



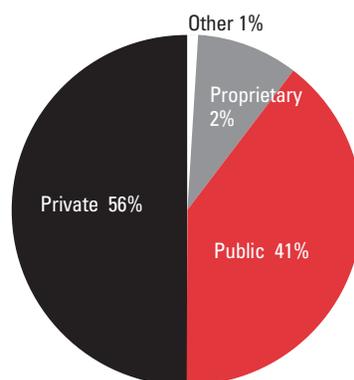
# NAGAP Membership and Salary Survey

## Salary Survey Methodology

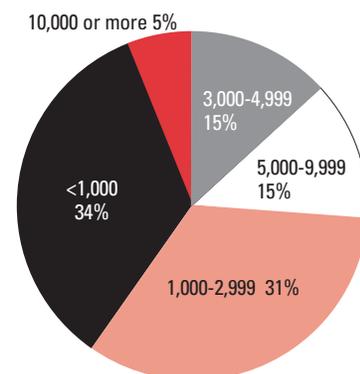
In July 2001, the National Association of Graduate Admissions Professionals (NAGAP) distributed a four-page questionnaire to 1,068 members of the Association; 416, or 39%, of the surveys were returned. The results are included in this report. Some of the questions elicited small numbers of responses, so please use these figures with caution. Also, because salaries varied widely, we have reported information using median salary ranges instead of mean salary ranges.

## Demographics

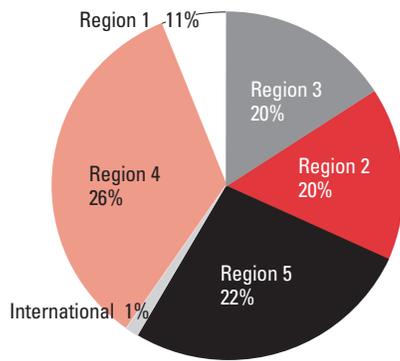
Fifty-six percent of the respondents to the 2001 survey were representatives of private institutions (Fig. 1). Based upon the latest NAGAP membership totals as reported in the Summer 2001 NAGAP Journal, 59% of our total members are from private institutions. The mean number of students attending schools of the respondents was 2,703; only 5% of the respondents represented institutions with over 10,000 students, while 34% of the respondents came from schools with fewer than 1,000 students (Fig. 2). Again, the latest NAGAP membership figures show 34% of our membership come from schools of under 1,000. The largest number of respondents—26%—came from institutions in the Midwest NAGAP regions (Fig. 3; current membership totals show 24%); the least number—11%—were respondents from the New England Region (current membership totals show 11%). Because all of these numbers are very close to our current membership characteristics, this survey should offer an adequate sampling of the NAGAP organization.



**Figure 1: Respondents by Type of Institution**



**Figure 2: Respondents by Size of Graduate Student Population**



**Figure 3: Respondents by NAGAP Region**

**Region 1:**

New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont

**Region 2:**

Atlantic—Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, and Puerto Rico

**Region 3:**

Southern—Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia

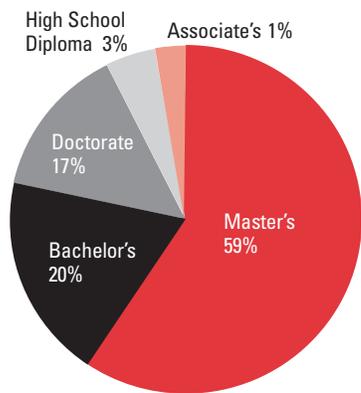
**Region 4:**

Central—Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, and Wisconsin

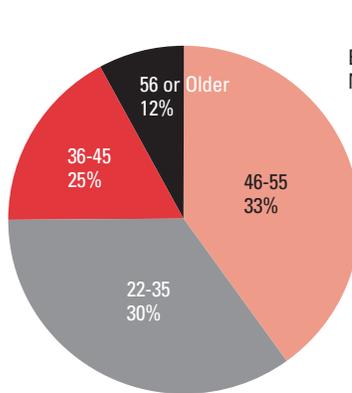
**Region 5:**

Western—Alaska, Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, North Dakota, New Mexico, Oregon, South Dakota, Utah, Washington, Wyoming

