

Salaries of the Top Administrator per Department

Summary

Over the past four years, the higher education landscape has changed significantly as many institutions either added to their online degree portfolios in the form of professional master's degrees or joined the movement to bring their traditionally campus-based programs online. Some have extended their already online expertise by developing Massive Open Online Courses (MOOCs) or complete MOOC degrees. Others have further diversified their program portfolios by following anticipated generational needs and preferences by investing in alternative credentials such as badges and certificates. To navigate change, institutions require experienced leadership in many critical positions, including senior administration of the professional, continuing, and online (PCO) education unit; online program management; instructional design; finance and administration; corporate relations; marketing and others.

To validate the importance of leadership and measure financial commitment to staffing, UPCEA recently surveyed its membership. Comparing the 2018 findings to the 2014 results, the average salary of the top administrator remained largely unchanged. In 2014, the average salary for the top PCO leader was \$153,188 and in 2018, it was \$158,832. Further breakouts did show the title of "Dean," "Associate or Vice Provost," or "Vice President" titles increased slightly during the four-year span while director titles remained the same.

The average salary of the top administrator in each department went up overall from 2014, with the exception of the top administrator in the executive/professional education department (which went down slightly). This finding is not surprising as many business schools are struggling to reposition not only their MBA programs, but their noncredit executive education programs. Some have even shifted what was once a noncredit, open-enrollment, intensive executive education model into fully online programs, hybrid/low residency graduate degrees or post-baccalaureate certificate programs.

Over the years, higher education has also seen greater urgency with improving its connections and relationships with the workforce and community. As a result, the average salary for the top corporate training/partnership administrator increased the most (17%), particularly for larger (26%), public (20%) and/or urban institutions (14%).

Given the growth in online, the average salary of the online/distance learning top administrator had the second highest increase (14%), especially among medium-sized (34%) and smaller institutions (23%), and for urban institutions (15%).

When accounting for a change in the average cost of living¹, the average salary for the top corporate training/partnership administrator and the top online/distance learning administrator still saw significant increases, though several top department administrators saw their real wages decrease if compared to cost of living indices. However, as a percentage, wage increases in the college and university education sector lagged behind workers' categories overall.

¹ CPI data was gathered from the Bureau of Labor Statistics.

Methodology

- UPCEA conducted a membership survey between February and May 2018.
- The survey requested information about the salary, staffing and structure for higher education units.
- The survey was sent to 370 institutional members and 175 responded.

Key Findings

A. Senior Leader Salaries

Figure 1 shows the median and average salary for the top administrator of PCO units, broken down by segment. Small institution units reported gross revenue of ≤ \$5 million, medium institutions between \$5 and \$15 million, and large institutions > \$15 million.

Top administrators were paid the least, on average, at small institutions (\$125,452), while large institutions paid their top administrator the most on average (\$196,024). Public institutions paid their top administrator less on average (\$155,661) than did private institutions (\$171,141).

Figure 1: Average and Median Salary of the Top Administrator by Segment

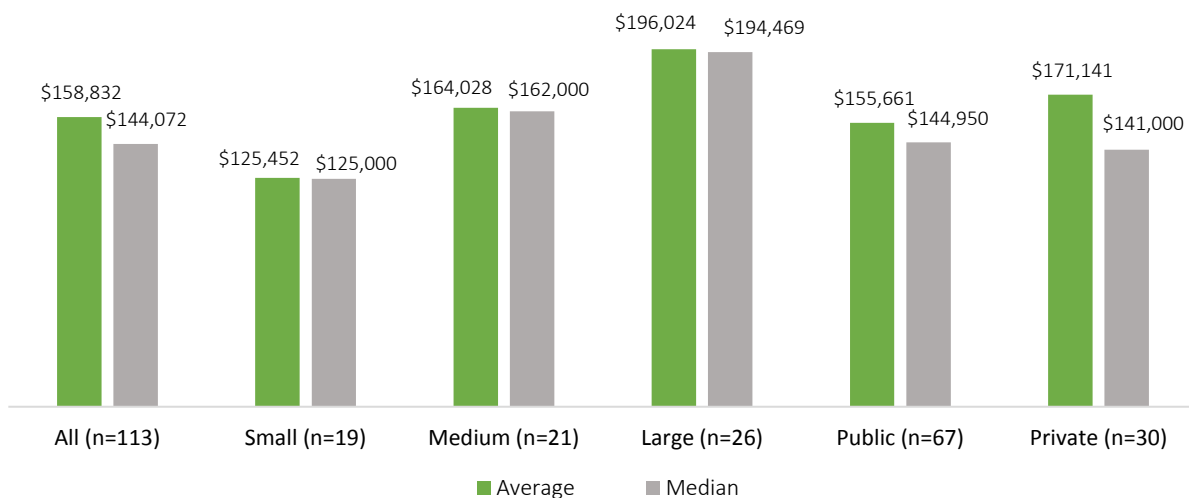


Figure 2 shows the average and median salary by institution setting. Rural institutions paid their top administrators the least (\$136,750) while urban institutions paid their top administrators the most (\$172,650). Suburban institutions paid their top administrators \$148,321 on average.

