12,900	13,500	14,250	14,700	15,600	17,136	16,000	13,890

Number of Missing Observations = 32

Table A-56

Secretary 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$13,000	50.0	53.2	51.4	42.6	28.8	21.2	35.8	28.0	12.7	40.3
\$13,000 - 14,999	50.0	21.0	23.3	24.0	19.4	25.7	14.9	17.1	17.7	21.9
\$15,000 - 16,999	0.0	13.6	11.9	16.2	24.1	22.1	25.4	22.0	25.3	17.5
\$17,000 - 19,999	0.0	10.2	9.5	13.5	17.1	23.9	10.4	20.7	29.1	14.4
\$20,000 - 22,999	0.0	2.0	3.6	1.8	8.8	6.2	6.0	7.3	8.9	4.1
\$23,000 - 24,999	0.0	0.0	0.4	0.5	1.2	0.9	3.0	3.7	5.1	1.0
\$25,000+	0.0	0.0	0.0	1.4	0.6	0.0	4.5	1.2	1.3	0.8
Column Total Number	100.0% 4	100.0% 295	100.0% 253	100.0% 437	100.0% 170	100.0% 113	100.0% 67	100.0% 82	100.0% 79	100.0% 1500
Median	\$12,300	12,500	12,840	13,500	15,000	15,000	14,581	15,184	16,392	13,890

Number of Missing Observations = 28

Table A-57

Secretary 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes- sional	Master's	Bache- lor's	Associate	Certificate beyond HS	High School or Less	All
Under \$13,000	50.0	37.5	25.0	48.7	43.0	36.3	40.8	40.8
\$13,000 - 14,999	25.0	12.5	25.0	18.4	24.1	20.2	22.2	21.6
\$15,000 - 16,999	25.0	25.0	18.8	16.5	11.9	22.2	16.8	17.2
\$17,000 - 19,999	0.0	25.0	31.3	10.1	15.2	15.9	13.9	14.4
\$20,000 - 22,999	0.0	0.0	0.0	1.9	4.1	4.6	4.5	4.1
\$23,000 - 24,999	0.0	0.0	0.0	1.9	0.7	0.9	1.0	1.0
\$25,000+	0.0	0.0	0.0	2.5	1.1	0.0	0.7	0.8
Column Total Number	100.0% 4	100.0% 8	100.0% 16	100.0% 158	100.0% 270	100.0% 347	100.0% 667	100.0% 1470
Median	\$ -----	-----	14,850	13,000	13,100	14,000	13,776	13,890

Number of Missing Observations = 58

Table A-58

Secretary 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$13,000	60.3	51.4	45.7	42.7	34.6	29.5	19.7	15.4	5.4	40.2
\$13,000 - 14,999	21.2	20.5	24.4	21.3	28.0	21.4	22.4	12.8	10.8	22.0
\$15,000 - 16,999	12.6	13.5	18.6	18.7	20.1	20.5	20.4	21.8	18.9	17.4
\$17,000 - 19,999	4.6	12.7	8.1	14.0	14.5	19.6	21.7	30.8	29.7	14.4
\$20,000 - 22,999	1.3	1.4	2.3	3.3	2.3	4.5	8.6	14.1	29.7	4.2
\$23,000 - 24,999	0.0	0.5	0.5	0.0	0.5	3.6	3.3	1.3	2.7	1.0
\$25,000+	0.0	0.0	0.5	0.0	0.0	0.9	3.9	3.8	2.7	0.8
Column Total Number	100.0% 151	100.0% 370	100.0% 221	100.0% 150	100.0% 214	100.0% 112	100.0% 152	100.0% 78	100.0% 37	100.0% 1485
Median	\$11,650	12,650	13,000	13,258	14,000	14,800	15,000	16,929	18,000	13,890

Number of Missing Observations = 43

Table A-59

Secretary 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His- panic	Asian/ Pacific	Native American	Other	All
Under \$13,000	42.3	22.9	51.9	20.0	71.4	0.0	40.6
\$13,000 - 14,999	22.5	19.4	18.5	0.0	14.3	25.0	21.8
\$15,000 - 16,999	16.1	27.8	13.0	30.0	0.0	0.0	17.1
\$17,000 - 19,999	13.5	20.8	14.8	40.0	0.0	50.0	14.4
\$20,000 - 22,999	3.8	7.6	1.9	10.0	0.0	25.0	4.2
\$23,000+	1.9	1.4	0.0	0.0	14.3	0.0	1.8
Column Total Number	100.0% 1256	100.0% 144	100.0% 54	100.0% 10	100.0% 7	100.0% 4	100.0% 1475
Median	\$13,500	15,218	12,550	-----	-----	-----	13,890

Number of Missing Observations = 53

Table A-60

Secretary Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	1.0	1.1	0.4	0.0	0.0	0.0	0.0	0.7
Female	99.0	98.9	99.6	100.0	100.0	100.0	100.0	99.3
Column Total Number	100.0% 417	100.0% 555	100.0% 267	100.0% 30	100.0% 114	100.0% 54	100.0% 67	100.0% 1504

Number of Missing Observations = 24

Table A-61

Secretary Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate/ Professional	0.0	0.8	0.8
Master's	9.1	1.0	1.1
Bachelor's	18.2	10.7	10.8
Associate	18.2	18.3	18.3
Certificate Beyond HS	27.3	23.7	23.7
High School or Less	27.3	45.5	45.4
Column Total Number	100.0% 11	100.0% 1467	100.0% 1478

Number of Missing Observations = 50

Table A-62

Secretary Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
Doctorate	0.2	0.0	0.0	0.0	0.0	0.0	0.1
Professional	0.6	0.0	0.0	0.0	0.0	0.0	0.5
Master's	1.2	0.0	0.0	10.0	0.0	0.0	1.1
Bachelor's	10.6	13.4	8.9	10.0	28.6	25.0	10.9
Associate	18.1	14.8	25.0	30.0	14.3	25.0	18.2
Certificate Beyond HS	22.4	35.2	25.0	30.0	14.3	50.0	23.8
High School or Less	46.9	36.6	41.1	20.0	42.9	0.0	45.4
Column Total Number	100.0% 1251	100.0% 142	100.0% 56	100.0% 10	100.0% 7	100.0% 4	100.0% 1470

Number of Missing Observations = 58

Table A-63

Secretary Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./Tech.	Proprietary	Other	All
0	7.5	12.6	9.0	16.7	5.2	18.5	11.9	10.3
1	24.5	26.7	17.3	26.7	27.8	40.7	26.9	25.0
2	13.0	16.1	16.2	13.3	16.5	11.1	9.0	14.7
3	10.3	7.2	13.9	16.7	11.3	11.1	9.0	10.0
4-5	12.7	14.8	14.7	13.3	11.3	11.1	28.4	14.4
6-7	7.9	6.7	3.3	3.3	13.0	3.7	3.0	7.5
8-10	13.5	9.0	12.0	3.3	8.7	1.9	7.5	10.3
11-15	6.5	5.1	5.6	3.3	5.2	1.9	3.0	5.3
16	4.1	1.8	3.0	3.3	0.9	0.0	1.5	2.5
Column Total Number	100.0% 416	100.0% 554	100.0% 266	100.0% 30	100.0% 115	100.0% 54	100.0% 67	100.0% 1502
Median	3	2	3	2	3	1	3	2.5

Number of Missing Observations = 26

Table A-64

Secretary Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
0	10.3	11.3	10.7	11.1	0.0	0.0	10.3
1	24.4	27.7	28.8	4.4	57.1	25.0	25.0
2	14.8	14.2	14.3	11.1	0.0	25.0	14.7
3	10.0	10.6	12.5	0.0	0.0	0.0	10.1
4-5	14.8	7.8	21.4	22.2	14.3	25.0	14.4
6-7	7.9	5.0	3.6	0.0	0.0	0.0	7.4
8-10	10.3	12.8	5.4	11.1	14.3	25.0	10.4
11-15	5.1	7.8	3.6	0.0	0.0	0.0	5.2
16	2.6	2.8	0.0	0.0	14.3	0.0	2.6
Column Total Number	100.0% 1264	100.0% 141	100.0% 56	100.0% 9	100.0% 7	100.0% 4	100.0% 1481
Median	3	2	2	-----	-----	-----	2.5

Number of Missing Observations = 47

Clerk

Table A-65

Clerk 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./Tech.	Proprietary	Other	All
Under \$13,000	35.5	38.2	45.9	70.0	26.1	56.5	47.1	50.0	64.9	40.9	38.4
\$13,000 - 14,999	27.2	25.7	25.3	10.0	30.0	10.9	17.6	22.5	22.8	13.6	25.8
\$15,000 - 16,999	17.0	16.9	19.2	5.0	15.6	17.4	29.4	7.5	8.8	22.7	16.4
\$17,000 - 19,999	13.0	11.0	9.6	15.0	17.1	10.9	5.9	12.5	3.5	22.7	12.8
\$20,000 - 22,999	6.9	7.4	0.0	0.0	8.6	4.3	0.0	2.5	0.0	0.0	5.6
\$23,000 - 24,999	0.4	0.7	0.0	0.0	1.9	0.0	0.0	0.0	0.0	0.0	0.6
\$25,000+	0.0	0.0	0.0	0.0	0.8	0.0	0.0	5.0	0.0	0.0	0.3
Column Total Number	100.0% 552	100.0% 136	100.0% 146	100.0% 20	100.0% 257	100.0% 46	100.0% 17	100.0% 40	100.0% 57	100.0% 22	100.0% 1293
Median	\$14,000	13,730	13,000	11,100	14,000	12,024	13,000	12,900	12,000	14,000	13,800

Number of Missing Observations = 12

Table A-66

Clerk 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under \$13,000	0.0	45.5	55.2	43.3	36.4	43.1	42.9	28.9	28.9	38.4
\$13,000 - 14,999	100.0	18.2	19.0	27.9	19.3	29.9	24.7	23.3	32.1	25.8
\$15,000 - 16,999	0.0	15.9	13.8	13.7	20.9	13.2	11.1	23.3	17.9	16.4
\$17,000 - 19,999	0.0	18.2	12.1	10.7	13.4	10.3	12.6	16.7	12.8	12.8
\$20,000 - 22,999	0.0	2.3	0.0	3.9	7.0	2.5	7.6	7.2	8.3	5.6
\$23,000+	0.0	0.0	0.0	0.4	3.2	1.1	1.0	0.6	0.0	0.9
Column Total Number	100.0% 1	100.0% 44	100.0% 58	100.0% 233	100.0% 187	100.0% 174	100.0% 198	100.0% 180	100.0% 218	100.0% 1293
Median	\$ -----	13,000	12,150	13,225	14,000	13,524	13,636	14,724	14,000	13,800