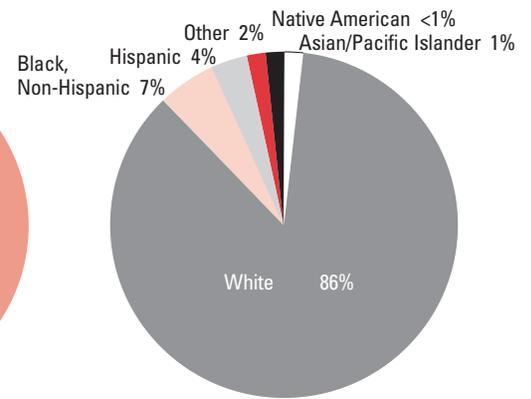
Eighty-six percent of the respondents were full-time administrators with no faculty appointment. The highest academic degree earned by the respondents was overwhelmingly a master's degree (59%); 20% have a bachelor's degree and 17% a doctorate (Fig. 4). Female respondents (69%) outnumbered male respondents (31%) by more than a 2-1 ratio. The largest number of respondents (33%) reported their age range as 46-55 although 30% were between 22 and 35 (Fig. 5). The declared heritage of respondents was 86% white, and 14% ethnic minority (Fig. 6).



**Figure 4: Academic Degrees of Respondents**

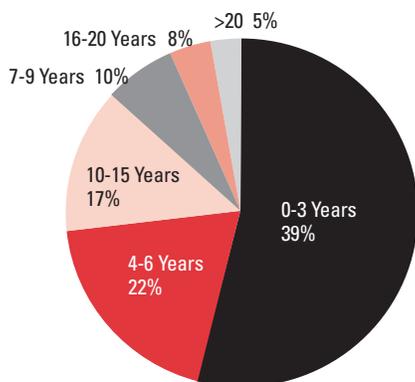


**Figure 5: Age of Respondents**

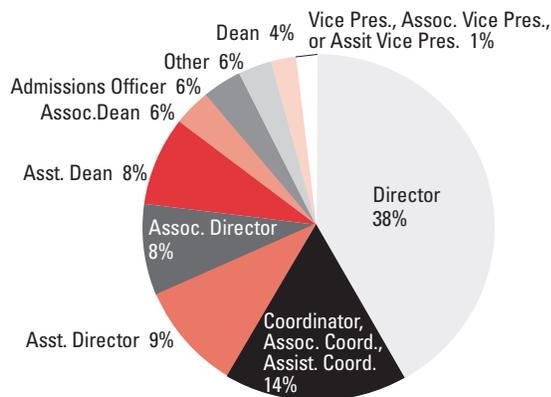


**Figure 6: Ethnic Background of Respondents**

The largest group of respondents (39%) reported 0-3 years experience in graduate admissions (Fig.7). Of this group of respondents, 82% also reported 0-3 years in graduate education. However, even though these people are new to admissions and graduate education, they are not new to higher education. Of this same group of respondents (163), only 29% had 0-3 years of experience in higher education; 25% had 4-6 years of experience and almost 11% of this group had over 20 years in higher education. Thirty-six percent of all respondents had experience in undergraduate admissions.



**Figure 7: Graduate Admissions Experience of Respondents**



**Figure 8: Number of Respondents by Professional Title**

## Professional Data

Over a third of the respondents (38%) held the position of director (Fig. 8); the next highest number of respondents held the position of coordinator (13%), assistant director (9%), and assistant dean (8%). The respondents displayed a very diverse group of duties although almost all respondents (90%) indicated a major responsibility for admissions followed closely by recruitment and student services (78%). Other responsibilities that were mentioned in order were enrollment management (51% of the respondents), public relations (44%), data management (43%), academic advising (40%), records (34%), fellowships and assistantships (31%), registration activities (31%), and financial aid (26%). Non-admissions activities that were mentioned included budget management, career placement, class scheduling, classroom instruction, committee work, curriculum/program review, graduation/thesis review, fund raising/alumni relations, strategic planning, orientation activities, personnel management, policy management, student services after admissions, undergraduate advising, and housing.

Partly because of the diverse nature of responsibilities, 83% of all respondents indicated that their work loads had increased. Nearly all respondents (89%) have written job descriptions. Interestingly, 69% of the respondents thought that their job descriptions accurately reflected responsibilities. Seventy-two percent of the respondents had a job performance evaluation completed on a consistent basis and 74% felt that their supervisors worked with them to improve job performance.

