

## ARL Salary Survey 2020: Summary of Changes

The Association of Research Libraries (ARL) charged the Salary Survey Task Force to review the ARL Salary Survey and recommend improvements for enhancing data collection for the 2020 survey cycle and beyond. Task force members reviewed the Salary Survey, conducted a needs assessment of the ARL membership, and identified key issues a future survey should address. ARL implemented these recommendations by revising the data collection instrument and modifying instructions to enhance the survey's utility.

The task force put forth a [final report \(login required\)](#) with 12 recommendations, 11 of which impact Salary Survey data collection or instructions. The last recommendation focused on tables in the Salary Survey publication that should be removed. This document outlines the implications of the 11 recommendations that affect the Salary Survey's data collection, definitions, or instructions.

This document is organized into three sections that incorporate all the recommendations listed in the Salary Survey Task Force final report. First, a table summarizes how instructions and definitions will be changed in the Salary Survey as a result of the task force recommendations. It also provides information on how data should be reported, and how this change is different than past years. Second, there is a list of data questions that have been removed from the survey instrument. Third, appendices include lists of job and managerial titles and definitions.

**The information contained in this document is meant to be a quick-reference guide to summarize recommendations in the *Salary Survey Task Force Report*.**

**Please review ARL's Salary Survey instructions thoroughly when completing the Salary Survey. The instructions are the authoritative source of information about how to complete the Salary Survey.**

## Revised Definitions/Instructions for Salary Survey Data

| <b>Task Force Recommendation</b>                         | <b>DEFINITION/INSTRUCTION</b><br>See task force report for more information   | <b>DATA REPORTING</b><br>See instructions for more information  | <b>HOW THIS IS DIFFERENT</b>   |
|--|---|---|--|
| <b>Discontinue Quinquennial Expanded Data Collection</b> | ARL currently expands data collection every five years to gather information in addition to the regular Salary Survey questions. The task force recommends gathering this information through other means and/or by integrating these questions into the regular annual survey.   | The Salary Survey will include institutional-level questions about bargaining unit employees and faculty/academic status for library professionals. All questions will be annual, and there will no longer be any expanded data collection every five years.                                | This change will provide more regular information on data points previously collected every five years. In addition, it will reduce confusion among survey coordinators who may come into their roles between quinquennial years. Finally, this will help to streamline data processing and cleaning, making ARL's process more repeatable and consistent. |
| <b>Define Branch Library</b>                             | A Branch Library is defined as a library service outlet with publicly accessible space, which has a collection of materials, a regular staffing level, and an established schedule. A branch library may include "main," law, and health libraries, and should be considered regardless of how they fit into the university organization: reporting through a library system, a college, or some other unit. An example might be a journalism or science library that fits the definition provided above. | Report Salary Survey statistics for 3 separate categories:<br><br><ol style="list-style-type: none"> <li>1. health library;</li> <li>2. law library; and</li> <li>3. all other branch libraries.</li> </ol> <p>The "all other branch libraries" category will include the main library.</p> | This change clarifies the ambiguous "main library" notation, which led to inconsistent data reporting. The definition explains how to report branch libraries that are not law or health libraries.  |
| <b>Establish Minimum Librarian Salary</b>                | The Minimum Librarian Salary is the lowest salary that would be paid to a newly hired entry-level librarian (regardless of job code) with the minimum required educational experience and without prior   | Minimum Librarian Salary is a new data point that replaces the "beginning professional salary" used in past salary surveys.   | Instructions for "beginning professional salary" were confusing, making it challenging to accurately report salaries. The new data point for Minimum Librarian Salary provides greater specificity for the number that   |

