Request for Proposal (RFP)
Salary Survey
American Library Association
RFP issued on August 15, 2011

I.   Introduction

Purpose and Summary of Project

The American Library Association (ALA) is seeking a research organization/firm to conduct a web-based survey of Librarian (Master's in Library Science (MLS) workers salaries of public and academic libraries. The work continues the long-standing ALA and ALA-Allied Professional Association (APA) Salary Survey series (see: http://ala-apa.org/). The 2012 survey will replicate the earlier surveys and ask supplemental questions.

B. Background on the American Library Association

ALA is a not-for-profit organization, 501 (c) 3, of approximately 60,000 members (57,000 personal members and 3,000 organizational members). The association is governed by a 187 member policy-making Council and is administered by an Executive Director. The umbrella organization of ALA is comprised of many sub-units. The sub-units include 11 divisions, which are "sub-associations" and their 44 subsidiary sections; 18 roundtables which are "special interest groups", and 16 offices that provide special support units with staff organized around special needs identified by the association. The association also has hundreds of committees that work to implement strategies to achieve the mission and objectives of the association.

The central support offices of ALA reporting to the Executive Director include the following departments: Publishing, Member Programs and Services, Communications and Members Relations, Finance, and the Washington Office.

Mission statement: The American Library Association provides leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.

The survey will be managed by the American Library Association-Allied Professional Association. The ALA-APA is a not-for-profit organization, 501 (c) 6, which has no members but as a companion organization to ALA, serves its membership and the library profession. The governing bodies for ALA-APA are comprised of the same members who govern ALA. ALA-APA was established "to promote the mutual professional interests of librarians and other library workers." To that end, the ALA-APA is focused on two broad areas:

- Direct support of comparable worth and pay equity initiatives, and other activities designed to improve the salaries and status of librarians and other library workers.
- Certification of individuals in specializations beyond the initial professional degree.

II.   **Submission of response**
Applicants must submit three copies of their proposal by 4:30 p.m. (CST) on September 15, 2011. Responses should be addressed to: Cathleen Bourdon, Associate Executive Director, Communications and Member Relations, American Library Association, 50 East Huron Street, Chicago, IL 60611-2795.

Questions regarding the proposal should be addressed to Cathleen Bourdon, cbourdon@ala.org or (800) 545-2433, ext. 3217.

Responses not received by the date and time specified may not be considered and will be returned to the sender marked "LATE RESPONSE." Fax or e-mail submissions will not be accepted.

III. **Scope of the Project and Schedule**
The American Library Association is seeking a research organization/firm to conduct a web-based survey in 2012 of Librarian (Master's in Library Science (MLS) salaries in public and academic libraries.

Methodology
Following protocols in the existing ALA and ALA-APA Salary Survey the ALA anticipates the following methodology to be followed:
   1. Develop a proportional stratified random sample of public and academic libraries with two or more Full-time Equivalent (FTE) paid ALA-MLS Librarians by
      i.   Public libraries (5): population served categories developed by the ALA Public Library Association - Very Small (serving under 10,000), Small (serving 10,000 to 24,999), Medium (serving 25,000

to 99,999), Large (serving 100,000 to 499,999), and Very Large (serving over 500,000); and

ii. Academic libraries (3): two-year college, four-year college, and university (including Association of Research Libraries (ARL)).

2. Collect through a secure web-based survey and deliver in 2012 exact salary and salary range information for librarians (those holding an ALA-accredited MLS) for the following position categories, described at http://www.ala.org/cfapps/salarysurvey/login/ALA-APASalarySurveyPositionDescriptions.pdf.:
   i. Director/Dean/Chief Officer
   ii. Deputy/Associate/Assistant Director
   iii. Department Head/Branch Manager/Coordinator/Senior Manager
   iv. Manager/Supervisor of Support Staff
   v. Librarian who does not Supervise
   vi. Beginning Librarian

3. Ensure sufficient response rates to
   i. Support reliable reporting of summary analysis in quartiles, min/max, mean (average) and median by position (6 categories) and type of library (8 categories) by type of library and position.
   ii. Support reliable reporting of state-level salary data in quartiles, min/max, mean (average) and median by position (6 categories) and type of library (8 categories).

4. Deliver detailed analysis formatted for all responding libraries and by region (US Census regions - North Atlantic, Great Lakes & Plains, Southeast, West & Southwest) in quartiles, min/max, mean (average) and median by position (6 categories) and type of library (8 categories) in Excel spreadsheet format; report to ALA, but suppress in final analysis, MLS salaries under $22,000. See Appendix B for additional detail.