Number of Missing Observations = 12

Table A-67

Clerk 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under \$13,000	41.3	38.0	38.4
\$13,000 - 14,999	29.1	25.5	25.8
\$15,000 - 16,999	14.7	16.7	16.4
\$17,000 - 19,999	11.9	12.9	12.8
\$20,000 - 22,999	2.2	6.0	5.6
\$23,000+	0.7	0.9	0.9
Column Total Number	100.0% 134	100.0% 1159	100.0% 1293
Median	\$13,306	13,860	13,800

Number of Missing Observations = 12

Table A-68

Clerk 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His- panic	Asian/ Pacific	Native American	Other	All
Under \$13,000	38.2	37.3	48.0	17.4	60.0	25.0	38.9
\$13,000 - 14,999	25.6	30.3	20.9	17.4	20.0	12.5	25.5
\$15,000 - 16,999	16.7	12.9	16.2	26.1	10.0	37.5	16.3
\$17,000 - 19,999	13.2	10.9	10.1	21.7	10.0	12.5	12.6
\$20,000 - 22,999	5.1	8.0	4.7	17.4	0.0	12.5	5.7
\$23,000+	1.4	0.5	0.0	0.0	0.0	0.0	0.9
Column Total Number	100.0% 864	100.0% 201	100.0% 148	100.0% 23	100.0% 10	100.0% 8	100.0% 1254
Median	\$13,896	13,694	13,000	15,700	-----	-----	13,800

Number of Missing Observations = 51

Table A-69

Clerk 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Profes- sional	Master's	Bache- lor's	Associate	Certificate beyond HS	High School or Less	All
Under \$13,000	14.3	16.7	29.7	46.8	43.8	38.5	39.3
\$13,000 - 14,999	28.6	50.0	30.3	19.3	28.9	25.2	25.6
\$15,000 - 16,999	28.6	33.3	23.4	16.1	13.9	15.1	16.4
\$17,000 - 19,999	28.6	0.0	13.1	11.5	7.5	13.6	12.2
\$20,000 - 22,999	0.0	0.0	3.4	4.1	5.5	6.7	5.5
\$23,000+	0.0	0.0	0.0	2.3	0.5	1.0	1.0
Column Total Number	100.0% 7	100.0% 6	100.0% 175	100.0% 218	100.0% 201	100.0% 631	100.0% 1238
Median	\$ -----	-----	14,000	13,082	13,000	13,770	13,800

Number of Missing Observations = 67

Table A-70

Clerk 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under \$13,000	61.2	51.6	45.9	37.0	29.6	20.2	16.9	6.3	0.0	38.2
\$13,000 - 14,999	19.8	27.5	28.6	31.5	26.3	25.5	21.5	10.4	6.7	25.6
\$15,000 - 16,999	9.5	11.4	16.8	19.4	23.5	22.3	16.9	18.8	13.3	16.6
\$17,000 - 19,999	8.6	9.2	7.1	7.3	11.2	18.1	31.5	25.0	40.0	12.8
\$20,000 - 22,999	0.9	0.0	1.5	4.8	6.7	13.8	11.5	31.3	40.0	5.8
\$23,000+	0.0	0.3	0.0	0.0	2.8	0.0	1.6	8.4	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	116	306	196	165	179	94	130	48	15	1249
Median	\$11,822	12,774	13,000	13,800	14,100	15,000	16,200	18,067	19,400	13,800

Number of Missing Observations = 56

Table A-71

Clerk Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	4.7	7.6	2.0	17.6		10.5	8.7	4.8
Female	95.3	92.4	98.0	82.4	100.0	89.5	91.3	95.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	614	158	300	17	41	57	23	1270

Number of Missing Observations = 35

Table A-72

Clerk Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
Professional	0.1	0.7	1.0	0.0	0.0	3.6	0.0	0.6
Master's	0.9	0.7	0.0	0.0	0.0	0.0	0.0	0.6
Bachelor's	18.1	15.2	6.9	11.8	12.8	7.1	8.7	14.2
Associate	9.3	15.2	36.4	23.5	15.4	26.8	13.0	17.6
Certificate Beyond HS	13.8	15.2	18.2	17.6	30.8	17.9	39.1	16.2
High School or Less	57.8	53.0	37.5	47.1	41.0	44.6	39.1	50.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	668	151	291	17	39	56	23	1245

Number of Missing Observations = 60

Table A-73

Clerk Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprietary	Other	All
0	9.5	11.5	7.0	11.8	7.3	15.8	13.0	9.5
1	23.8	27.9	19.7	29.4	22.0	45.6	30.4	24.5
2	15.3	12.7	14.0	23.5	17.1	29.8	21.7	15.6
3	14.4	13.9	13.4	17.6	7.3	3.5	4.3	13.2
4-5	13.3	15.2	19.1	11.8	7.3	1.8	21.7	14.3
6-7	7.6	5.5	8.7	5.9	12.2	1.8	8.7	7.5
8-10	10.7	10.3	11.4	0.0	22.0	1.8	0.0	10.4
11-15	3.7	2.4	6.4	0.0	2.4	0.0	0.0	3.8
16+	1.8	0.6	0.3	0.0	2.4	0.0	0.0	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	655	165	299	17	41	57	23	1257
Median	3	2	3	2	3	1	2	3

Number of Missing Observations = 48

Table A-74

Clerk Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	15.3	9.2	9.5
1	32.2	24.2	24.5
2	15.3	15.8	15.8
3	18.6	12.9	13.2
4-5	8.5	14.3	14.0
6-7	3.4	7.8	7.6
8-10	1.7	10.8	10.4
11-15	1.7	4.0	3.9
16+	3.4	1.1	1.2
Column Total	100.0%	100.0%	100.0%
Column	59	1184	1243
Median	2	3	3

Number of Missing Observations = 62

Table A-75

Clerk Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	Hispanic	Asian/Pacific	Native American	Other	All
0	9.2	10.4	9.7	17.4	11.1	0.0	9.5
1	25.6	19.3	24.8	13.0	33.3	12.5	24.3
2	14.2	20.3	18.6	8.7	22.2	37.5	15.8
3	13.2	12.4	15.2	8.7	11.1	0.0	13.1
4-5	13.3	18.3	11.7	30.4	11.1	25.0	14.3
6-7	7.4	7.9	9.0	8.7	0.0	0.0	7.6
8-10	11.3	7.4	9.0	8.7	11.1	0.0	10.3
11-15	4.2	3.5	2.1	0.0	0.0	25.0	3.9
16+	1.5	0.5	0.0	4.3	0.0	0.0	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	850	202	145	23	9	8	1237
Median	3	2.5	2	4	2	3	3

Number of Missing Observations = 68

Staffing Patterns

Table A-76

FTE Office Staff by Undergraduate Aid Recipients

FTE Office Staff	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000- 19,999	20,000+	All
0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	32.6	3.7	0.9	0.0	0.0	0.0	0.0	12.3
2	46.9	34.6	7.0	0.4	0.0	0.0	0.0	26.5
3	13.5	33.6	19.5	2.1	0.9	0.0	0.0	18.0
4-6	6.0	26.1	50.7	30.0	5.5	0.0	0.0	24.1
7-9	0.4	2.0	14.5	30.5	13.6	2.9	0.0	7.9
10-14	0.4	6.0	5.9	23.9	26.4	5.7	0.0	5.3
15-19	0.1	0.0	1.4	7.8	22.7	20.0	0.0	2.5
20-29	0.0	0.0	0.0	4.9	24.5	31.4	33.3	2.2
30+	0.0	0.0	0.2	0.4	6.4	40.0	66.7	1.2
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 35	100.0% 9	100.0% 2390

Number of Missing Observations = 0

Table A-77

FTE Student Assistants by Undergraduate Aid Recipients

FTE Student Assistants	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000- 19,999	20,000+	All
0	59.3	34.3	22.0	19.8	10.0	20.0	22.2	37.1
Less than 1	9.3	13.5	6.8	2.1	0.9	0.0	0.0	8.5
1	21.9	25.6	22.6	12.8	0.0	0.0	11.1	20.7
2	6.0	15.2	23.0	13.6	8.2	2.9	0.0	13.2
3	2.2	5.9	9.9	16.9	10.0	0.0	0.0	6.8
4-6	1.0	4.7	12.0	20.6	30.0	11.4	0.0	8.0
7-9	0.4	0.5	1.7	7.8	10.0	14.3	22.2	2.2
10-14	0.0	0.2	1.4	4.5	19.1	11.4	11.1	1.9
15-19	0.0	0.0	0.2	0.4	4.5	5.7	0.0	0.4
20+	0.0	0.2	0.3	1.6	7.3	34.3	33.3	1.3
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 35	100.0% 9	100.0% 2390

Number of Missing Observations = 0

Table A-73

FTE Graduate Assistants by Undergraduate Aid Recipients

FTE Graduate Assistants	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000- 19,999	20,000+	All
0	99.3	99.7	96.3	90.5	69.1	62.9	55.6	95.7
Less than 1	0.1	0.0	1.2	4.1	4.5	2.9	11.1	1.0
1	0.4	0.3	1.7	3.7	13.6	14.3	22.2	1.9
2	0.2	0.0	0.3	0.8	5.5	8.6	0.0	0.6
3	0.0	0.0	0.0	0.4	0.9	8.6	11.1	0.3
4+	0.0	0.0	0.4	0.4	6.3	2.9	0.0	0.4
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 35	100.0% 9	100.0% 2390

Number of Missing Observations = 0

Table A-79

FTE Non-Student Temporary/Part-Time/Seasonal Staff by Undergraduate Aid Recipients

FTE Temporary Staff	Under 500	500- 999	1,000- 2,499	2,500- 4,999	5,000- 9,999	10,000- 19,999	20,000+	All
0	87.1	82.4	75.4	56.8	45.5	42.9	33.3	77.3
Less than 1	2.8	4.3	4.7	7.4	5.5	2.9	0.0	4.2
1	8.5	10.7	12.4	16.9	13.6	11.4	0.0	11.1
2	1.3	2.0	5.6	10.7	9.1	14.3	11.1	4.1
3	0.1	0.3	1.7	3.7	13.6	5.7	11.1	1.7
4-6	0.0	0.0	0.2	4.5	10.0	14.3	22.2	0.3
7+	0.1	0.2	0.0	0.0	2.7	8.6	22.2	0.4
Column Total Number	100.0% 821	100.0% 598	100.0% 574	100.0% 243	100.0% 110	100.0% 35	100.0% 9	100.0% 2390

Number of Missing Observations = 0

Appendix B

Survey Methodology

As in past studies of financial aid administrators, the 1988 study was designed to collect information on characteristics of heads of financial aid offices and their staffing levels. In addition, the 1988 study collected basic information on all office staff members, including position title, years of financial aid experience, salary, educational attainment, gender, and ethnicity. Two outcomes were expected: an update on salaries and staffing levels, and a representative data base of information on all individuals who work in financial aid offices. The latter outcome provides a basis for further studies of campus financial aid staff.