Figure 2: Average and Median Salary of the Top Administrator by Setting

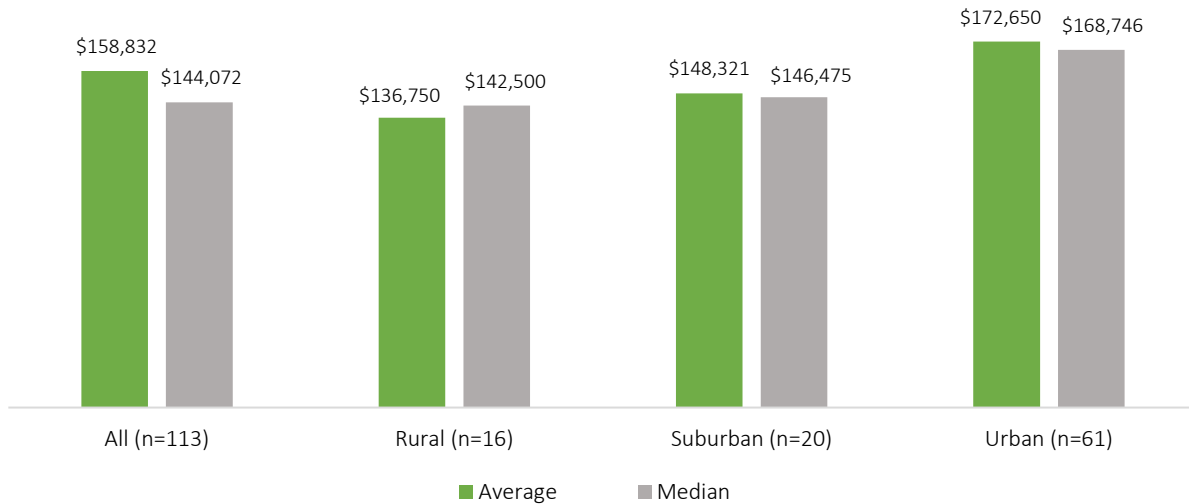


Figure 3 shows the average salary of top administrators by segment for both 2014 and 2018. Salaries increased across most segments, with only small institutions seeing a decrease (8% decrease). Private institutions saw the largest increase (9% increase), followed by large institutions (3% increase) and public institutions (2% increase).

Figure 3: Average Salary for Top Administrators by Segment (2014-2018)