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|   | experience as a librarian, even if it is your institution's practice/experience to rarely hire entry-level librarians without experience.   | Please note that this new data point only applies to librarian salaries.   | should be reported. This will create more consistency in reporting for this data point.   |
| <b>Define Professional-Level Employees</b>    | <p>All professional-level employees are to be included in the ARL Salary Survey. Professional-level employees are designated by the work they perform, which is predominantly intellectual, requires specialized knowledge and/or education, and involves the exercise of discretion and judgment. They typically hold an advanced degree (master's or above).</p> <p>Importantly, the intent is to include a comprehensive picture of professional positions—for more clarification about which professional-level job types to include, reference the list of job titles.</p> | The new definition provides specific guidance to determine which staff data should be included in the salary survey. Members should apply this definition to their inclusion criteria when completing the Salary Survey. | A lack of a formal definition for professional-level employees left it open to interpretation, creating inconsistency in which staff were included across libraries. Applying this definition will result in more consistent data.  |
| <b>Remove Job Codes and Revise Job Titles</b> | The task force reconfigured the list of job codes into job titles based on functional area. To assist survey coordinators and improve the ability to make meaningful comparisons, the new list contains explicit definitions where applicable.  | Survey submissions will require use of job titles from this revised/updated list. Respondents will use these full titles when completing the Salary Survey, and will no longer use an alphanumeric code.                 | The previous job codes caused confusion in their application, data processing, and interpretation. The job titles generated from the task force are grounded in functional areas that align with the new professional-level employee definition. They are not hierarchical (that is, there are no |

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|  | A list of 28 updated or revised job titles is available in Appendix A.   |   | subtitles), avoiding inconsistency in data reporting and processing.   |
| <b>Specify Managerial/Supervisory Roles</b>  | Feedback gathered from the task force revealed the need to report managerial or supervisory roles separately from a position’s functional area. The task force settled on a four-tiered structure available in Appendix B.   | This is a new data point that members must begin reporting for each individual included in the Salary Survey. The same functional area reported for the job title (see above) can have different managerial roles.  | This data point will provide more insight into how managerial or supervisory roles are distributed across functional job titles in research libraries.   |
| <b>Clarify Reporting on Vacant Positions</b> | <p>ARL’s guidance on how to handle vacant positions has traditionally articulated specific circumstances that warrant inclusion in the Salary Survey. For example, professionals who:</p> <ul style="list-style-type: none"> <li>• are on sabbatical;</li> <li>• are on secondment;</li> <li>• have taken a leave of absence;</li> <li>• are on maternity/paternity leave; or</li> <li>• are retired and receiving their salary or portion thereof until their final day in the office.</li> </ul> <p>The Salary Survey Task Force clarified this guidance by focusing less on unique circumstances, and more on the common characteristic of being “paid but not present,” where individuals receive a paycheck while away from</p> | <p>Salary should be entered as it existed on July 1, 20XX. Professional-level employees who are on sabbatical or some other leave of absence, including family leave, should be included. Exclude interim appointments, temporary positions, and all vacant positions that have not been filled as of July 1, 20XX.</p> <p>Survey submissions require the inclusion of individuals in positions who are “paid but not present.”</p> | Through this change, the task force provided clear criteria for how and whether to include vacant positions in the salary survey. Survey submissions require the inclusion of individuals in positions who are “paid but not present” and the exclusion of vacant positions where there is no salary currently being paid. |