## Salary Data

The median range of salaries for all NAGAP respondents was \$46,000-\$50,000. The largest number of respondents fell within the \$41,000-\$45,000 salary range (15%). Most respondents (59%) earned \$31,000-\$55,000 with only 1% earning less than \$21,000. However a significant percent of respondents (14%) earned \$71,000 or above (4% earned over \$100,000). There is a gender gap in salary ranges. Twenty-six percent of the 130 men respondents earned over \$100,000 while only 8% of the 285 women respondents earned over \$100,000. At the lower end of the spectrum, 25% of the men earned less than \$41,000 while 35% of women earned less than \$41,000. The median pay range for men was \$51,000-\$55,000 while the median pay range for women was \$41,000-\$45,000. Since women accounted for over half of the respondents, this may be one reason why the largest number of overall respondents fell within the \$41,000-\$45,000 salary range.

There was also some difference in salaries between private and public institutions. Thirty-three percent of the private school respondents (233) earned less than \$41,000, while only 10% earned more than \$70,000. Thirty-one percent of the 170 respondents from public institutions earned less than \$41,000, but 19% earned more than \$70,000. Interestingly, at the very upper end of the salary scale (>\$100,000), an equal number of private and public institution respondents are represented. The median salary range for public school respondents and private school respondents also fell within the same range: \$46,000-\$50,000.

Degree status in this survey was an indicator of the salary level of the respondents. Of the respondents with a degree below the bachelor's, the median salary range was \$31,000-\$35,000; those with a bachelor's degree, the median was \$36,000-\$40,000; those with a master's degree reported a median salary range of \$46,000-\$50,000; and those with a Ph.D. reported a median salary range of \$66,000-\$70,000. Possibly, these averages were partly determined by the level of responsibility of those in each degree level as well as experience levels. Over half (52%) of the Ph.D. degree holders were employed at the assistant dean level or above while 56% of the respondents with a master's degree were hired at the assistant director, associate director, or director levels. Those with a bachelor's degree did not follow quite the same path. Even though 37% of those with a bachelor degree reported their titles as admissions officer, assistant coordinator, associate coordinator, or coordinator, 43% reported their titles as assistant director, associate director, or director.

Location was another determiner of salary. The highest median salary range was in the Mid-Atlantic States (\$51,000-\$55,000) while the lowest median salary ranges were in the southern and Midwestern NAGAP regions (\$41,000-\$45,000). You may want to compare these ranges with respondent's perception of cost of living in the same NAGAP area (see page 7). There were also some discrepancies in salary ranges by ethnicity. Whites reported a median salary range of \$46,000-\$50,000, Black/African-Americans \$46,000-\$50,000, Hispanics \$41,000-\$45,000, and Asian/Pacific Islanders and other categories \$41,000-\$45,000. Eighty-six percent of the respondents reported annual salary increases and an equal percent indicated that it was given as an increment added to the salary on a permanent basis. Even though 47% of the respondents indicated their increases were based on merit and job performance, 43% of the respondent indicated their increases were automatic and not tied to job performance.

## Median Salary Ranges

By NAGAP Region			
	Public	Private	Total
Region 1: New England	56,000-60,000	46,000-50,000	46,000-50,000
Region 2: Mid-Atlantic	56,000-60,000	46,000-50,000	51,000-55,000
Region 3: Southern	46,000-50,000	41,000-45,000	41,000-45,000
Region 4: Midwest	41,000-45,000	41,000-45,000	41,000-45,000
Region 5: Far West	46,000-50,000	41,000-45,000	46,000-50,000

By Position			
	Public	Private	Total
Vice President			>100,000
Assoc. VP			>100,000
Assit VP			56,000-60,000
Dean	>100,000	>100,000	>100,000
Assoc. Dean	76,000-80,000	76,000-80,000	76,000-80,000
Asst. Dean	56,000-60,000	51,000-55,000	56,000-60,000
Director	51,000-55,000	51,000-55,000	51,000-55,000
Assoc. Director	46,000-50,000	46,000-50,000	46,000-50,000
Asst. Director	41,000-45,000	36,000-40,000	36,000-40,000
Coordinator	36,000-40,000	31,000-35,000	31,000-35,000
Assoc. Coordinator			21,000-25,000
Assist. Coordinator			21,000-25,000
Admissions Officer	36,000-40,000	31,000-35,000	31,000-35,000
Other			36,000-40,000