5. Deliver summary responses formatted for all responding libraries and by region (US Census regions (North Atlantic, Great Lakes & Plains, Southeast, West & Southwest) in quartiles, min/max, mean (average) and median by position (6 categories) and type of library (8 categories) in Excel spreadsheet format.

6. Deliver state-level salary formatted in quartiles, min/max, mean (average) and median by position (6 categories) and type of library (8 categories) in Excel spreadsheet format.

7. Deliver written explanation regarding any caveats in the data reported (e.g., outliers, etc.), response rate, etc. with response data.

8. Deliver complete edited data files with individual responses, and summary files of correspondence (print or email) with participating libraries. See Appendix B for detail.

Schedule	Task
October 3, 2011	Contract negotiated and awarded
October 10, 2011	Contractor begins research plan and web-based survey questionnaire development with ALA and ALA-APA
October 31, 2011 – December 30, 2011	Web-based survey(s) build and testing
January 2 – 31, 2012	2012 web-based survey conducted
March 5, 2012	Detailed analysis and summary findings submitted for review by ALA and ALA-APA
April 2, 2012	Final detailed analysis and summary findings delivered to ALA and ALA-APA
April 16, 2012	Final edited data tables and complete data file delivered to ALA and ALA-APA

IV. **Response Specifications**
    A. **General Instructions**
       The response must comply with the content requirements detailed in this section. The applicant must submit a complete response that provides proof of experience and qualifications to complete the required activities and the estimated costs to do so.

       A complete response includes:
       1. Letter of application
       2. Formal response (including budget)
       3. Attachments as appropriate (resume, etc.)

       Three (3) copies of the response are due by 4:30 p.m. (CST) on September 15, 2011. All costs for the applicant's response preparation are the responsibility of the applicant and may not be charged to the budget for the survey.

       Responses should be addressed to: Cathleen Bourdon, Associate Executive Director, Communications and Member Relations, American Library Association, 50 East Huron Street, Chicago, IL 60611-2795.

    B. **Letter of Application**
       The letter of application must be signed by one or more individuals qualified to perform the work described. Individuals signing the letter must indicate

position title. A contact person for further information must be identified.

C. Formal Response

The formal response must detail methodology, scope of work, implementation steps and adherence to the schedule. The response must provide an overview of the approach to be taken in completing the tasks required and outline specific activities to be undertaken in order to produce the required final product(s). Responses with evidence of national research in salary survey and analysis may be given preference.

Any anticipated theoretical or practical problems associated with the completion of each task must be discussed in the response, and solutions, alternatives or contingency plans related to these problems must be recommended as appropriate.

1. **Staffing Section**

   The staffing section must present a plan for the work that will ensure accomplishment of all needed tasks. Staff, including external consultants, assigned to the project must be identified by name, title, and the estimated amount of time devoted to each project task. Student staff must be identified by research position held.

2. **Budget**

   The budget response must contain, at a minimum, the following information (in sufficient detail to show how cost is determined):
   - Compensation, at a per day or other unit rate for personnel, and the number of hours projected for each individual to complete each task within the scheduled timeline.
   - Computing/data tabulation/data gathering costs
   - Contracted services
   - Miscellaneous costs
   - Total cost for project

   NOTE: The ALA does not pay overhead or other indirect costs.

3. **Attachments**
   - The response must include resumes of all project staff.
   - Submit the names of three references that are familiar with your qualifications and experiences.

V. Other Considerations

A. Selection Process

The contractor will be selected from those responses submitted to this RFP by the published deadline. The responses will be reviewed by a team of staff

members of the American Library Association who will make a recommendation to the ALA Executive Director. The ALA Executive Director will make the selection.

B. Contract for Services and Payment Schedule
ALA will prepare a letter of agreement with the contractor that includes the specific responsibilities and timetable for the project. It will also clarify a schedule for payment that will be negotiated between the contractor and ALA.

C. Ownership of Materials
All materials developed, data collected, or reports prepared under the terms of this project agreement become the property of the ALA. ALA reserves the non-exclusive rights to copy such material and to publish, disseminate, and otherwise use the materials developed under the terms of this agreement in print or electronically. Use of summary findings for additional research, including articles and presentations by the contractor must be negotiated under separate agreement with ALA.

Appendix A. Sample Pages

Appendix A. Survey Questionnaire

ALA APA
Allied Professional Association
the Organization for the Advancement of Library Employees

ALA American Library Association

2010 LIBRARIAN SALARY SURVEY
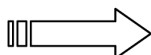
PLEASE PRINT

UserID: *(listed on cover letter)*: _____

Name of Library _____

Questionnaire completed by _____

Phone (include area code) _____ Ext. _____

E-Mail Address _____

⇨ **COMPLETED SURVEY DUE FEBRUARY 26, 2010**

SUPPLEMENTAL QUESTIONS

This year, to determine trends, we are updating data by requesting that you respond to the following questions, previously asked in 2005 and 1997:

Please check all that apply for each question.