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|   | their job, but there is a definitive end date for this status.  |  |  |
| <b>Reporting Biological Sex</b>           | <p>The salary survey has followed practices used by the US Census to collect data about biological sex. The task force recognized that not all library employees identify as male or female and suggested an interim recommendation to provide three reporting options.</p> <p>The task force believes a broader conversation with stakeholders is needed to determine which data is most useful for this category and how to collect it.</p> | <p>The survey instrument will include a question to report sex with three response options: female, male, and a nonbinary option.</p> <p>If this information is not available, please leave blank.</p>   | <p>Providing a nonbinary option as a response to reporting biological sex provides an opportunity for respondents who do not identify as male or female to report in a way that may better align with their identity.</p>  |
| <b>Reporting Race/Ethnicity</b>           | <p>Survey submissions will replace the existing Office of Economic Opportunity (OEO) field with the current Equal Employment Opportunity Commission (EEOC) categories for collecting data related to race and ethnicity.</p>  | <p>The survey instrument will only collect demographic information using the EEOC categories. If this information is not available, respondents will be asked to leave it blank. The survey will no longer include a separate Ethnicity/Race field in addition to these categories. Respondents will be able to select from the EEOC categories instead.</p> | <p>Moving from OEO's categories to EEOC's categories on race and ethnicity improves the Salary Survey by using more contemporary and inclusive terminology.</p> <p>Consolidating race/ethnicity data collection under one standard simplifies the Salary Survey and reduces potential duplication and confusion.</p> |
| <b>Redefine Total Years of Experience</b> | <p>The task force found that maintaining data reporting on total years of experience was important to continue.</p>   | <p>Respondents are required to report years of experience for each professional-level employee's entire</p>  | <p>The change better aligns with the new guidance about defining professional-</p>   |

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|                           | They clarified what information should be included, and how to report it. | <p>professional career, not the years of service at your institution. For most employees this will mean counting the years since an advanced degree (master's or above) was awarded.</p> <p>The revised instructions provide additional examples about how to report the numeric data, and when to leave information blank. Leaving this information blank where appropriate will reduce implicit comparability issues in Salary Survey data.</p> <p>Refer to ARL Salary Survey instructions document for more detailed information about how to report "total years of experience."</p> | level staff, creating internal consistency in Salary Survey data. |

## Questions Discontinued/Removed

The following questions/data items have been removed from the ARL Salary Survey per the Salary Survey Task Force recommendations.

1. Beginning Professional Salary
2. Rank Structure
3. Rank
4. Part-Time Salaries
5. Working Job Title
6. Optional Ethnic Data
7. Quinquennial questions on year of birth, library degrees earned, other degrees earned, and years of professional experience

## Appendix A—New and Revised Job Titles

**Access Services:** Facilitates the use of library collections. Includes general circulation, reserves, interlibrary loan, document delivery, stack maintenance, and off-site storage.

**Acquisitions/Electronic Resources:** Obtains library materials through purchases, exchanges, or gifts. Includes ordering and receipt of materials, license agreements, and vendor relations.

**Application Development:** Designs, develops, implements (codes), and deploys software that supports library services, content platforms, and digital initiatives. Assign Web Development for those who design and develop library websites, including website applications.

**Archiving/Curatorial/Rare Books:** Selects, organizes, maintains, preserves, and provides access to archival, special, and rare book collections through exhibits, outreach, programs, and reference or instructional activities.

**Assessment/Analytics/User Experience:** Designs, plans, and executes studies to document the effectiveness of library programs and services, understand user behavior and needs, and/or support other forms of evidence-based decision-making. Assign Collection Development/Management/Strategy if the individual primarily conducts collection analysis and assessment.

### **Associate/Assistant Dean/Director/University Librarian**

**Branch Library Head:** Leads a library service outlet with publicly accessible space, which has a collection of materials, a regular staffing level, and an established schedule. A branch library may include “main,” law, and health libraries, and should be considered regardless of how they fit into the university organization: reporting through a library system, a college, or some other unit. An example might be a journalism or science library that fits the definition provided above.

**Cataloging/Bibliographic Control/Metadata:** Catalogs and classifies new materials. Prepares and maintains information used to describe an item for discovery. Maintains catalog to conform to established standards.

**Collection Development/Management/Strategy:** Establishes collection policy, assesses library user collection needs, evaluates the collection, selects materials, manages resource sharing agreements, and coordinates collection maintenance.

**Data Services/GIS:** Provides support for research data management, and facilitates data sharing and publication. Curates data or data sets for digital archives. Provides data visualization or geographic information system (GIS) services.