The survey was mailed in July 1988 to NASFAA institutional members. A follow-up mailing was conducted in September 1988. The resulting response rate was approximately 76 percent.

Coded and edited survey data were entered on a dBase III+ file. Cleaned data were reviewed periodically by members of the NASFAA Research Committee, who also provided recommendations on desired analyses and reporting. Analysis objectives included an update on the 1983 and 1985 survey data on characteristics of heads of financial aid offices, similar data on other office staff members, and broad categorization of office staff positions on the basis of title similarity.

Analysis included only persons assumed to be full-time staff members. Part-time staff members, staff whose duties spanned offices in addition to financial aid, individuals whose reported salaries fell below the federal minimum wage, and individuals who held the same titles as others in the office but whose salaries were significantly less (e.g., approximately 50 percent) were assumed to be part time. Unless appointment fractions were indicated on the survey instrument, all part-time staff were assigned a full-time equivalent (FTE) of .5 for analysis of FTE staff size.

The construction of job title categories was undertaken by sorting individual titles alphabetically and creating a database with one entry per title. Trial sorts of titles into categories were performed until a satisfactory ordering was found. Job titles in the six job categories selected for detailed examination, plus six additional categories, are listed in Appendix D. Because titles in Appendix D are reported for all staff, both full- and part-time, the frequencies and totals exceed those used for the analysis reported in Chapter IV. Titles in the Appendix have been consolidated to a large extent to avoid duplication of similar titles.

Data analysis was conducted with the SPSS/PC+ statistical analysis program. The median was used as the measure of central tendency to avoid the skewing of means caused by outlying values in certain variable ranges. Tests for statistical significance used the chi-square formula at the .05 level.

Differences in male and female Head of Office salaries were calculated through three separate regression equations, one for all the Heads of Office in the sample, one for male Heads of Office, and one for female Heads of Office.

The variables listed below were included in the equation.

lnSALARY	Natural logarithm of the 1987-88 salary
EXPERIEN	Years of aid experience (continuous variable)
OFFICESI	FTE office staff members (continuous variable)
EDUC	1 = Master's, Professional, or Doctoral degree

The natural logarithm of the salary was used as the dependent variable for the equation to simplify interpretation of the results. Salary functions explain the deterministic relationship between various personal and institutional characteristics and salary. The Sum of Squares (SSE) for the equation was used to calculate the F statistic, which measures the significance of the model. In this case, the F statistic indicates whether the salary functions are significantly different, meaning that the variance in salary between male and female Heads of Office is based upon differences in the male and female salary functions, not upon male and female differences in the levels of the three variables. The equation for the calculation of the F statistic is shown below.

$$F = \frac{SSE_R - SSE_M - SSE_F / r}{SSE_M + SSE_F / n - k}$$

Where

- R = All Heads of Office
- M = Male Heads of Office
- F = Female Heads of Office
- n = Number of Heads of Office
- r = Number of restrictions
- k = Number of slopes

The F statistic for the Heads of Office salary function is calculated below:

$$\begin{aligned}
 F &= \frac{140.71592 - 46.87617 - 58.41189 / 4}{46.87617 + 58.41189 / 2278 - 10} \\
 &= \frac{35.42786 / 4}{105.28806 / 2268} \\
 &= \frac{8.856965}{0.0464233} \\
 &= 190.7870
 \end{aligned}$$

An F statistic greater than 3.32 indicates a significant difference in salary functions by gender, given an n of 2278, an r of 4, and a k of 10. The F statistics for this model (190.7870) is much greater than the threshold level. Thus, the variables in the equation affect male Head of Office salary and female Head of Office salary differently. The degree of difference in the effect of the three variables can be measured by comparing the salary function of males only to the salary function of females only. The figure below presents the general equation for the salary function using the variables in the equation.

$$\ln \text{SALARY} = \beta_{(\text{CONSTANT})} + [\beta_{(\text{OFFICES})} \cdot \mu_{(\text{OFFICES})}] + [\beta_{(\text{EDUC})} \cdot \mu_{(\text{EDUC})}] + [\beta_{(\text{EXPERIEN})} \cdot \mu_{(\text{EXPERIEN})}]$$

Where $\beta_{(\text{CONSTANT})}$ = Intercept
 β = Slope of the variable in the equation
 μ = Mean value

The equation listed below was used to determine the difference between the male and female salary functions.

$$\begin{aligned}
 \Delta \ln \text{SALARY} &= [\beta_{M(\text{CONSTANT})} - \beta_{F(\text{CONSTANT})}] + [(\beta_{M(\text{OFFICES})} - \beta_{F(\text{OFFICES})}) \cdot \mu_{F(\text{OFFICES})}] + \\
 &\quad [(\beta_{M(\text{EDUC})} - \beta_{F(\text{EDUC})}) \cdot \mu_{F(\text{EDUC})}] + [(\beta_{M(\text{EXPERIEN})} - \beta_{F(\text{EXPERIEN})}) \cdot \mu_{F(\text{EXPERIEN})}]
 \end{aligned}$$

Filling in the values for male and female Heads of Office:

$$\begin{aligned}
 \Delta \ln \text{SALARY} &= [10.00997 - 9.78987] + [(0.01388 - 0.02575) \cdot 4.0069] + \\
 &\quad [(0.17172 - 0.16990) \cdot 0.3734] + [(0.01797 - 0.02194) \cdot 8.2874] \\
 &= [0.2201] + [-0.01187 \cdot 4.0069] + [0.00182 \cdot 0.3734] + [-0.00397 \cdot 8.2874] \\
 &= 0.2201 - 0.0475619 + 0.0006975 - 0.0329009 \\
 &= 0.1403347
 \end{aligned}$$

The difference between the equations can be used to calculate the mean female salary as if it were determined according to the male salary function. The female mean, adjusted by the percentage difference between the salary functions, is shown below.

$$\begin{aligned}
 \text{Adjusted } \mu_{F(\text{SALARY})} &= \mu_{F(\text{SALARY})} + (\mu_{F(\text{SALARY})} \cdot \Delta \ln \text{SALARY}) \\
 &= \$26,600 + (\$26,600 \cdot 0.1403347) \\
 &= \$26,600 + \$3,733 \\
 &= \$30,333
 \end{aligned}$$

The male and female Head of Office mean salaries and the adjusted female mean salary are listed below.

<u>Male Mean</u>	<u>Female Mean</u>	<u>Gap Between Male and Female Means</u>	<u>Adjusted Female Mean</u>	<u>Gap Between Male Mean and Adjusted Female Mean</u>
\$35,156	\$26,600	\$8,556	\$30,333	\$4,823

Thus, the difference in salary functions accounts for 43.6 percent $[(8,556-4,823)/8,556]$ of the difference in mean salaries between males and females.

This same procedure was used to test the significance of gender differences between salary functions and to calculate the female mean salaries for Heads of Office by the male salary function at different categories of insitutions. The results of those calculations are described in Chapter II.

FINANCIAL AID OFFICE STAFFING AND SALARY SURVEY

Please type or print legibly. You will need the following codes for the staff/salary portion of the survey:

For Highest Degree Earned:

- 1 Doctorate
- 2 Professional
- 3 Master's
- 4 Bachelor's
- 5 Associate
- 6 Certificate beyond High School
- 7 High School or less

For Ethnic Membership:

- 1 White
- 2 Black
- 3 Hispanic
- 4 Asian or Pacific Islander
- 5 American Indian or Alaskan Native
- 6 Other

INSTITUTIONAL INFORMATION

NASFAA I.D. #: _____

1. How is your institution classified?

- ___ 0 Public
- ___ 1 Private/Independent
- ___ 2 Proprietary

2. What type is your institution?

- ___ 0 Vocational/Technical
- ___ 1 Hospital School of Nursing
- ___ 2 Two-Year, not Voc/Tech
- ___ 3 Four-Year only
- ___ 4 Four-Year plus Graduate/Professional
- ___ 5 Graduate/Professional only
- ___ 6 Other _____

3. What was the approximate unduplicated total undergraduate headcount at your institution during the 1987-88 academic year?

- | | |
|-------------------|-----------------|
| ___ 0 Under 500 | 5 7,000-9,999 |
| ___ 1 500-999 | 6 10,000-14,999 |
| ___ 2 1,000-1,999 | 7 15,000-19,999 |
| ___ 3 2,000-3,999 | 8 20,000-29,999 |
| ___ 4 4,000-6,999 | 9 30,000+ |

4. What was the number of undergraduate aid recipients handled directly by your office during the 1987-88 academic year? Include all recipients, whether or not your office selected them (e.g., recipients of state scholarships, Pell Grants, GSL, etc.)

- | | |
|---------------------|-----------------|
| ___ 0 Less than 100 | 5 2,500-4,999 |
| ___ 1 100-249 | 6 5,000-9,999 |
| ___ 2 250-499 | 7 10,000-19,999 |
| ___ 3 500-999 | 8 20,000+ |
| ___ 4 1,000-2,499 | |

5. What was the total amount of money awarded to undergraduate students and administered by your office during the 1987-88 fiscal year? Include ALL funds received by undergraduates, regardless of whether you, your office, or some other agency selected the recipient.