1. Which of your library's employees are covered by a collective bargaining agreement?

Type of Staff	All	Some	None
Librarians	❑	❑	❑
Other Professional Staff	❑	❑	❑
Support Staff	❑	❑	❑

2. Which compensation strategies do you use in your current pay system?
   - ❑ Base plus Cost of Living Allowance (COLA)
     (An adjustment to the base salary by a percentage that is assumed to match increases in costs for goods and services on a national, regional or local level, or account for changes in the market)
   - ❑ Scale plus Cost of Living Allowance (COLA)
     (A range of pay rates, from minimum to maximum, set for a specific pay grade, plus a cost of living adjustment)
   - ❑ Cash incentives
     (Additional compensation used to motivate and reward employees for exceeding performance or productivity goals)
   - ❑ Bonuses (Variable Pay)
     (An incentive pay plan which awards employees compensation, in addition to their base salary, for achieving individual or group performance and productivity goals)
   - ❑ Broadbanding
     (A pay structure that consolidates existing job classifications and ranges into wider pay bands)
   - ❑ Job-based or skill-based pay
     (A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills or specialized training)
   - ❑ Merit pay
     (A compensation system whereby base pay increases are determined by individual performance)
   - ❑ Other:_____

3. What additional forms of compensation do you provide?
   - ❑ Awards programs
   - ❑ Compensatory time
   - ❑ Conference attendance
   - ❑ Membership dues
   - ❑ Sabbaticals
   - ❑ Team-based pay
   - ❑ Other:_____

2010 LIBRARIAN SALARY SURVEY

1. PARTICIPATION OPTIONS:
(available at http://alasurveys.org/):

a) **Online**. See the cover letter for your userID/password and then login here: http://www.alasurveys.org/olstart/olsite/index.cfm. This is our preferred method of receiving your information.

b) **Spreadsheet**. Download the custom MS Excel spreadsheet and e-mail it back to Jean Hannon: jhannon@hrsource.org.

c) **Paper**. Use this questionnaire to record your information using the job descriptions to match your jobs. Then fax or mail **the first page** and the **pay data sheet** to:

The Management Association of Illinois
Attn: Compensation Department
1400 Opus Place, Suite 500
Downers Grove, IL 60515
630-963-2800 FAX

2. BEFORE STARTING, PLEASE READ THE **INSTRUCTIONS** AND **JOB DESCRIPTIONS**

3. FILL OUT AND RETURN ONLY THE **COVER PAGE** AND **PAY DATA SHEET**

4. THANK YOU FOR PARTICIPATING!

2010 LIBRARIAN SALARY SURVEY
INSTRUCTIONS

MATCHING JOBS

This survey requests annual salaries paid to full-time professional librarians, i.e., persons who have master's degrees from library and information studies programs accredited by the American Library Association. It is our expectation that each full-time professional librarian on your library's staff will fit into one of the six categories in this survey. Therefore, salaries for all full-time professional librarians should be reported while salaries for part-time professional librarians should **NOT** be reported.

Read the position descriptions carefully and compare them to jobs in your organization. If the responsibilities of a job in the survey align with the majority of duties of your position, report data for the matched position. If jobs do not coincide with the majority of the duties to those in the survey, or the position is not full-time, do not report data for that job.

REPORTING PAY

Use the following **2010 Librarian Salary Survey Pay Data Sheet** to provide us with data for each staff member who occupies a position in your organization that matches at least 50% to our job descriptions. Each row in the spreadsheet should represent one incumbent at your organization as we do not want averages, we want actual pay data. Report salaries paid by the library budget which are filled closest to February 1, 2010.

Do not:
- Report data for vacant positions
- Split salaries between job codes
- Report the same incumbent in more than one position
- Report data for graduate students who are working as part of an assistantship
- Provide data for a position with less than a 50% match to the job description
- Include benefits
- Include part-time staff

JOB CODE
Please provide the job code from the survey job descriptions for which you are reporting data.

JOB TITLE
Please provide the job title from the survey job descriptions for which you are reporting data.

ACTUAL BASE SALARY
Salaries are defined as actual **straight time** pay. Do not provide averages. Do not include benefits, overtime premiums, shift differentials, bonuses, or any other incentives or variable pay components.