By Number of Graduate Students			
	Public	Private	Total
<500	41,000-45,000	41,000-45,000	41,000-45,000
501-1000	46,000-50,000	41,000-45,000	41,000-45,000
1001-1500	46,000-50,000	41,000-45,000	41,000-45,000
1501-2000	86,000-90,000	51,000-55,000	56,000-60,000
>2000	46,000-50,000	46,000-50,000	46,000-50,000

<b>By Years in Graduate Admissions</b>			
	<b>Public</b>	<b>Private</b>	<b>Total</b>
0-3	41,000-45,000	36,000-40,000	41,000-45,000
4-6	46,000-50,000	41,000-45,000	46,000-50,000
7-9	41,000-45,000	46,000-50,000	46,000-50,000
10-15	41,000-45,000	51,000-55,000	46,000-50,000
16-20	46,000-50,000	66,000-70,000	61,000-65,000
>20			51,000-55,000

<b>By Years in Higher Education</b>			
	<b>Public</b>	<b>Private</b>	<b>Total</b>
0-3	31,000-35,000	36,000-40,000	31,000-35,000
4-6	36,000-40,000	36,000-40,000	36,000-40,000
7-9	41,000-45,000	41,000-45,000	41,000-45,000
10-15	46,000-50,000	51,000-55,000	46,000-50,000
16-20	46,000-50,000	51,000-55,000	46,000-50,000
>20	81,000-85,000	46,000-50,000	71,000-75,000

<b>By Highest Degree</b>			
	<b>Public</b>	<b>Private</b>	<b>Total</b>
<Bachelor's	31,000-35,000	31,000-35,000	31,000-35,000
Bachelor's	41,000-45,000	36,000-40,000	36,000-40,000
Master's	46,000-50,000	46,000-50,000	46,000-50,000
Doctorate	76,000-80,000	56,000-60,000	66,000-70,000

<b>By Number in each Salary Range (by Gender)</b>			
	<b>Female</b>	<b>Male</b>	<b>Total</b>
30,000 or Less	32	8	40
31,000-40,000	68	25	93
41,000-50,000	84	26	110
51,000-60,000	51	25	76
61,000-70,000	27	12	39
71,000-80,000	10	9	19
81,000-90,000	4	10	14
91,000-100,000	5	3	8
>100,000	4	12	16

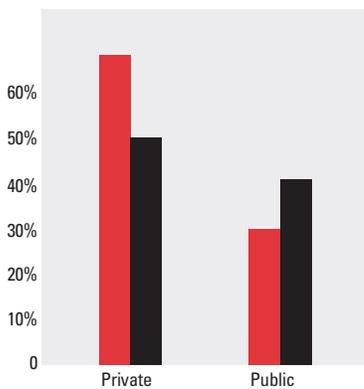
**Total:** Female 285 Male 130

**Median Salary Range:**  
 Female 41,000-45,000  
 Male 51,000-55,000

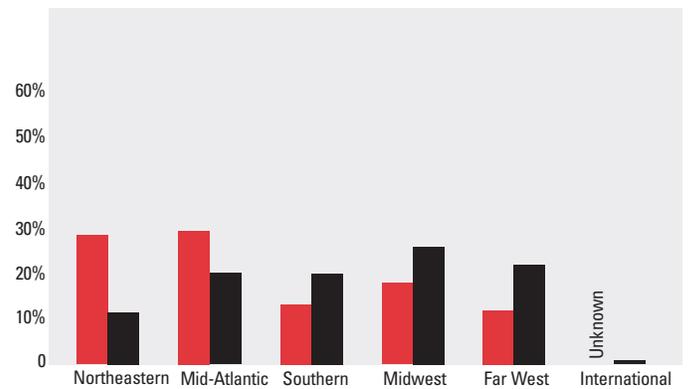
Although 69% of the respondents felt that their job descriptions matched their duties, the split was closer between salary and responsibility; 46% of the respondents felt that their salaries matched responsibilities while 54% did not. Even though respondents reported that supervisors worked with them to improve performance, it did not result in position upgrades. Forty percent of the respondents reported that their jobs had never been upgraded and 26% reported only a one-time upgrade. These results can partly be explained by the large number of respondents who had been in positions for a short time; however, of those who were in graduate admissions for 4 or more years (249), 54% had never or only once had job positions upgraded.