- | | |
|-----------------------------|---------------------------|
| ___ 0 Under \$100,000 | 5 \$2,500,000-4,999,999 |
| ___ 1 \$100,000-249,999 | 6 \$5,000,000-9,999,999 |
| ___ 2 \$250,000-499,999 | 7 \$10,000,000-19,999,999 |
| ___ 3 \$500,000-999,999 | 8 \$20,000,000-49,999,999 |
| ___ 4 \$1,000,000-2,499,999 | 9 \$50,000,000+ |

Appendix D

Financial Aid Position Titles

DEAN/VICE PRESIDENT		DIR OF SCHOLARSHIPS	3
ASSC DEAN	5	DIR OF SCHOOL, EXECUTIVE	1
ASSC DEAN OF ADMISSIONS/FINANCIAL AID	2	DIR OF SPECIAL PROJECTS, DISTRICT	1
ASSC DEAN OF FINANCIAL AID	6	DIR OF STAFF SERVICES	2
ASSC DEAN OF LABOR/FINANCIAL AID	1	DIR OF STUDENT EMPLOYMENT	3
ASSC DEAN OF STUDENTS	3	DIR OF STUDENT FINANCIAL PLANNING	2
ASST DEAN	7	DIR OF STUDENT FINANCIAL SERVICES	1
ASST DEAN OF FINANCE/MINORITY PROGRAMS	1	DIR OF STUDENT FINANCING	1
ASST DEAN OF FINANCIAL AID	6	DIR OF STUDENT PERSONNEL SERVICES	6
ASST DEAN OF FINANCIAL AID/ADMISSIONS	2	DIR OF STUDENT SERVICES	1
ASST VICE CHANCELLOR	1	DIR OF STUDENT WORK/FINANCIAL AID OFFICER	1
DEAN	2	DIR OF VETERANS AFFAIRS	1
DEAN OF ADMISSIONS	1	DIR, PROGRAM/FRESHMEN	1
DEAN OF ADMISSIONS/FINANCIAL AID	3	DIR, PROGRAM/GRADUATE STUDENTS	1
DEAN OF FINANCIAL AID	3	DIR, PROGRAM/UNDERGRADUATES	1
DEAN OF STUDENTS	13	DIR/SPECIALIST	1
VICE PRESIDENT	1	TOTAL	2,153
VICE PRESIDENT FOR ADMINISTRATION	2		
VICE PRESIDENT FOR ADMISSIONS/ FINANCIAL AID	1	ASSOCIATE DIRECTOR	
VICE PRESIDENT FOR BUSINESS AFFAIRS	1	ASSC DIRECTOR, ATHLETIC AID	1
VICE PRESIDENT FOR FINANCIAL AID	1	ASSC DIRECTOR, COMPUTER OPERATIONS	1
VICE PRESIDENT FOR STUDENT AFFAIRS	4	ASSC DIRECTOR, DATA	1
TOTAL	66	ASSC DIRECTOR, ELECTRONIC DATA PROCESSING	1
		ASSC DIRECTOR EMERITUS	1
DIRECTOR		ASSC DIRECTOR, EXECUTIVE	1
DIR, DEPUTY	2	ASSC DIRECTOR/EXECUTIVE ASSISTANT	1
DIR, FACULTY	1	ASSC DIRECTOR, FINANCIAL AID/STUDENT RECORDS	1
DIR/FINANCIAL AID OFFICER	2	ASSC DIRECTOR, LAW SCHOOL	1
DIR OF ADMINISTRATION	2	ASSC DIRECTOR, LIBERAL ARTS	1
DIR OF ADMISSIONS/FINANCIAL AID	17	ASSC DIRECTOR, MEDICAL SCHOOL	1
DIR OF ADMISSIONS/FINANCIAL AID/ STUDENT LIFE	1	ASSC DIRECTOR OF FINANCIAL AID	342
DIR OF ADMISSIONS/FINANCIAL AID/ STUDENT RECORDS	3	ASSC DIRECTOR OF STUDENT FINANCIAL SERVICES	1
DIR OF COLLEGE OPERATIONS	1	ASSC DIRECTOR, OPERATIONS	1
DIR OF COLLEGE WORK-STUDY	2	ASSC DIRECTOR, PROGRAMS	1
DIR OF EDUCATIONAL SERVICES	1	ASSC DIRECTOR, SATELLITE PROGRAMS	1
DIR OF ENROLLMENT MANAGEMENT	1	ASSC DIRECTOR, SCHOLARSHIPS	2
DIR OF FINANCE/BUSINESS OPERATIONS	1	ASSC DIRECTOR, SENIOR	1
DIR OF FINANCIAL AID	2036	ASSC DIRECTOR, STUDENT EMPLOYMENT	2
DIR OF FINANCIAL AID, ACTING	8	ASSC DIRECTOR, UNIVERSITY	2
DIR OF FINANCIAL AID/ADMINISTRATION	1	TOTAL	363
DIR OF FINANCIAL AID, CAMPUS/BRANCH	16	ASSISTANT DIRECTOR	
DIR OF FINANCIAL AID/CAREER SERVICES	1	ASST DIRECTOR, ACCOUNTING	1
DIR OF FINANCIAL AID, CORPORATE	2	ASST DIRECTOR, AWARDING	1
DIR OF FINANCIAL AID, DISTRICT	1	ASST DIRECTOR, COLLECTIONS	1
DIR OF FINANCIAL AID/EOPS	3	ASST DIRECTOR, COLLEGE WORK STUDY	2
DIR OF FINANCIAL AID/REGISTRAR	7	ASST DIRECTOR, COUNSELING	5
DIR OF FINANCIAL AID/STUDENT SERVICES	2	ASST DIRECTOR/COUNSELOR	3
DIR OF FINANCIAL AID, UNIVERSITY	3	ASST DIRECTOR, FISCAL MANAGEMENT	2
DIR OF FINANCIAL AID/VETERANS AFFAIRS	2	ASST DIRECTOR, GRANTS/LOANS	1
DIR OF FINANCIAL SERVICES	1	ASST DIRECTOR, GSL	1
DIR OF GUIDANCE/FINANCIAL AID ADVISOR	1	ASST DIRECTOR, LOANS	2
DIR OF HUMAN RESOURCES	1	ASST DIRECTOR, MEDICAL SCHOOL FINANCIAL AID	1
DIR OF JOB LOCATION & DEVELOPMENT	2	ASST DIRECTOR, NEED ANALYSIS	1
DIR OF JOB LOCATION & DEVELOPMENT, DISTRICT	1	ASST DIRECTOR OF ADMISSIONS/ FINANCIAL AID	2
DIR OF LOANS	1	ASST DIRECTOR OF FINANCIAL AID	1024
DIR OF NEW STUDENT SERVICES	1	ASST DIRECTOR OF STUDENT FINANCIAL SERVICES	1
DIR OF OFFICE MANAGEMENT	1	ASST DIRECTOR/OFFICE MANAGER	1
DIR OF PELL GRANTS	1		
DIR OF RESEARCH	1		

ASST DIRECTOR, OPERATIONS	4	COUNSELOR II	4
ASST DIRECTOR, PELL GRANTS	1	COUNSELOR, INTAKE/RECEPTIONIST	1
ASST DIRECTOR, RECEIVABLES	1	COUNSELOR, JOB DEVELOPMENT	1
ASST DIRECTOR, SENIOR	1	COUNSELOR, JOB LOCATION & DEVELOPMENT	1
ASST DIRECTOR, SPECIAL PROGRAMS	1	COUNSELOR, LOAN	14
ASST DIRECTOR, STUDENT EMPLOYMENT	4	COUNSELOR/LOAN COORDINATOR	1
ASST DIRECTOR, SYSTEMS	1	COUNSELOR, LOAN/NEEDS ANALYSIS	1
ASST DIRECTOR, TECHNICAL OPERATIONS	1	COUNSELOR/OFFICE ASSISTANT III	5
ASST DIRECTOR, TITLE IV	1	COUNSELOR, OUTREACH	1
ASST DIRECTOR TRAINEE	1	COUNSELOR/RECEPTIONIST	1
ASST DIRECTOR, UNIVERSITY	3	COUNSELOR, RECORDS/DOCUMENTS	1
ASST DIRECTOR, VETERANS AFFAIRS	1	COUNSELOR, SCHOLARSHIPS	2
		COUNSELOR/SECRETARY	1
TOTAL	1,069	COUNSELOR, SENIOR	12
		COUNSELOR, SPECIAL PROGRAMS	3
		COUNSELOR, STUDENT EMPLOYMENT	1
		COUNSELOR, STUDENT SERVICES	2
		COUNSELOR/SUPERVISOR	3
		COUNSELOR, SUPPLEMENTAL LOANS	1
		COUNSELOR/TECHNICIAN	3
		COUNSELOR/TECHNICIAN I	1
		COUNSELOR/TECHNICIAN II	1
		COUNSELOR/TECHNICIAN III	1
		COUNSELOR, VERIFICATION	2
		COUNSELOR, VETERANS AFFAIRS	2

ADVISOR/COUNSELOR/OFFICER

ADVISOR	294	OFFICER	492
ADVISOR, ASSISTANT	1	OFFICER, ACCOUNTING	1
ADVISOR, COLLEGE WORK-STUDY	2	OFFICER, ADMINISTRATIVE	1
ADVISOR, DATA CONTROL	1	OFFICER, ADMISSIONS	2
ADVISOR/DATA PROCESSING ANALYST	1	OFFICER, ASSISTANT	9
ADVISOR, FEDERAL PROGRAM	1	OFFICER, BRANCH	2
ADVISOR, FINANCIAL	4	OFFICER, BUSINESS	1
ADVISOR, FINANCIAL AID/VETERANS	1	OFFICER, CAMPUS	2
ADVISOR, FRESHMAN	1	OFFICER, CAMPUS-BASED PROGRAM	1
ADVISOR, GENERAL	2	OFFICER, CERTIFICATION	1
ADVISOR I	11	OFFICER, COLLECTIONS	2
ADVISOR II	27	OFFICER/COUNSELOR	1
ADVISOR III	24	OFFICER, DISTRICT	1
ADVISOR IV	9	OFFICER, EXECUTIVE	1
ADVISOR, JUNIOR	1	OFFICER, FINANCIAL	3
ADVISOR, OUTREACH	1	OFFICER, FINANCIAL AFFAIRS	1
ADVISOR, PELL GRANT	2	OFFICER, FINANCIAL AID ACCOUNTS	1
ADVISOR/PROGRAM ASSISTANT I	1	OFFICER, FINANCIAL AID/ADMISSIONS	1
ADVISOR/PROGRAM ASSISTANT II	2	OFFICER, FISCAL	9
ADVISOR, SCHOLARSHIP	1	OFFICER, GRANT	1
ADVISOR, SENIOR	19	OFFICER, GSL/COLLEGE WORK-STUDY	1
ADVISOR, SENIOR, COLLEGE		OFFICER, GUARANTEED STUDENT LOAN	3
WORK-STUDY	1	OFFICER I	32
ADVISOR, SENIOR, SEOG	1	OFFICER I, ADMIN/DIRECTOR OF	
ADVISOR, SERVICE GRANTS	1	VETERANS AFFAIRS	1
ADVISOR, SPECIAL PROGRAM	1	OFFICER I, STUDENT DEVELOPMENT	1
ADVISOR/TECHNICIAN	1	OFFICER I, STUDENT SERVICES	3
ADVISOR, VETERANS AFFAIRS	2	OFFICER II	38
CHAIR, FINANCIAL AID COMMITTEE	3	OFFICER II, STUDENT DEVELOPMENT	1
COUNSELOR	835	OFFICER II, STUDENT SERVICES	2
COUNSELOR/ADMINISTRATIVE		OFFICER III	6
ASSISTANT	1	OFFICER III, STUDENT DEVELOPMENT	1
COUNSELOR/ADMINISTRATOR	1	OFFICER, INFORMATION	1
COUNSELOR, ADMISSIONS/FINANCIAL AID	3	OFFICER IV	2
COUNSELOR/ANALYST	1	OFFICER, LOAN	23
COUNSELOR, ASST	1	OFFICER, LOAN (NDSL/PERKINS)	1
COUNSELOR/BOOKKEEPER	1	OFFICER, LOAN (NDSL)	1
COUNSELOR, BRANCH CAMPUS	1	OFFICER, LOAN, ASSISTANT	1
COUNSELOR/CLERK	1	OFFICER, LOAN COLLECTIONS	2
COUNSELOR, COLLEGE WORK-STUDY	2	OFFICER, NEW STUDENT	1
COUNSELOR/COORDINATOR	1	OFFICER, PELL GRANT	1
COUNSELOR COORDINATOR	2	OFFICER, PERKINS LOAN	2
COUNSELOR, FINANCIAL AID ACADEMIC	1	OFFICER, PROGRAM	10
COUNSELOR, FINANCIAL AID/ADMISSIONS	1	OFFICER/PROGRAM COORDINATOR	1
COUNSELOR/FINANCIAL AID OFFICER	2	OFFICER, RECORDS MANAGEMENT	2
COUNSELOR, FINANCIAL AID/VETERANS		OFFICER/REGISTRAR	4
AFFAIRS	1		
COUNSELOR, GENERAL	3		
COUNSELOR, GRADUATE FINANCIAL AID	1		
COUNSELOR, GRANTS	2		
COUNSELOR, GSL	3		
COUNSELOR, HEAD, CONSUMER INFORMATION	1		
COUNSELOR I	3		