2010 LIBRARIAN SALARY SURVEY
INSTRUCTIONS – *continued*

NUMBER OF EMPLOYEES AT RATE

If your library has more than one incumbent for a position and they are being paid different annual salaries, please enter each annual salary separately and indicate the number of employees at each rate.

For example:

JOB CODE (Use from survey)	JOB TITLE	ACTUAL ANNUAL BASE SALARY: (No averages)	# OF EMPLOYEES AT RATE
1	Beginning Librarian	23000	1
1	Beginning Librarian	25000	2
6	Librarians who do not supervise	35000	3
6	Librarians who do not supervise	40000	2

SPECIAL NOTES FOR ACADEMIC LIBRARIES

Salaries for staff working less than 12 months in a year should be reported as the actual salary without making adjustments for the reduced work year.

If services are contributed (i.e., the institution pays some expenses or an honorarium but not a true salary), please do not list the incumbent.

QUESTIONS?

If you have any questions or problems completing this questionnaire, please contact Jean Hannon at (800) 448-4584 ext. 238 jhannon@hrsource.org, Monica Zborowski ext 265 mzborowski@hrsource.org or Kristy Williams ext 252 kwilliams@hrsource.org.

FOR YOUR RECORDS: KEEP A COPY OF ALL REPORTED DATA

2010 LIBRARIAN SALARY SURVEY
JOB DESCRIPTIONS

1. Beginning Librarian
List annual salaries of staff hired in the last six months for full-time work with a master's degrees from programs in library and information studies accredited by the ALA, but no professional experience after receiving the degree.

2. Director / Dean / Chief Officer
List the annual salary of the chief officer of the library or library system. Report only full-time staff with master's degrees from programs in library and information studies accredited by the ALA. Do not repeat salaries reported for position 1.

3. Deputy / Associate / Assistant Director
List annual salaries of employees who report to the Director and manage major aspects of the library operation (e.g., technical services, public services, collection development, systems/automation). Report only full-time staff with master's degrees from programs in library and information studies accredited by the ALA. Do not repeat salaries reported for position 1.

4. Department Head / Branch Manager / Coordinator / Senior Manager
List annual salaries of full-time employees who supervise one or more professional librarians. Report only full-time staff with master's degrees from programs in library and information studies accredited by the ALA. Do not repeat salaries reported for position 1.

5. Manager / Supervisor of Support Staff
List annual salaries of full-time employees who supervise support staff in any part of the library but do *not* supervise professional librarians. Report only full-time staff with master's degrees from programs in library and information studies accredited by the ALA. Do not repeat salaries reported for position 1.

6. Librarians Who Do Not Supervise
List annual salaries of full-time staff who were not reported earlier and who do not have supervisory responsibilities. Report only full-time staff with master's degrees from programs in library and information studies accredited by the ALA. Do not repeat salaries reported for position 1.

ALA APA
Allied Professional Association
the Organization for the Advancement of Library Employees

2010 LIBRARIAN SALARY SURVEY
PAY DATA SHEET

ALA American Library Association

Due: February 26, 2010

Please only include data for those with an ALA-accredited MLS degree. If your incumbent does not have an ALA-accredited MLS degree, or you are unsure, do not include their data. If none of your staff has an ALA-accredited MLS degree, please do not participate in the survey as it will skew the data.

When reporting multiple incumbents in the same Job Code, "Job Title" need only be entered once *if* it is the same for all incumbents.

JOB CODE (use from survey)	JOB TITLE (use from survey)	ACTUAL BASE SALARY (no averages)	# OF EMPLOYEES AT RATE

COPY THIS PAGE <u>FIRST</u> IF YOU HAVE MORE DATA THAN WILL FIT IN THE ROWS PROVIDED.

Appendix B. Data file requirements

A. File
    Copy of surveys and reminders sent via email or mail

B. Data
    1. Total number of individual salaries submitted
    2. Mean salary overall, combining public and academic
    3. Median salary overall, combining public and academic