### Comparison with Previous NAGAP Surveys

This was the fourth salary survey completed in the existence of NAGAP (1994-95, 1997-98, 1999-2000, and 2001-02.) For comparisons, we thought it might be interesting to see where we have come as an organization since the first survey in 1994-95. Although it has been a relatively short time since that survey, there are some interesting parallels and distinctions that can be made about our organization.

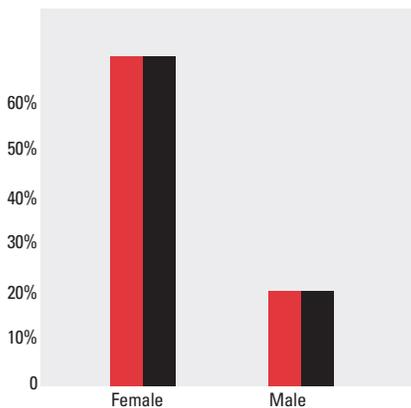


**Figure 9: Institution Type**  
 ■ 1994-95 ■ 2001-02

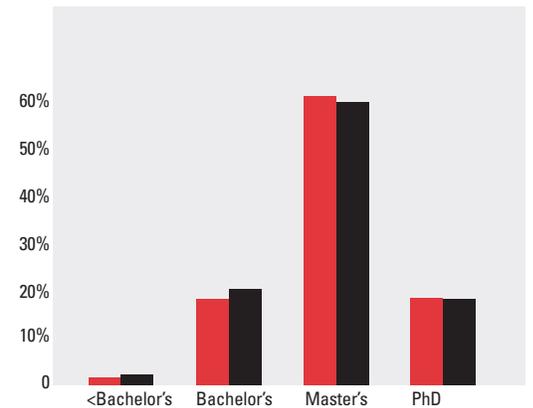


**Figure 10: Location by NAGAP Region**  
 ■ 1994-95 ■ 2001-02

The survey sample grew considerably from 1994-95 to 2001-02. The number of surveys sent out in 1994-95 was 620 and included members and non-members. The questionnaires sent out in 2001 numbered almost 1100 and recorded only members in the sample. In 1994-95, the most respondents—56%—came from the Mid-Atlantic and New England schools (29% and 27% respectively). Today, members have spread more widely throughout the United States (Fig. 10). In fact, the fewest respondents come from the birthplace of NAGAP—New England (11%). Incidentally, our current membership statistics also show the fewest members in New England at 11%, although 25% of our current members still come from the Mid-Atlantic area.