OFFICER, RETURNING STUDENT	1	COORD, GSL/PLUS/SLS/HEAL	1
OFFICER, SCHOLARSHIP	1	COORD, GSL/STUDENT EMPLOYMENT	1
OFFICER, SCHOLARSHIP DISBURSEMENT	1	COORD/GUIDANCE COUNSELOR	1
OFFICER/SECRETARY	1	COORD I, RECORDS	4
OFFICER, SENIOR	17	COORD I, STUDENT AFFAIRS	1
OFFICER, STUDENT EMPLOYMENT	3	COORD II, PROGRAM	1
OFFICER, STUDENT FINANCE	1	COORD II, STUDENT AFFAIRS	1
OFFICER/STUDENT FINANCING LIAISON	1	COORD, INFORMATION	1
OFFICER, VERIFICATION	3	COORD, INFORMATION SYSTEMS	1
		COORD, INPUT	1
TOTAL	2,053	COORD, JOB LOCATION & DEVELOPMENT	7
		COORD, LOAN	34
		COORD, LOAN APPLICATIONS	1
		COORD, LOAN CONVERSION	1
		COORD, LOAN/COUNSELOR	1
		COORD, LOAN/GSL	1
		COORD, LOAN/PERKINS	1
		COORD, LOAN/SECRETARY	2
		COORD, LOAN/SHORT TERM	1
		COORD, LOAN/VETERANS AFFAIRS	1
		COORD, MAIL	1
		COORD, OFFICE	7
		COORD, OFFICE/DATA ENTRY	1
		COORD, OFFICE/RECORDS	1
		COORD, OPERATIONS	1
		COORD/OPERATIONS ANALYST	1
		COORD, PARENT LOAN	1
		COORD, PELL GRANT	6
		COORD, PELL GRANT/COLLEGE	
		WORK-STUDY	2
		COORD, PELL GRANT ELECTRONIC DATA	1
		COORD, PELL GRANT/SEOG/SSIG	1
		COORD, PERKINS/COLLEGE WORK-STUDY	1
		COORD, PERKINS/GSL	1
		COORD, PERKINS/NDSL	7
		COORD, PLACEMENT/COLLEGE	
		WORK-STUDY	1
		COORD, PROCESSING	1
		COORD, PROGRAM	16
		COORD, PROGRAM/ADVISOR	1
		COORD, PROGRAM, SENIOR	1
		COORD, PUBLIC CONTACT	1
		COORD, QUALITY CONTROL	1
		COORD, RECORDS	9
		COORD, RECORDS/RECEPTION	1
		COORD, RECORDS/REPORTS/ACCOUNTING	1
		COORD, RECRUITMENT/FINANCIAL AID	1
		COORD, RESIDENCY/FINANCIAL AID	1
		COORD, SCHOLARSHIPS	15
		COORD, SCHOLARSHIPS/GRANTS	1
		COORD, SCHOLARSHIPS/OFFICE MANAGER	1
		COORD, SCHOLARSHIPS/PERKINS	1
		COORD, SENIOR	3
		COORD, SPECIAL PROJECTS	1
		COORD, STATE GRANT	1
		COORD, STUDENT AFFAIRS	7
		COORD, STUDENT EMPLOYMENT	25
		COORD, STUDENT RECORDS	1
		COORD, STUDENT SERVICES	5
		COORD, STUDENT SERVICES/	
		FINANCIAL AID	1
		COORD, SYSTEMS	4
		COORD, SYSTEMS/ADVISOR	1
		COORD, TECHNICAL	1
		COORD, TECHNICAL SUPPORT	1
		COORD, UNDERGRADUATE PROGRAM	1
		COORD, VERIFICATION	1
		COORD, VETERANS AFFAIRS	8
		COORD, WORK PROGRAMS	1
		TOTAL	535

COORDINATOR

COORD, ACADEMIC SERVICES	1
COORD, ADMINISTRATIVE	1
COORD/ADMINISTRATOR	1
COORD, ADMISSIONS/FINANCIAL AID	4
COORD/ADVISOR	1
COORD, APPLICATION	4
COORD, ASSISTANT	16
COORD/ASSISTANT COUNSELOR/JTPA	1
COORD, ASSISTANT, DATA PROCESSING	1
COORD, ASSISTANT, JOB DEVELOPMENT	1
COORD, ASSISTANT, RECORDS	1
COORD, AWARDS	1
COORD B, CUSTOMER	1
COORD, BLACK STUDENT RECRUITMENT	1
COORD, BUSINESS OFFICE	1
COORD, CAMPUS-BASED	3
COORD, CAMPUS PROGRAM	1
COORD, COLLEGE	1
COORD, COLLEGE WORK-STUDY/	
VETERANS AFFAIRS	1
COORD, COLLEGE WORK-STUDY	38
COORD, COLLEGE WORK-STUDY/JOB	
LOCATION & DEVELOPMENT	3
COORD, COMMUNITY COLLEGE	1
COORD, COMMUNITY COLLEGE SYSTEM	1
COORD, COMPLIANCE/COUNSELOR	1
COORD, COMPUTER SYSTEMS	1
COORD, COUNSELING	2
COORD/COUNSELOR I, VETERANS AFFAIRS	1
COORD/COUNSELOR, LOAN	1
COORD/COUNSELOR, SCHOLARSHIP	1
COORD, DATA	6
COORD, DATA ENTRY	1
COORD, DATA MANAGEMENT	1
COORD, DATA PROCESSING	8
COORD, DATA PROCESSING/	
FISCAL OFFICE	1
COORD, DATA SYSTEMS	3
COORD, DISTRICT	2
COORD, EMERGENCY LOAN	1
COORD, EVENING STUDENT SERVICE	1
COORD, FAMILY FINANCING	1
COORD, FEDERAL GRANT	1
COORD, FILE ROOM	1
COORD, FILE SYSTEMS	1
COORD, FINANCIAL AID	174
COORD, FINANCIAL AID	
/VETERANS AFFAIRS	4
COORD, FISCAL	2
COORD, FISCAL MANAGEMENT	1
COORD, FRONT OFFICE	1
COORD, GRADUATE	1
COORD, GRANT	1
COORD, GSL	2
COORD, GSL/COLLEGE WORK-STUDY	17
	1

MANAGER/SUPERVISOR		SUPERVISOR, STUDENT LOAN OFFICE	
		SUPERVISOR, WORDPROCESSING SYSTEMS	1
MANAGER	11	TOTAL	252
MANAGER A, PROGRAM	2		
MANAGER, ASSISTANT	1		
MANAGER, ASSOCIATE	1		
MANAGER, BUSINESS	7		
MANAGER, BUSINESS, STUDENT EMPLOYMENT	1	CLERICAL/CLERK	
MANAGER, COLLEGE WORK-STUDY	2	CLERICAL ASST	36
MANAGER, COMPUTER SERVICES	1	CLERICAL ASST A	1
MANAGER, CORPORATE	1	CLERICAL ASST B	1
MANAGER, DATA	1	CLERICAL ASST II	6
MANAGER, FILE ROOM	1	CLERICAL ASST III	4
MANAGER, FINANCIAL	1	CLERICAL ASST IV	5
MANAGER, FINANCIAL AID SERVICES	1	CLERICAL SPECIALIST	49
MANAGER, FISCAL	2	CLERICAL SPECIALIST, EMPLOYMENT	1
MANAGER, FUND	1	CLERICAL SPECIALIST, I-9	1
MANAGER I, OFFICE	3	CLERICAL SPECIALIST II	7
MANAGER, INFORMATION SERVICE	1	CLERICAL SPECIALIST III	1
MANAGER, JOB LOCATION & DEVELOPMENT	1	CLERICAL SPECIALIST, INCARCERATED STUDENTS	1
MANAGER, OFFICE	73	CLERICAL SPECIALIST IV	1
MANAGER, OFFICE/ADMINISTRATIVE SECRETARY	1	CLERICAL SPECIALIST, SCHOLARSHIPS	1
MANAGER, OFFICE/ANALYST	1	CLERICAL TECHNICIAN	1
MANAGER, OFFICE, ASSISTANT	2	CLERK	378
MANAGER, OFFICE/AUTOMATION	1	CLERK A	13
MANAGER, OFFICE/FINANCIAL AID OFFICER	3	CLERK A/SENIOR TYPIST	7
MANAGER, OFFICE/SECRETARY	2	CLERK, ACCOUNT	40
MANAGER, OPERATIONS	2	CLERK, ACCOUNT/CWS	1
MANAGER, PROCESSING	1	CLERK, ACCOUNT/GSL	2
MANAGER, PROGRAM	9	CLERK, ACCOUNT, INTERMEDIATE	1
MANAGER, PROJECTS	1	CLERK, ACCOUNT/NDSL	1
MANAGER, RECORDS	2	CLERK, ACCOUNT/OIG	1
MANAGER, STUDENT EMPLOYMENT	1	CLERK, ACCOUNT/PELL	1
MAN/GER, SYSTEMS	2	CLERK, ACCOUNT, PRINCIPAL	1
MANAGER, VETERANS OFFICE	1	CLERK, ACCOUNT/SCHOLARSHIPS	1
SUPERVISOR	37	CLERK, ACCOUNT, SENIOR	8
SUPERVISOR, ACCOUNT CLERK	1	CLERK, ACCOUNTS CONTROL	1
SUPERVISOR, ACCOUNTS	2	CLERK, ADMINISTRATIVE	53
SUPERVISOR, ASSISTANT	2	CLERK, ADMINISTRATIVE/COLLEGE WORK-STUDY	1
SUPERVISOR, CLERICAL	4	CLERK, ADMINISTRATIVE/GSL	1
SUPERVISOR/CLERK	1	CLERK, ADMINISTRATIVE, SENIOR	18
SUPERVISOR, COUNTER	1	CLERK, ADVISING	5
SUPERVISOR, DATA ENTRY	4	CLERK, APPLICATION	3
SUPERVISOR, DATA TEAM	1	CLERK, APPLICATION CONTROL	2
SUPERVISOR, EVALUATION	1	CLERK/ASST, GSL	1
SUPERVISOR, FILE/APPLICATION UNIT	1	CLERK/ASST OFFICER	1
SUPERVISOR, FILE OPENING	1	CLERK, AUTOMATED RECORDS	1
SUPERVISOR, FILE ROOM	2	CLERK, AWARDS	2
SUPERVISOR, GSL	1	CLERK B	6
SUPERVISOR I, OFFICE	2	CLERK B, ADMINISTRATIVE	1
SUPERVISOR III, SENIOR CLERICAL	1	CLERK, BENEFITS	3
SUPERVISOR, INFORMATION	1	CLERK, BILLING	2
SUPERVISOR, LOAN COLLECTION	1	CLERK/BOOKKEEPER	1
SUPERVISOR, OFFICE	21	CLERK, CALCULATIONS	1
SUPERVISOR, OFFICE, PELL GRANT	1	CLERK, CHIEF	3
SUPERVISOR, OFFICE SERVICES	2	CLERK, COLLEGE WORK-STUDY	2
SUPERVISOR, PELL GRANT	1	CLERK, COLLEGE WORK-STUDY/PELL GRANTS	1
SUPERVISOR, PERKINS	1	CLERK, COMPLIANCE	1
SUPERVISOR, PROCESSING	2	CLERK, COMPUTER	3
SUPERVISOR, PROCESSING/AWARDING	7	CLERK, COMPUTER INPUT	1
SUPERVISOR, PROGRAM	1	CLERK, COUNTER	1
SUPERVISOR, PROGRAMMING ANALYST	1	CLERK, DATA	6
SUPERVISOR, PUBLIC CONTACT	1	CLERK, DATA CONTROL	4
SUPERVISOR, RECORDS	1	CLERK, DATA ENTRY	32
SUPERVISOR, SENIOR CLERICAL	3	CLERK, DATA INPUT	1
SUPERVISOR, SPECIAL PROCESSING/LOANS	1	CLERK, DATA PROCESSING	5
SUPERVISOR, STUDENT EMPLOYMENT	2	CLERK, DATA SYSTEMS	1
		CLERK, DATA TEAM	3
		CLERK, DEFAULT	1
		CLERK, DISBURSEMENT	1