**Dean/Director/Head Law Library**

**Dean/Director/Head Medical Library**

**Dean/Director/University Librarian**

**Development/Fundraising/Grant Writing and/or Management:** Professional-level personnel primarily engaged in supporting the development of proposals and/or the pre- or post-award management of awards. Note: This category should not be used for personnel serving as a PI (principal investigator).

**Digital Initiatives/Services:** Creates and curates digital collections in sciences, social sciences, and the humanities. Collaborates on projects involving the application of digital or computational methods to humanities research.

**Exhibits Coordination:** Coordinates, plans, and organizes permanent or traveling exhibitions. Manages exhibit installation schedule and partners with curators and others on exhibit design.

**Facilities/Security**

**Finance/Budget/Accounting**

**Human Resources/Organizational Development**

**Instruction:** Designs and teaches instructional programs focused on information literacy concepts and skills.

**Media/Multimedia Specialist** Facilitates the use of media. Provides instruction on and/or supports production of audio and video content.

**Preservation/Conservation:** Plans library preservation and/or conservation program. Identifies library materials in all formats in need of preservation or conservation and preserves and/or



conserves these items using appropriate methods and materials. Includes digital preservation distinct from **Digital Initiatives/Services**.

**Press/Publishing:** Manage editorial processes for university press/publishing. Assign **Scholarly Communication/Copyright** for institutional repositories and open access activities.

**Research/Reference:** Provides general research or reference services for the broad academic community. Assign Subject Specialist/Liaison Librarian category if the individual is responsible for working with one or more specific academic departments/colleges or disciplines.

**Scholarly Communication/Copyright:** Supports open scholarship initiatives. Provides advice on copyright issues and fair use. Includes institutional repositories and open access activities.

**Subject Specialist/Liaison Librarian:** Provides specialized research, reference, and instruction services and/or collection development for a specific subject or discipline. Please select a subcode that best describes the subject area or discipline the individual serves:

- Area Studies—for individuals with country, geographic area, or language specialization
- Government Documents
- Humanities/Fine Arts
- Law
- Medical (Human Health and Medicine Only)
- Other/Multidisciplinary
- Sciences & Technology
- Social & Behavioral Science

**Systems/Information Technology:** Plans, implements, and/or supports the library's systems and information technology infrastructure.

**Web Development:** Designs and develops library website, including site layout, graphics, programming, and content. Creates and tests website applications.

## Appendix B—Managerial Roles

### Executive Leadership:

Individuals who devise strategies and set plans for the whole library or library system to follow. Includes the Dean/Director/University Librarian, the Dean/Director/Head Law Library, the Dean/Director/Head Medical Library, and any Associate Dean/Director/University Librarian positions. May include Branch Library Head position if the Branch Library Head is within one reporting level to the Dean/Director/University Librarian.

**Senior Manager:**

Senior managers report directly to an individual in an executive leadership role and have primary responsibility for leading or supervising discrete operational or functional areas. Managers at this level implement strategies and plans set by executive leadership through subordinate managers. May include Branch Library Head if Branch Library Head is within one reporting level to the Associate Dean/Director/University Librarian.

**Manager:**

Managers include individuals responsible for managing, coordinating, or supervising a discrete operational or functional area. Managers typically report to a senior manager and are within two reporting lines of executive leadership. Managers at this level direct the daily operational activities of the library, implement strategies and plans set by executive leadership and senior managers, and directly supervise the activities of exempt and nonexempt personnel. May include individuals who manage or coordinate a library-wide program who do not supervise other individuals.

**All Other Professionals:**

All other professional-level nonsupervisory staff.

*Example: The same job title (Acquisitions/electronic resources) can have various managerial roles*

|                                   |                         |
|-----------------------------------|-------------------------|
| Acquisitions/electronic resources | Senior Manager          |
| Acquisitions/electronic resources | Manager                 |
| Acquisitions/electronic resources | All Other Professionals |