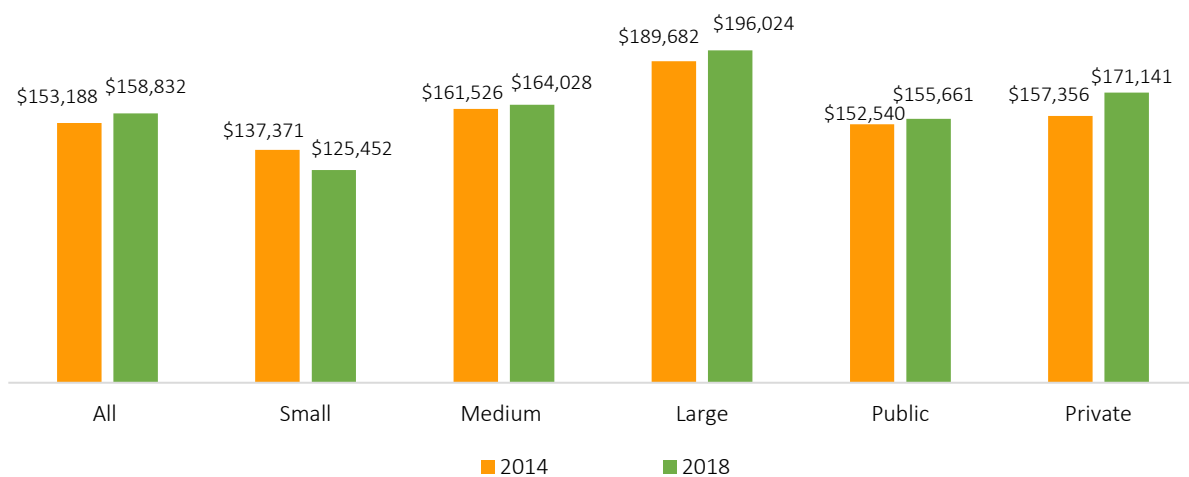
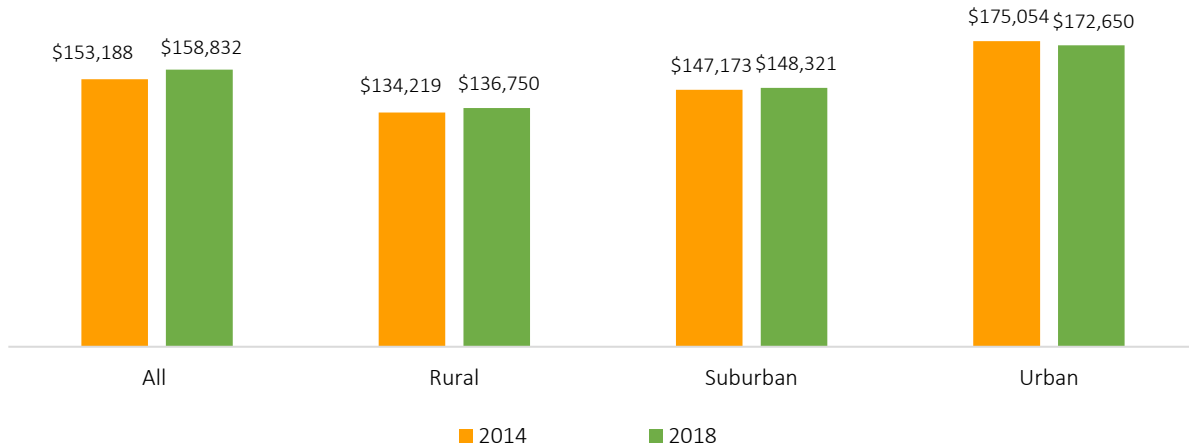


Figure 4 shows the average salary for the top administrator by institution setting for 2014 and 2018. The average salary for the top administrator went up for both rural (2% increase) and suburban institutions (1% increase) but decreased for urban institutions (1% decrease).

Figure 4: Average Salary for Top Administrators by Setting (2014-2018)



Tables 1 and 2 shows the average, median, 25th percentile, 75th percentile and 90th percentile for the top administrator salary by segment and setting for 2018 and 2014 respectively. Private institutions saw the largest decrease in median salary (7% decrease) followed by urban institutions (4% decrease) and small institutions (3% decrease). All other segments and settings had increases in the median salary. Rural institutions increased the most (14% increase), followed by large institutions with a 6% increase.

Table 1: Top Administrator Salary by Segment and Setting (2018)

| | Average | Median | 25 th Percentile | 75 th Percentile | 90 th Percentile |
|-----------------|-----------|-----------|-----------------------------|-----------------------------|-----------------------------|
| All (n=113) | \$158,832 | \$144,072 | \$120,000 | \$191,500 | \$229,280 |
| Small (n=19) | \$125,452 | \$125,000 | \$109,636 | \$143,000 | \$155,000 |
| Medium (n=20) | \$164,028 | \$162,000 | \$129,250 | \$186,500 | \$243,400 |
| Large (n=25) | \$196,024 | \$194,469 | \$143,054 | \$230,000 | \$275,475 |
| Public (n=67) | \$155,661 | \$144,950 | \$125,000 | \$190,000 | \$228,400 |
| Private (n=30) | \$171,141 | \$141,000 | \$118,500 | \$200,000 | \$317,925 |
| Rural (n=16) | \$136,750 | \$142,500 | \$122,500 | \$156,750 | \$179,500 |
| Suburban (n=20) | \$148,321 | \$146,475 | \$121,250 | \$173,750 | \$198,717 |
| Urban (n=61) | \$172,650 | \$168,746 | \$126,000 | \$200,428 | \$249,000 |

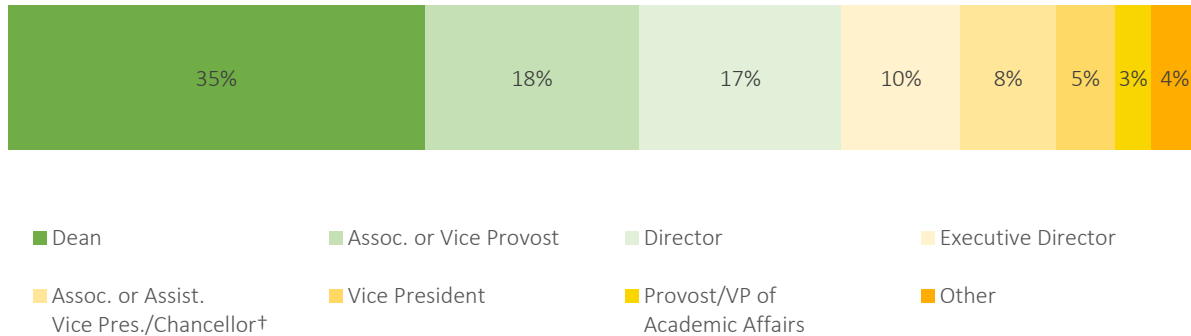
Table 2: Top Administrator Salary by Segment and Setting (2014)