CLERK, EMPLOYMENT	5	CLERK, PRODUCTION CONTROL	1
CLERK, FILE	16	CLERK, PROGRAM	3
CLERK, FILE/APPLICATION	1	CLERK, RECEIPT	1
CLERK, FILE OPENING	1	CLERK, RECEPTION/FINANCIAL AID	1
CLERK, FINANCE	4	TRANSCRIPT	1
CLERK, FINANCIAL	2	CLERK, RECORDS	19
CLERK/FINANCIAL AID OFFICER	2	CLERK, RECORDS, CHIEF	1
CLERK, FISCAL	4	CLERK, RECORDS MANAGEMENT	1
CLERK, FRONT OFFICE	1	CLERK, RECORDS/REPORTING	1
CLERK, GENERAL LOAN	2	CLERK, SCHOLARSHIP	7
CLERK, GSL	10	CLERK, SCHOLARSHIP DISBURSEMENT	1
CLERK/GSL PROCESSOR	1	CLERK, SENIOR	76
CLERK, HEAD	5	CLERK, SENIOR/GSL	1
CLERK I	10	CLERK, SENIOR/OFFICE SUPERVISOR	1
CLERK I, ACCOUNT	8	CLERK, SPECIAL	1
CLERK I, ADMINISTRATIVE	1	CLERK SPECIALIST	1
CLERK I, CHIEF	1	CLERK SPECIALIST, PROCESSING/LOANS	1
CLERK I, DATA	1	CLERK, STAFFORD	1
CLERK I, DATA ENTRY	1	CLERK, STATE GRANTS	1
CLERK I, NDSL	1	CLERK, STATE LOANS	1
CLERK II	74	CLERK STENOGRAPHER	1
CLERK II, ACADEMIC SERVICES	8	CLERK STENOGRAPHER II	1
CLERK II, ACCOUNT	22	CLERK STENOGRAPHER, SENIOR	3
CLERK II/ACCOUNTANT	1	CLERK, STUDENT EMPLOYMENT	4
CLERK II/ASST SUPERVISOR	1	CLERK, TECHNICAL	3
CLERK II, COLLECTIONS	1	CLERK, TUITION ASSISTANCE PROGRAM	1
CLERK II, DATA	1	CLERK, TYPING, CHIEF	1
CLERK II, DATA ENTRY	1	CLERK TYPIST	71
CLERK II, OFFICE	2	CLERK TYPIST A	1
CLERK III	46	CLERK TYPIST, ACCOUNT	3
CLERK III, ACADEMIC SERVICES	3	CLERK TYPIST B	1
CLERK III, ACCOUNTING	3	CLERK TYPIST I	3
CLERK III, ADMISSIONS	1	CLERK TYPIST II	34
CLERK III, DATA BASE	5	CLERK TYPIST III	10
CLERK III, DATA ENTRY	1	CLERK TYPIST, INTERMEDIATE	2
CLERK III, FINANCIAL	1	CLERK TYPIST IV	1
CLERK III, NDSL	1	CLERK TYPIST, PRINCIPAL	1
CLERK III, PRINCIPAL/DATA ENTRY	1	CLERK TYPIST, SENIOR	23
CLERK III, PRINCIPAL/NDSL	1	CLERK TYPIST SPECIALIST	3
CLERK III/PROCESSOR	3	CLERK V	10
CLERK III, RECORDS	7	CLERK, VERIFICATION	4
CLERK III, STOCK	1	CLERK, VERIFICATION, SENIOR	1
CLERK, INPUT	2	CLERK, VETERANS AFFAIRS	3
CLERK, INTAKE	2	CLERK VI	1
CLERK, INTERMEDIATE	2	CLERK, WORD PROCESSING	2
CLERK IV	14	CLERK, WORK PROGRAM	1
CLERK IV, ACCOUNT	2	TECHNICIAN/CLERK II	2
CLERK IV, ADMINISTRATIVE/DATA ENTRY	1		
CLERK IV/LOAN PROCESSOR	1	TOTAL	1,418
CLERK IV, PAYROLL	1		
CLERK IV, RECORDS	2	SECRETARY	
CLERK, JOB LOCATION & DEVELOPMENT	1		
CLERK, JUNIOR	1	ADMINISTRATIVE AIDE/SECRETARY	1
CLERK, LOAN	18	ADMINISTRATIVE ASSISTANT/SECRETARY	1
CLERK, LOAN ACCOUNT	1	ASSISTANT/SECRETARY/PARAPROFESSIONAL	1
CLERK, LOAN COLLECTIONS	1	CLERK III/SECRETARY TO DIRECTOR	1
CLERK, LOAN/COLLEGE WORK-STUDY	1	SECRETARY	1355
CLERK, LOAN, SENIOR	1	SECRETARY A	1
CLERK, MAIL	1	SECRETARY, ADMINISTRATIVE	41
CLERK, NDSL	2	SECRETARY, ADMISSIONS/FINANCIAL AID	2
CLERK, NEED ANALYSIS	1	SECRETARY/ASSISTANT	16
CLERK, OPERATIONS	1	SECRETARY, ASSISTANT	1
CLERK, PAYMENT	3	SECRETARY/ASSISTANT TO DIRECTOR	1
CLERK, PAYROLL	5	SECRETARY B	10
CLERK, PAYROLL/PELL GRANT ASSISTANT	1	SECRETARY/BOOKKEEPER	5
CLERK, PELL GRANT	10	SECRETARY, BRANCH	1
CLERK, PELL GRANT/ELIGIBILITY ANALYST	1	SECRETARY/CLERK	14
CLERK, PERKINS LOAN	1	SECRETARY, COLLECTIONS/PERKINS LOAN	1
CLERK, PLACEMENT	1	SECRETARY, COLLEGE WORK-STUDY	3
CLERK, PRINCIPAL	18	SECRETARY/COLLEGE WORK-STUDY COORDINATOR	3
CLERK, PROCESSING	9		