C. Tables [except for #12 and #13, high (per response) and <$22,000 outliers should be removed]
    1. For Publication: Excel or print-ready file of All Public Data Tables (position description included above first entry for each position, region, state, all)
    2. For Publication: Excel or print-ready file of All Academic Data Tables (position description included above first entry, region, state, all)
    3. For Publication: Excel file of Combined mean regional salary data for all library classes by position (6 rows, plus total); columns position, combined mean salary, N (Discussion)
    4. For Publication: Excel file of Combined mean regional salary data for public library classes by position (6 rows, plus total); columns position, combined mean salary, N (Discussion)
    5. For Publication: Excel file of Combined mean regional salary data for academic library classes by position (6 rows, plus total); columns position, combined mean salary, N (Discussion)
    6. For Publication: Excel file of Size of Universe and Returns for each library type and all (Results and Methodology, 9 tables); columns region, sample, # of respondents, % of sample invited
    7. For Analysis: Excel file of Participant breakout by library type and class and region and state, comparing number of invitations vs. number of respondents and percentages, with University and ARL combined and separate, by region and state for computing various response rates.
    8. For Analysis: Excel file of All data, # Rows by position (there should be one row per position per region and library type); [columns organized by position, region, type (public, academic), class (small, 2-year), min, q1, mean, median, q3, max, n] (Discussion: used for highest actual, lowest actual, highest mean, lowest mean, and positions by region and library type for which no data was received)
    9. For Analysis: Excel file of Supplemental question tables
    10. For Promotion: Excel file of Master list of all respondents with contact information

11. For Analysis: Excel file of High outlier salaries by position, library types, state, region

12. For Analysis: Excel file of Salaries below $22,000 cutoff by position, library types, state, region

13. For Database: Excel or Access Coded raw data file – in format for database by region and state [columns organized by position, region, type (public, academic), class (small, 2-year), min, q1, mean, median, q3, max, n]

   D. Database coding – *click on link*

Appendix C. Response rate table

Results

The survey questionnaire was mailed to a stratified random sample of 1,672 public and academic libraries, including a sample of the membership of the Association of Research Libraries (ARL). The samples were drawn from the 2008 National Center for Education Statistics (NCES) data files *Academic Libraries: 2008* and *Public Library (Public Use) Data File, Fiscal Year 2007*. Surveys were sent to a sample of 957 public and 715 academic libraries, using a proportional sampling procedure. Libraries received a letter sent in January 2010 directing them to the complete the survey by using a web site developed by The Management Association of Illinois.

By March 12, 2010, usable responses had been received from 583 libraries (350 public, 233 academic), 35 percent of those sampled. In 2009, the survey had a 33 percent response rate. The response rates since 2004 have fluctuated when respondent follow-up was reduced, and lower since the sample size was increased to collect state-level data and in 2006 and 2007 when both the *ALA-APA Salary Survey: Librarian—Public and Academic (Librarian Salary Survey)* and *ALA-APA Salary Survey: Non-MLS—Public and Academic (Non-MLS Salary Survey)* were issued. See **Complicating Factors** in the **Discussion** section for more details.

The results of this survey are presented on the following pages in six sets of tables for public libraries and six sets of tables for academic libraries. Each set reflects salaries for each position title (see Appendix A for position descriptions). Association of Research Libraries (ARL) member data was included with University data for four positions.

- Director/Dean/Chief Officer—**includes Association of Research Libraries member data (ARL)**
- Deputy/Associate/Assistant Director—**includes ARL**
- Department Head/Branch Manager/ Coordinator/Senior Manager
- Manager/Supervisor of Support Staff
- Librarian Who Does Not Supervise—**includes ARL**
- Beginning Librarian—**includes ARL**

The tables present the number of positions for which salaries were reported (N), the minimum salary and the maximum salary (range), the mean (arithmetic average), first quartile, median and third quartile for each of the four U.S. Census regions and for states. This pattern is repeated for each type and size of library.

Caveats

Caveats should be observed in reading the tables. The intent of the survey is to collect and present a statistically valid report of regional- and state-level data for each position and library type. This was not possible for all positions, library types, regions, and states; however, the response rate is adequate for reporting. We received at least one response from a public or academic library in 50 states and the District of Columbia, separating those responses by library class and region reduced the significance of individual library responses.

Responses were received from all states. However, there were no responses from public libraries in Vermont and West Virginia and none from academic in Delaware, District of Columbia, Hawaii, Mississippi, Montana, New Hampshire, North Dakota, Rhode Island, or South Dakota.

Due to increased awareness and reminders from state library data coordinators, state library association staff and ALA state chapter councilors, the response rates were 50 percent or higher for either public or academic libraries in 23 states and for both public and academic libraries in Arkansas, Idaho, Iowa, Louisiana, Missouri, Nevada, and Utah (Table 1).

Regional- and state-level salaries are reported in this survey for each position and by type of library. Individual cases are not presented where there are so few libraries or library systems in a category or state that it would be possible to identify the individual salary, such as in a state where there is one Very Large public library and one Director. Standard association

practices recommend that salaries only be reported when there are three or more responses.

These data are not statistically representative because of the response rate, so use caution in reviewing them or re-using them in any way.