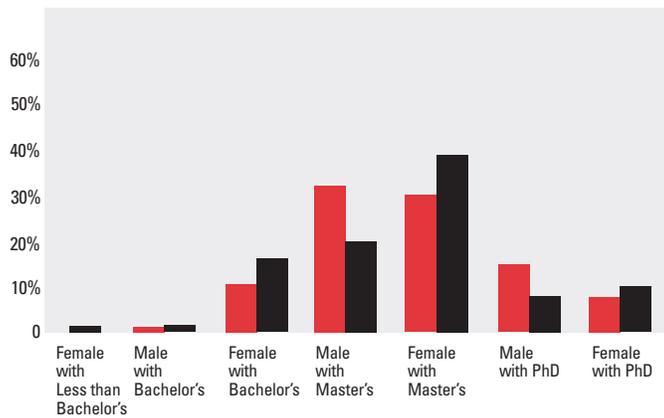


**Figure 11: Gender**  
 ■ 1994-95 ■ 2001-02

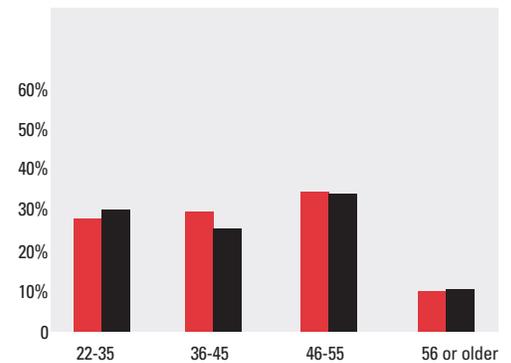


**Figure 12: Degree Earned**  
 ■ 1994-95 ■ 2001-02

Women in both surveys accounted for 61% of the respondent total (Fig. 11). The master's degree was the most popular degree in both surveys (Fig. 12). The membership is slightly less white and somewhat more diverse today with the addition of international members as well as ethnic minority respondents and members. NAGAP members as a group are at once younger and older today and more than 39% of today's members have only 0-3 years experience in graduate admissions. The director is still the most popular title for respondents (42%, 1994-95; 38%, 2001-02) in the latest survey.



**Figure 13: Degree Earned by Gender**  
 ■ 1994-95 ■ 2001-02



**Figure 14: Age Range**  
 ■ 1994-95 ■ 2001-02

As far as the salary data is concerned, the total salary ranges have increased the most at the higher end of the salary scale. For example, in 1994-95, the median salary for a vice-president or dean ranged from \$64,000-\$69,000. Today those median totals range over \$100,000. (Be careful using these totals as definitive because the cases in each survey are relatively small.) In the mid-ranges, the salaries differ by about \$10,000 from survey to survey. In 1994-95, the director (42%) was the most popular title and the median salary was \$40,610. Today, that title is also the most popular (38%) and the median salary is \$51,000-\$55,000. On the lower end of the salary scale, not much has changed in median salary scales. Coordinator median salaries, the second-most popular title in both surveys (12%, 1994-95; 14%, 2001-02), have changed far less: \$29,290 in 1994-95 and the \$31,000-\$35,000 range in 2001-02.

Number of Respondents Indicating Their Perceptions of Cost of Living (by NAGAP Region)			
	High	Medium	Low
New England	36	12	1
Mid-Atlantic	39	32	10
Southern	7	51	23
Midwest	25	72	11
Far West	54	30	6
International	1	1	1
Total (412 responses)	162	198	52

One of the greatest salary similarities between 1994-95 and 2001-02 is the gender difference. In 1994-95, the median salary for women was \$35,790 and for males was \$43,980, a difference of approximately \$8,200. In 2001-02, males earn a median salary of \$51,000-\$55,000 while the women's median range is \$41,000-\$45,000. Obviously, little has changed since the first survey. In 1994-95, it was thought that the degree status of women might account for the difference. However, women have improved in higher degree-holding status from that first survey, but salaries have not changed appreciably.

## Conclusions

Today, NAGAP has a membership of almost 1,100 members. New members in NAGAP have increased an average of 8.3% each year since 1992. During that time, the salary survey has helped identify and publicize our diverse roles in graduate admissions to those in charge at our institutions. Today, as in 1994-95, our roles and responsibilities revolve around admissions and recruitment but added duties have appeared in enrollment management and student services at the graduate level as well as the management of enormous technological diversity in our daily operations. Obviously, our recognition has grown with higher-level administrators, because those policy makers are encouraging more of their staff to attend our professional development workshops, participate in our conferences, and become involved as members of the organization.

This salary and membership survey also exhibits some of the same troubling trends as in other areas of higher education. Some strides have been made in making our membership more diverse, but we are still not very reflective of our society. Women also lag behind in salary and responsibility levels in our NAGAP member institutions. The largest increases in salaries have come at the very upper end of the salary scales and those who held positions at the lower end of the salary spectrum (under \$41,000) have not seen a large increase in salaries since 1994-95. In the near future, will budget reductions in many of our institutions cause higher-level administrators to place more responsibilities on already overworked staff without adequate compensation? Technology issues still drive most of our offices, but we also constantly strive to keep a balance between that technology and personal service to our clients. Can this balance still be maintained in a future that probably includes restrictive budgets and higher tuition costs? We hope the next survey examines some of these continuing challenges.

## Acknowledgements

Thanks go to the NAGAP Governing Board and the Research and National Issues Committee for assistance in developing and proofing the questionnaire. Additionally, thanks goes to Lisa Elm from the Iowa State University Graduate College who entered and coded the data for further analysis. Finally, thanks to all NAGAP members who continue to respond to these questionnaires so that their colleagues and our profession may benefit from the information included here.