SECRETARY, COMPUTER	1	RECEPTIONIST/CLERK II	2
SECRETARY/COMPUTER OPERATOR	1	RECEPTIONIST/CLERK IV	1
SECRETARY/COUNSELOR	6	RECEPTIONIST/CLERK, SENIOR	1
SECRETARY/DATA ASSISTANT	1	RECEPTIONIST/CLERK/TYPIST	1
SECRETARY/DATA CONTROL CLERK	1	RECEPTIONIST/COORDINATOR	1
SECRETARY, DATA ENTRY	4	RECEPTIONIST/DATA ENTRY	1
SECRETARY, DEPARTMENT	8	RECEPTIONIST/ELIGIBILITY ANALYST	1
SECRETARY, EMPLOYMENT	1	RECEPTIONIST/PROGRAM SPECIALIST	1
SECRETARY, EXECUTIVE	10	RECEPTIONIST I	1
SECRETARY, FINANCIAL AFFAIRS	1	RECEPTIONIST II	1
SECRETARY, FINANCIAL AID/COUNSELING	1	RECEPTIONIST/INTERVIEWER	5
SECRETARY, FINANCIAL AID		RECEPTIONIST/OFFICE ASSISTANT	2
VETERANS AFFAIRS	1	RECEPTIONIST/OFFICE ASSISTANT III	1
SECRETARY, GSL	1	RECEPTIONIST/PROCESSOR	1
SECRETARY/GS/ OFFICER	1	RECEPTIONIST/RECORDS CLERK	1
SECRETARY I	22	RECEPTIONIST, SENIOR	1
SECRETARY I, ADMINISTRATIVE	1	RECEPTIONIST, STUDENT EMPLOYMENT	1
SECRETARY II	33	RECEPTIONIST, TELEPHONE	2
SECRETARY II, ADMINISTRATION	1	RECEPTIONIST/TYPIST	1
SECRETARY II, DEPARTMENT	1	RECEPTIONIST/UNITS CLERK	1
SECRETARY II, DIRECTOR'S OFFICE	1	SECRETARY/RECEPTIONIST	34
SECRETARY II, SCHOLARSHIPS	1	SECRETARY/RECEPTIONIST/DATA ENTRY	1
SECRETARY III	25		
SECRETARY III, ACADEMIC SERVICES	2	TOTAL	211
SECRETARY IV	7		
SECRETARY, JOB LOCATION & DEVELOPMENT	2		
SECRETARY, JUNIOR	1	OTHER PROFESSIONAL/UNCLASSIFIED	
SECRETARY, LOAN	2		
SECRETARY/LOAN PROCESSOR	1	ACCOUNTANT	15
SECRETARY, MEDICAL SCHOOL FINANCIAL		ACCOUNTANT, CHIEF	1
AID OFFICE	1	ACCOUNTANT, FISCAL	2
SECRETARY/OFFICE ASSISTANT	1	ACCOUNTANT II	1
SECRETARY/OFFICE COORDINATOR	1	ACCOUNTANT III	2
SECRETARY/OFFICE MANAGER	1	ACCOUNTANT, SENIOR	3
SECRETARY, PELL GRANT	1	ADMINISTRATIVE ANALYST, SENIOR	1
SECRETARY/PELL GRANT PROCESSOR	1	ADMINISTRATOR	71
SECRETARY, PRINCIPAL	2	ADMINISTRATOR, ASSISTANT	2
SECRETARY, PROGRAM	1	ADMINISTRATOR, EMPLOYMENT	1
SECRETARY/PROGRAM ASSISTANT	1	ADMINISTRATOR, FEDERAL PROGRAM	1
SECRETARY/RECORDS COORDINATOR	1	ADMINISTRATOR, FIELD	5
SECRETARY, SCHOLARSHIPS	4	ADMINISTRATOR, GSL	1
SECRETARY, SENIOR	32	ADMINISTRATOR I	9
SECRETARY, SENIOR ADMINISTRATIVE	3	ADMINISTRATOR II	2
SECRETARY/SPECIALIST	3	ADMINISTRATOR III	3
SECRETARY, STAFF	4	ADMINISTRATOR, LOAN	2
SECRETARY, STATISTICAL	1	ADMINISTRATOR, OFFICE	1
SECRETARY/STENOGRAPHER	2	ADMINISTRATOR/OFFICER	1
SECRETARY, STUDENT AFFAIRS	1	ADMINISTRATOR, PELL GRANT	1
SECRETARY, STUDENT EMPLOYMENT	1	ADMINISTRATOR, PROGRAM	2
SECRETARY/STUDENT EMPLOYMENT COORDINATOR	1	ADMINISTRATOR, RECORDS	1
SECRETARY/STUDENT PAYROLL SPECIALIST	2	ADMINISTRATOR/REGISTRAR	1
SECRETARY, STUDENT RECORDS	1	ADMINISTRATOR, SCHOLARSHIP	1
SECRETARY, SUPPORT	2	ADMINISTRATOR, SENIOR	1
SECRETARY TO ASSISTANT DIRECTOR	1	ADMINISTRATOR, SOFTWARE SUPPORT	1
SECRETARY TO ASSOCIATE DEAN	1	ADMINISTRATOR, SYSTEMS PROJECT	2
SECRETARY TO ASSOCIATE DIRECTOR	1	AIDE	1
SECRETARY TO DIRECTOR	9	AIDE, ADMINISTRATIVE	3
SECRETARY/TYPIST	4	ANALYST	21
SECRETARY V	1	ANALYST, CERTIFICATION	2
SECRETARY, VETERANS AFFAIRS	1	ANALYST, DATA	7
SECRETARY/WORDPROCESSOR	3	ANALYST, I, SYSTEMS	1
		ANALYST, INFORMATION	2
TOTAL	1,685	ANALYST, LEAD SYSTEM	1
		ANALYST, MANAGEMENT	1
RECEPTIONIST		ANALYST, MANAGEMENT METHODS	1
		ANALYST, NEEDS	1
RECEPTION CLERK	4	ANALYST, POLICY	1
RECEPTION CLERK, SENIOR	2	ANALYST, PROCEDURES	1
RECEPTIONIST	139	ANALYST, PROGRAM	1
RECEPTIONIST/CLERK	4	ANALYST, QUALITY ASSURANCE	1
		ANALYST, RESEARCH	1

ANALYST, SYSTEMS	6	INTERN, BUDGET	1
ANALYST, SYSTEMS, ASSOCIATE	1	INTERVIEWER, PLACEMENT	1
ANALYST, USER	1	JOB DEVELOPER	3
ASSOCIATE	23	JOB LOCATOR AND DEVELOPER	2
ASSOCIATE, ADMINISTRATIVE	3	LIAISON, COMPUTER	1
ASSOCIATE II, RESEARCH	1	OFFICIAL	3
ASSOCIATE, PROGRAM	3	OFFICIAL, CERTIFICATION	1
ASSOCIATE, SENIOR	2	OPERATOR, DATA ENTRY	7
ASSOCIATE, STAFF	11	OPERATOR, DATA ENTRY/FILES	2
ASSOCIATE, STAFF, SENIOR	1	OPERATOR II, DATA ENTRY	1
ASST	175	OPERATOR, LOAN	1
ASST, ADMINISTRATIVE	59	OPERATOR, TERMINAL	1
ASST, ADMINISTRATIVE/GSL	1	OPERATOR, TERMINAL, LEAD	1
ASST, ADMINISTRATIVE/PELL GRANTS	1	PARAPROFESSIONAL	3
ASST, ADMINISTRATIVE/SCHOLARSHIPS	1	PLANNER	3
ASST/BOOKKEEPER	1	PLANNER, FINANCIAL	1
ASST, COLLEGE WORK-STUDY	2	PLANNER II, PROCEDURES/SYSTEMS	1
ASST, COLLEGE WORK-STUDY PLACEMENT	1	PLANNER, SCHOLARSHIP/FINANCIAL	1
ASST, DEFAULT MANAGEMENT	1	PROCESSOR	8
ASST, EMPLOYMENT	2	PROCESSOR, AWARDS	1
ASST, ENROLLMENT/STUDENT SERVICES	2	PROGRAMMER	5
ASST, EXECUTIVE	1	PROGRAMMER/ANALYST	3
ASST/FUND ASSIGNMENTS	1	PROGRAMMER/ANALYST I	2
ASST, GSL	1	PROGRAMMER/ANALYST II	3
ASST I	3	PROGRAMMER/ANALYST III	1
ASST I, ADMINISTRATIVE	1	PROGRAMMER/ANALYST, SENIOR	1
ASST I, MANAGEMENT	4	PROGRAMMER I	2
ASST I, PROGRAM	3	PROGRAMMER II	1
ASST I, STUDENT SERVICES	2	PROGRAMMER III	1
ASST II	6	RECRUITER	1
ASST II, ADMINISTRATIVE	1	REPRESENTATIVE	5
ASST II, OFFICE	1	SPECIALIST	118
ASST II, PROGRAM	2	SPECIALIST, COLLEGE WORK-STUDY	1
ASST II, STUDENT SERVICES	2	SPECIALIST, COMPUTER SYSTEMS	1
ASST III	3	SPECIALIST, CONTROL	1
ASST III, OFFICE	2	SPECIALIST, DATA	1
ASST, LOAN	3	SPECIALIST, DATA PROCESSING	1
ASST, MANAGEMENT	1	SPECIALIST, DATA PROCESSING QUALITY CONTROL	1
ASST, OFFICE	15	SPECIALIST, DEFAULT, GSL	1
ASST, OFFICE SERVICES	1	SPECIALIST, DEFAULT PREVENTION	1
ASST, OPERATIONS	1	SPECIALIST, EMPLOYMENT	1
ASST, PROGRAM	6	SPECIALIST, ENROLLMENT/STUDENT SERVICES	6
ASST, RECORDS	1	SPECIALIST, FEDERAL	1
ASST, RECORDS/DOCUMENTATION/CERTIFICATION	1	SPECIALIST, FISCAL	1
ASST, SCHOLARSHIP	2	SPECIALIST, GSL	1
ASST, SENIOR	13	SPECIALIST I	9
ASST, STAFF	24	SPECIALIST I, ACCOUNTING	1
ASST, STUDENT EMPLOYMENT	2	SPECIALIST II	11
ASST, STUDENT SERVICES	1	SPECIALIST II, PROGRAM	2
ASST, SYSTEMS	1	SPECIALIST III	4
ASST, TECHNICAL	16	SPECIALIST III, COMPUTER APPLICATIONS	1
ASST TO ASSOCIATE DEAN FOR STUDENT AFFAIRS	1	SPECIALIST, INFORMATION	6
ASST TO DIRECTOR	75	SPECIALIST IV	4
ASST TO FINANCIAL AID OFFICER	2	SPECIALIST, LOAN PROCESSING	1
ASST, VETERANS AFFAIRS	1	SPECIALIST, NDSL	2
ASST/WORK PROGRAM	1	SPECIALIST, PELL GRANT	2
BOOKKEEPER	1	SPECIALIST, PROGRAM	2
BUSINESS MANAGER, ASST	1	SPECIALIST, PUBLIC INFORMATION	1
COLLECTOR	3	SPECIALIST, STAFF SERVICES	1
COMPTROLLER	3	SPECIALIST, STATE PROGRAMS	1
CONSULTANT	4	SPECIALIST, STUDENT EMPLOYMENT	1
CONSUMER INFORMATION COUNSELOR, ASST	1	SPECIALIST, STUDENT RECORDS	2
DATA PROCESSOR, SENIOR	1	SPECIALIST, STUDENT SERVICES	5
DEVELOPMENT SPECIALIST I, STUDENT	3	SPECIALIST, SYSTEMS	1
EDITOR	1	SPECIALIST, TRAINING/AUDIT	2
EVALUATOR	1	SPECIALIST, USER	2
EVALUATOR/TECHNICIAN	24	STENOGRAPHER	2
EXPEDITER/GSL	1	SYSTEMS ANALYST, ASSISTANT	1
FUNDER	1	SYSTEMS ANALYST, SENIOR	1
GENERALIST, STUDENT AFFAIRS	1	TECHNICIAN	68
INSTRUCTOR	6	TECHNICIAN, ACCOUNTING	1