Table 2 is response rate by library type and shows that Very Large public libraries had the highest response rate at 74 percent, which was higher than in 2009 (68 percent). Very Small library responses decreased from 30 percent in 2009 to 13 percent in 2010. University and ARL response rates rose from 37 percent in 2009 to 41 percent in 2010.

The higher the number of cases (N), the more reliable the results of the sample in providing a true picture of the total population. Response rates are defined as the percentage of responses divided by the surveys sent by category. All four regions' Very Large public library response rates were greater than 50 percent. This is important to consider when evaluating salaries for each position by library type, region and state. By region, for example, 39 surveys were sent to Very Large public libraries in the West & Southwest region and 31 responded (31/39 = 85 percent).

Table 1. Response Rate by State and Library Type

State	Invited Sample (No.)		Participants (No.)		Response Rate (%)	
	Public	Academic	Public	Academic	Public	Academic
AK	2	2	1	1	50	50
AL	14	12	5	1	36	8
AR	6	5	1	3	17	60
AZ	11	6	6	2	55	33
CA	74	55	34	15	46	27
CO	18	8	9	3	50	38
CT	43	11	11	3	26	27
DC	1	1	1	0	100	0
DE	3	3	1	0	33	0
FL	33	23	16	5	48	22
GA	20	21	9	11	45	52
HI	1	3	1	0	100	0
IA	16	12	10	7	63	58
ID	4	1	2	1	50	100
IL	54	26	23	7	43	27
IN	22	23	9	10	41	43
KS	8	8	2	5	25	63
KY	8	12	4	3	50	25
LA	10	11	5	6	50	55
MA	41	26	4	5	10	19
MD	12	15	6	6	50	40
ME	12	5	1	1	8	20
MI	42	15	16	6	38	40
MN	11	20	4	5	36	25
MO	8	14	4	7	50	50
MS	14	5	4	0	29	0
MT	2	2	1	0	50	0
NC	17	38	3	13	18	34
ND	3	1	2	0	67	0
NE	0	8	0	4	0	50
NH	12	5	3	0	25	0
NJ	59	13	15	2	25	15
NM	4	5	1	1	25	20
NV	4	5	2	3	50	60
NY	86	52	28	16	33	31
OH	47	28	18	6	38	21
OK	8	11	4	2	50	18
OR	12	11	2	4	17	36
PA	41	34	10	14	24	41
RI	8	4	1	0	13	0

Another caveat is that when the mean and the median are not close together, the mean is being influenced by some unusual values. When the mean is much higher than the median, there are several very high salaries. When the mean is much lower than the median, there are several very low salaries.

The following examples illustrate how to interpret the tables:

Public

On the first page of the public library tables, there were two Director salaries reported by Very Small public libraries from the North Atlantic region. The minimum salary for the range reported for this position in this region was $70,000 and the maximum was $86,122. When all of the salaries were added together and the result was divided by the total number (2), the average or mean salary was 78,061. When all 7 of the Director salaries for all regions were arrayed from low to high, 25 percent fell below $43,000 (Q1), 50 percent fell at or below $70,000 (median) and 75 percent fell below $82,720 (Q3). The mean overall of $67,670 and median of $70,000 were $2,330 apart, meaning that Directors in the bottom 50 percent pulled the average down by more than $2,000. State-level data for Directors of Very Small public libraries follows in the table below. A final set of cumulative Regional- and State-level data tables for Directors of all public libraries follows the five sets of tables for each size of public library.

Table 1. Response Rate by State and Library Type, continued

	Invited Sample (No.)		Participants (No.)		Response Rate (%)	
State	Public	Academic	Public	Academic	Public	Academic
SC	18	17	11	3	61	18
SD	2	4	1	0	50	0
TN	8	19	6	7	75	37
TX	56	48	21	18	38	38
UT	4	8	2	5	50	63
VA	24	24	12	9	50	38
VT	1	3	0	2	0	67
WA	15	14	10	4	67	29
WI	30	11	7	4	23	36
WV	5	6	0	2	0	33
WY	3	1	1	1	33	100
Total	957	715	350	233	37	33

Table 2. Response Rate by Library Type

	Responding Libraries (No.)	Libraries Invited to Participate (No.)	Response Rate (%)
Very Small Public	8	62	13
Small Public	63	229	28
Medium Public	119	371	32
Large Public	99	213	46
Very Large Public	61	82	74
2-Year College	72	266	27
4-Year College	47	171	27
ARL & University	114	278	41
Total	583	1,672	35

Academic

On the first page of the academic library tables, there were 14 Director salaries reported by Two-Year College Libraries from the North Atlantic region. The minimum salary for the range reported for this position in this region was $40,000 and the maximum was $104,331. When all of the salaries were added together and the result was divided by the total number (14), the average or mean salary was $64,882. When all 61 of the Director salaries for all regions were arrayed from low to high, 25 percent of Director salaries fell below $57,000 (Q1), 50 percent fell at or below $64,000 (median) and 75 percent fell below $85,000 (Q3). The mean overall of

$71,206 and median of $64,000 were $7,206 apart, indicating that Directors in the top 50 percent earned higher salaries, bringing up the overall average. State-level data for Directors of Two-Year college libraries follows in the table below. A final set of cumulative Regional- and State-level data tables for Directors of all academic libraries follows the three sets of tables for each type of academic library.

Appendix D. Methodology from last survey

Appendix B. Methodology

Formation of Library Groups

As in previous years, the survey samples were selected from two library universes—public and academic. The public library universe included all public libraries and was stratified into five classes using the 2007 public library file: Very Small, serving populations less than 10,000; Small, serving 10,000–24,999; Medium, serving 25,000–99,999; Large, serving 100,000–499,999; and Very Large, serving 500,000 or more.

The academic library universe was stratified into three categories: Two-Year college, Four-Year college and University (including Association of Research Libraries members' data) using the 2008 Academic Library Survey file (the most current and complete file available). This file includes codes for the categories created by the Carnegie Foundation for the Advancement of Teaching in 1994. Our "Two-Year college" corresponds to the Carnegie category "Associate of Arts." Our "Four-Year college" category corresponds to the Carnegie Categories "Baccalaureate I and II." Our "University" includes the Carnegie categories "Master's I and II, Doctoral I and II, and Research I and II."

Sample Selection and Return

The sample frame for each type/size/geographic strata was determined by applying a proportional sampling procedure for each population category (unduplicated population served or student full-time enrollment) and a 95 percent confidence interval, +/- 5 percent. The public library sample was selected using the *Public Library (Public Use) Data File, Fiscal Year 2007* reported by state library agencies as part of the Institute of Museum and Library Services Library Statistics Program.[1] The file includes data on all ALA-accredited and non-ALA-accredited MLS and other staff. Surveys were sent to a sample of libraries that had at least two full-time equivalent (FTE) staff members with an ALA-accredited master's degree (MLS). The proportional random sample was based on how libraries in the determined population served ranges parsed in the universe data file. One-third of each category was randomly identified, except in Large one-half and Very Large all were selected. The ranges in the FY2007 universe file were Very small (7.5 percent), Small (27.5 percent), Medium (45 percent), Large (17 percent), and Very Large (3.3 percent). Nine hundred and fifty-seven (957) public libraries were surveyed.

The procedure for selecting the academic library sample followed that used for public libraries, a proportional random sample. The ALA created a sampling frame using the 2008 National Center for Education Statistics (NCES) data files *Academic Libraries: 2008*, including libraries with two or more staff— reported as "Librarian" and using a 95% confidence interval, +/-5 percent.[2] Then, one-third of the sample were randomly selected. Excluded from the universe file prior to drawing the proportional random sample were institutions categorized as "specialized" by the Carnegie Corporation for the Advancement of Teaching. Those institutions offer degrees ranging from the bachelor's to the doctorate, at least 50 percent of which are in a single specialized field, e.g., "theological seminaries, Bible colleges and other institutions offering degrees in religion," and "Schools of art, music and design." Specialized institutions often declined to respond in the early years of this survey. Also excluded were four sets of institutions whose individual members had been unable to respond in the past. In New York, the seventeen institutions that are part of the City University

1. Miller, K., Henderson, E., Craig, T., Dorinski, S., Freeman M., Isaac, N., Keng, J., McKenzie, L., O'Shea, P., Ramsey, C., Sheckells, C. (2009). *Data File Documentation: Public Libraries Survey: Fiscal Year 2007* (IMLS-2009–PLS-01). Institute of Museum and Library Services. Washington, DC.

2. The academic libraries sample was drawn from the National Center for Education Statistics Academic Library Data File, Public-Use: 2008 http://nces.ed.gov/surveys/libraries/aca_data.asp.

of New York were removed because librarians there have full academic status and salary is not related to position description. Public Two-Year colleges in California were removed for the same reason, as were the fourteen members of the state university system in Pennsylvania. Also in Pennsylvania, ALA removed all but the main campus of Pennsylvania State University because librarians at other campuses declined to respond in the past and referred us to the main campus. Seven hundred and fifteen (715) academic libraries were surveyed.