TECHNICIAN, ACCOUNTS CONTROL	1	ASST, DEPARTMENT	4
TECHNICIAN, CAMPUS-BASED	3	ASST, DIVISION	2
TECHNICIAN, COLLEGE WORK-STUDY	1	ASST, DOCUMENT CONTROL	2
TECHNICIAN, FISCAL	2	ASST, EMPLOYMENT	1
TECHNICIAN, GSL	1	ASST, FINANCIAL AID/VETERANS AFFAIRS	1
TECHNICIAN I	4	ASST, FISCAL	6
TECHNICIAN II	4	ASST, FRONT OFFICE	1
TECHNICIAN II, ACCOUNT	1	ASST, GSL SUPPORT	2
TECHNICIAN, PELL GRANT	2	ASST I	6
TRAINEE	1	ASST I, ACCOUNTING	1
TRAINER	1	ASST I, ADMINISTRATIVE	13
TYPIST	4	ASST I, MANAGEMENT	1
		ASST I, OFFICE	38
TOTAL	1,094	ASST I, PROGRAM	17
		ASST I, PROGRAM/INTAKE SPECIALIST	1
		ASST I, STAFF	1
		ASST I, STUDENT SERVICES	4
		ASST II	8
		ASST II, ACCOUNTING	1
		ASST II, ADMINISTRATIVE	19
		ASST II, FISCAL	3
		ASST II, MANAGEMENT	1
		ASST II, OFFICE	19
		ASST II, OFFICE/ACCOUNTING	1
		ASST II, PROGRAM	25
		ASST II, STAFF	2
		ASST II, STUDENT SERVICES	3
		ASST III	2
		ASST III, ADMINISTRATIVE	9
		ASST III, ADMINISTRATIVE/SUPERVISOR	4
		ASST III, DATA PROCESSING	1
		ASST III, MANAGEMENT	1
		ASST III, OFFICE	19
		ASST III, OFFICE/LOANS	1
		ASST III, OFFICE/PROCESSING	1
		ASST III, OFFICE/VERIFICATION	1
		ASST III, PROGRAM	4
		ASST IV, OFFICE/ACCOUNTING	1
		ASST, LOAN	4
		ASST, LOAN COLLECTIONS	1
		ASST, LOAN, SHORT TERM	2
		ASST, OFFICE	35
		ASST, OFFICE/GRANT TECHNICIAN	1
		ASST, OFFICE/GSL	1
		ASST, OFFICE, SENIOR	17
		ASST, OFFICE SERVICES	11
		ASST, OFFICE/STUDENT EMPLOYMENT	1
		ASST, PELL	1
		ASST, PLACEMENT	1
		ASST, PROCESSING	10
		ASST, PROCESSING/AWARDING	13
		ASST, PROGRAM	37
		ASST, PROGRAM/LOANS	1
		ASST, PROGRAM/PERKINS	1
		ASST, PROGRAM/VERIFICATION	1
		ASST, PUBLIC CONTACT	5
		ASST, RECORDS	3
		ASST, SCHOLARSHIP	1
		ASST, SENIOR	3
		ASST, STAFF	38
		ASST, STUDENT DEVELOPMENT	3
		ASST, STUDENT SERVICES	9
		ASST, STUDENT SERVICES/ENROLLMENT	1
		ASST, TECHNICAL	11
		ASST TO ASSOCIATE DIRECTOR	1
		ASST TO DATA MANAGEMENT COORD	1
		ASST TO DIRECTOR	20
		ASST V, STAFF	1
		BOOKKEEPER	10
		BOOKKEEPER, ASSISTANT	1
		BOOKKEEPER II	1

OTHER SUPPORT/CLASSIFIED

BOOKKEEPER, SCHOLARSHIPS	1	SPECIALIST, AWARDS	1
CASHIER, LOAN/SCHOLARSHIP	1	SPECIALIST B, STUDENT SERVICES	6
CONTROLLER, DATA	1	SPECIALIST C, INFORMATION	1
DATA ENTRY OPERATOR, PRINCIPAL	1	SPECIALIST, DATA	2
DEVELOPER, JOB	1	SPECIALIST, DATA COLLECTION	2
EDITOR	1	SPECIALIST, DATA ENTRY	1
EVALUATOR	5	SPECIALIST, DATA PROCESSING CONTROL	1
EVALUATOR, COLLEGE CONTINUING EDUCATION	1	SPECIALIST, FILE	1
EVALUATOR/ENCODER	3	SPECIALIST, FINANCIAL PLANNING	1
EVALUATOR, SENIOR	3	SPECIALIST I	2
EXAMINER	1	SPECIALIST I, OFFICE SERVICES	1
GENERALIST	3	SPECIALIST I, RECORDS	1
HEAD, PAYROLL	1	SPECIALIST II	2
INTERVIEWER	4	SPECIALIST II, OFFICE SERVICES	1
INTERVIEWER, AWARD	4	SPECIALIST II, RECORDS	1
KEYPUNCHER	2	SPECIALIST II, STAFF	1
LIBRARIAN	1	SPECIALIST II, STUDENT DEVELOPMENT	3
OPERATOR A, DATA ENTRY	1	SPECIALIST III, PROGRAM	3
OPERATOR B, DATA ENTRY	1	SPECIALIST III, STAFF	2
OPERATOR, COMPUTER	3	SPECIALIST, INFORMATION	8
OPERATOR, CONTROL DATA	1	SPECIALIST, INFORMATION CENTER	1
OPERATOR, DATA ENTRY	55	SPECIALIST, JOB DEVELOPMENT	2
OPERATOR, DATA ENTRY, SENIOR	4	SPECIALIST, KEYBOARD	4
OPERATOR, DATA INPUT	4	SPECIALIST, LOAN	6
OPERATOR, ENTRY, DATA PROCESSING	1	SPECIALIST, OFFICE	4
OPERATOR I, DATA ENTRY	4	SPECIALIST, OFFICE/LOANS	1
OPERATOR I, KEYBOARD	1	SPECIALIST, OFFICE, SENIOR	1
OPERATOR II, DATA ENTRY	8	SPECIALIST, OFFICE SERVICES	8
OPERATOR III, DATA ENTRY	4	SPECIALIST, OFFICE SERVICES, COLLEGE WORK-STUDY	1
OPERATOR III, KEYBOARD/BATCH DATA ENTRY	1	SPECIALIST, PAYMENT	1
OPERATOR III, TELEPHONE	1	SPECIALIST, PELL GRANT	2
OPERATOR, KEY PUNCH	1	SPECIALIST, PERSONNEL	1
OPERATOR, PERSONAL COMPUTER	1	SPECIALIST, PROCESSING	3
OPERATOR, SWITCHBOARD	2	SPECIALIST, PROCESSING/AUTHOR	1
OPERATOR, TELEPHONE	1	SPECIALIST, PROGRAM	1
OPERATOR, TERMINAL	4	SPECIALIST, PROJECT	2
OPERATOR, WORDPROCESSING SYSTEMS	2	SPECIALIST, PUBLICATIONS PRODUCTION	1
OPERATOR, WORDPROCESSOR	6	SPECIALIST, QUALITY CONTROL/SYSTEMS	1
PARAPROFESSIONAL	3	SPECIALIST/RECEPTIONIST	1
PLANNER I, SYSTEMS	2	SPECIALIST, RECORDS	11
PROCESSOR	12	SPECIALIST, SCHOLARSHIP	1
PROCESSOR, APPLICATION	9	SPECIALIST, SENIOR	1
PROCESSOR, ASSISTANT/SUPERVISOR	1	SPECIALIST, STUDENT DEVELOPMENT	1
PROCESSOR, AWARD/DATA PROCESSING	1	SPECIALIST, STUDENT EMPLOYMENT	1
PROCESSOR, DATA	1	SPECIALIST, STUDENT INFORMATION	3
PROCESSOR, FEDERAL LOAN	1	SPECIALIST, STUDENT SERVICES	2
PROCESSOR, FILE	1	SPECIALIST, STUDENT SERVICES/ENROLLMENT	1
PROCESSOR, FORMS	1	SPECIALIST, TECHNICAL RECORDS	2
PROCESSOR, GRADUATION/TERMINATION	1	SPECIALIST, VERIFICATION	2
PROCESSOR, GSL	1	SPECIALIST, VETERANS AFFAIRS	5
PROCESSOR, GSL/SECRETARY	1	SPECIALIST, WORDPROCESSING	1
PROCESSOR I	1	SPECIALIST, WORDPROCESSING, SENIOR	1
PROCESSOR II	1	STENOGRAPHER	4
PROCESSOR III	1	STENOGRAPHER, SENIOR	4
PROCESSOR, LOAN	16	TECHNICIAN	80
PROCESSOR, SCHOLARSHIP/BOOKKEEPER	1	TECHNICIAN, ACCOUNTING	4
PROCESSOR, VERIFICATION	1	TECHNICIAN, ADMINISTRATIVE	1
PROCESSOR, VETERANS AFFAIRS	1	TECHNICIAN, DATA CONTROL	1
PROGRAMMER, COMPUTER	3	TECHNICIAN, DATA ENTRY	1
RECORDER, FISCAL	1	TECHNICIAN, ELECTRONIC DATA PROCESSING	1
REPRESENTATIVE	8	TECHNICIAN, EMPLOYMENT	1
REPRESENTATIVE, ACCOUNT	6	TECHNICIAN, FEDERAL PROGRAMS	1
REPRESENTATIVE, SERVICE	2	TECHNICIAN, FISCAL	4
REPRESENTATIVE, VETERANS AFFAIRS	1	TECHNICIAN, FISCAL/LOANS	1
SPECIALIST	61	TECHNICIAN, FISCAL, SENIOR	2
SPECIALIST A, STUDENT SERVICES	5	TECHNICIAN, GRANT	1
SPECIALIST, ACCOUNTING	4	TECHNICIAN, GSL	1
SPECIALIST, ACCOUNTING/PROGRAM ASSISTANT II	1	TECHNICIAN I	13
SPECIALIST, ACCOUNTING, SENIOR	2	TECHNICIAN I, ACCOUNTING	2
SPECIALIST, ADMINISTRATIVE	4	TECHNICIAN I, FINANCIAL	1
SPECIALIST, AGENCY	1		

TECHNICIAN I	15
TECHNICIAN III	4
TECHNICIAN III, DATA	1
TECHNICIAN III, FISCAL	1
TECHNICIAN, INTAKE	2
TECHNICIAN IV	1
TECHNICIAN IV, GSL	1
TECHNICIAN, LOAN COLLECTIONS	1
TECHNICIAN, LOANS/GRANTS	1
TECHNICIAN, MANAGEMENT	1
TECHNICIAN, PRODUCTION CONTROL	1
TECHNICIAN, PROGRAM	1
TECHNICIAN, PROGRAM SUPPORT	8
TECHNICIAN, RECORDS	1
TECHNICIAN, RECORDS, SENIOR	1
TECHNICIAN, SENIOR	1
TECHNICIAN, STUDENT AID/DATA INPUT	1
TECHNICIAN, STUDENT EMPLOYMENT	1
TECHNICIAN V	1
TRACKER	4
TRANSLATOR	1
TYPIST	8
TYPIST B	1
TYPIST I	2
TYPIST II	3
TYPIST, SENIOR	2
WORDPROCESSING OPERATOR, SENIOR	2
WORDPROCESSOR	2
WORDPROCESSOR IV	1
WORKER, LEAD	1
WRITER, ASSISTANT	1
TOTAL	1,436