The universe of libraries meeting the staffing criteria was 2,485 public and 2,552 academic libraries, necessitating an overall sample of 1,672 to ensure a fifty percent response rate. A total of 1,672 surveys were sent and responses from a total of 583 libraries reporting for 11,554 positions were analyzed for this report. Three of the responding academic libraries requested to be

Table B-1. States In Four Regions of the U.S.

North Atlantic	Great Lakes & Plains	Southeast	West & Southwest
Connecticut	Illinois	Alabama	Alaska
Delaware	Indiana	Arkansas	Arizona
District of Columbia	Iowa	Florida	California
Maine	Kansas	Georgia	Colorado
Maryland	Michigan	Kentucky	Hawaii
Massachusetts	Minnesota	Louisiana	Idaho
New Hampshire	Missouri	Mississippi	Montana
New Jersey	Nebraska	North Carolina	Nevada
New York	North Dakota	South Carolina	New Mexico
Pennsylvania	Ohio	Tennessee	Oklahoma
Rhode Island	South Dakota	Virginia	Oregon
Vermont	Wisconsin	West Virginia	Texas
			Utah
			Washington
			Wyoming

Source: *Statistics of Public Libraries, 1977−1978* (NCES, 1982)

Table B-2. Very Large Public Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	12	8	66.67
Great Lakes & Plains	10	8	80.00
Southeast	21	12	57.14
West & Southwest	39	33	84.62
TOTAL	82	61	74.39

Table B-3. Large Public Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	32	10	31.25
Great Lakes & Plains	36	20	55.56
Southeast	72	37	51.39
West & Southwest	73	32	43.84
TOTAL	213	99	46.48

Table B-4. Medium-Sized Public Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	115	32	27.83
Great Lakes & Plains	110	43	39.09
Southeast	69	21	30.43
West & Southwest	77	23	29.87
TOTAL	371	119	32.08

Table B-5. Small Public Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	120	28	23.33
Great Lakes & Plains	70	23	32.86
Southeast	14	5	35.71
West & Southwest	25	7	28.00
TOTAL	229	63	27.51

included in the survey without invitation and completed the survey voluntarily.

Procedure

The cover letter was mailed in January 2010 to academic and public libraries with directions for participating online, participating using MS Excel spreadsheets, or downloading and printing a paper survey. A separate letter was sent to Association of Research Libraries (ARL) members asking for permission to use their data.

Respondents could complete the survey in several ways: through a secure website, on an MS Excel spreadsheet that could be faxed or emailed to The Management Association of Illinois (The Association), by emailing or faxing a report generated by a Human Resources enterprise application or software to The Association or by calling The Association with the information. The ARL and all but the largest public libraries (serving 500,000 or more) completed the survey electronically via the established website.

A reminder postcard was sent to all nonrespondents in March, reminding them of the deadline of February 26, 2010. The web survey closed on March 12, and all responses were cleaned and analyzed using SPSS for Windows.

ARL Libraries

ARL Libraries were asked for permission to use the ARL data for positions that closely match ALA-APA ALA MLS survey positions. The codes used were DIRLIB, ASCDIR, ASTDIR, PUBS, TECH, ADMIN, REF and CAT.

Large and Very Large Public Libraries

Large and Very Large public libraries were mailed a copy of the questionnaire, but also were given the option of participating online, using MS Excel spreadsheets or returning their paper survey to The Association. Fourteen Very

Table B-6. Very Small Public Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	40	3	7.50
Great Lakes & Plains	17	2	11.76
Southeast	1	1	100.00
West & Southwest	4	2	50.00
TOTAL	62	8	12.90

Table B-7. Two-Year College Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	56	15	26.79
Great Lakes & Plains	49	14	28.57
Southeast	76	21	27.63
West & Southwest	87	22	25.29
TOTAL	268	72	26.87

Table B-8. Four-Year College Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	41	8	19.51
Great Lakes & Plains	52	14	26.92
Southeast	54	15	27.78
West & Southwest	24	10	41.67
TOTAL	171	47	27.49

Table B-9. University and ARL Libraries: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	75	26	34.67
Great Lakes & Plains	69	33	47.83
Southeast	63	27	42.86
West & Southwest	69	28	40.58
TOTAL	276	114	41.30

Table B-10. All Libraries Surveyed: Size of Sample, Return

	Sample	Return	
		#	% of Sample
North Atlantic	491	130	26.48
Great Lakes & Plains	413	157	38.01
Southeast	370	139	37.57
West & Southwest	398	157	39.45
TOTAL	1672	583	34.87

Large public libraries took advantage of the MS Excel option. Data from paper surveys received at The Association were entered online by Association staff.