| | Average | Median | 25 th Percentile | 75 th Percentile | 90 th Percentile |
|-----------------|-----------|-----------|-----------------------------|-----------------------------|-----------------------------|
| All (n=129) | \$153,188 | \$141,000 | \$110,000 | \$190,000 | \$214,000 |
| Small (n=76) | \$137,371 | \$129,000 | \$100,000 | \$160,000 | \$201,800 |
| Medium (n=26) | \$161,526 | \$159,000 | \$135,525 | \$195,750 | \$202,100 |
| Large (n=27) | \$189,682 | \$183,420 | \$130,000 | \$214,000 | \$300,000 |
| Public (n=74) | \$152,540 | \$140,500 | \$102,500 | \$186,936 | \$217,000 |
| Private (n=48) | \$157,356 | \$151,000 | \$120,000 | \$195,000 | \$203,500 |
| Rural (n=31) | \$134,219 | \$125,000 | \$91,500 | \$160,000 | \$197,000 |
| Suburban (n=32) | \$147,173 | \$140,500 | \$120,000 | \$163,750 | \$208,800 |
| Urban (n=41) | \$175,054 | \$175,000 | \$125,000 | \$202,000 | \$264,000 |

Figure 5 shows the percentage breakdown of titles for the top administrator. Dean was the title most often given to the top administrator in 2018 (35%), followed by Associate or Vice Provost (18%) and Director (17%).

Figure 5: Titles for Top Administrators (%)

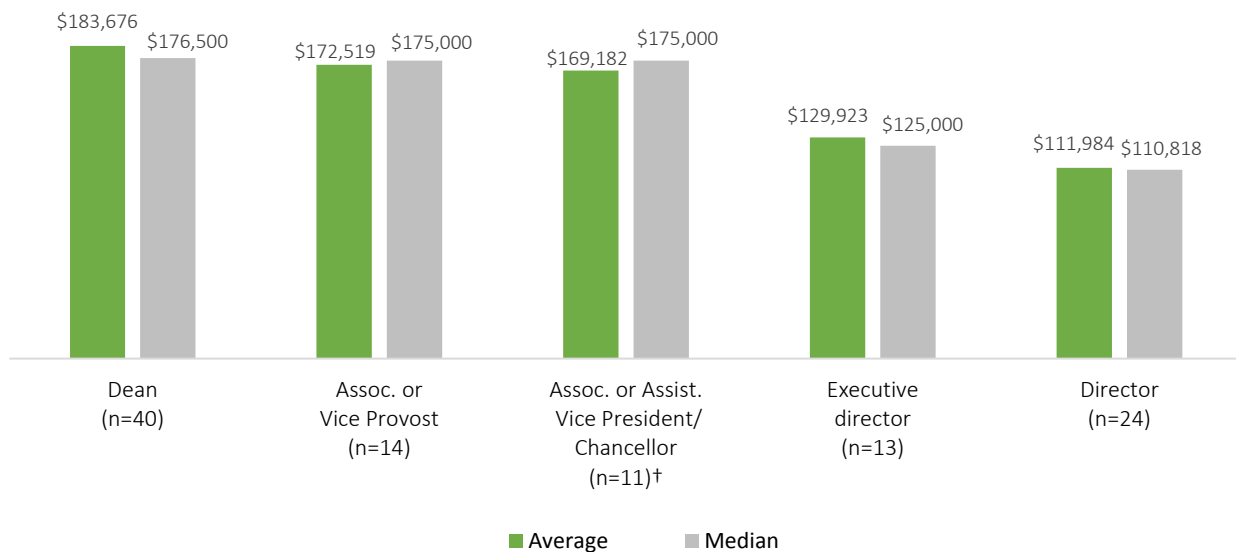
(n=145)



†Combined 2018 data for Associate Vice President/Chancellor and Assistant Vice President/Chancellor to match 2014 data.

Figure 6 shows the average and median salary for the top administrator by job title. Dean had the highest average salary (\$183,676) followed by Associate or Vice Provost (\$171,271). Executive directors (\$129,923) and directors (\$111,984) had the lowest salary on average.

Figure 6: Average and Median Salary for Top Administrators by Title*

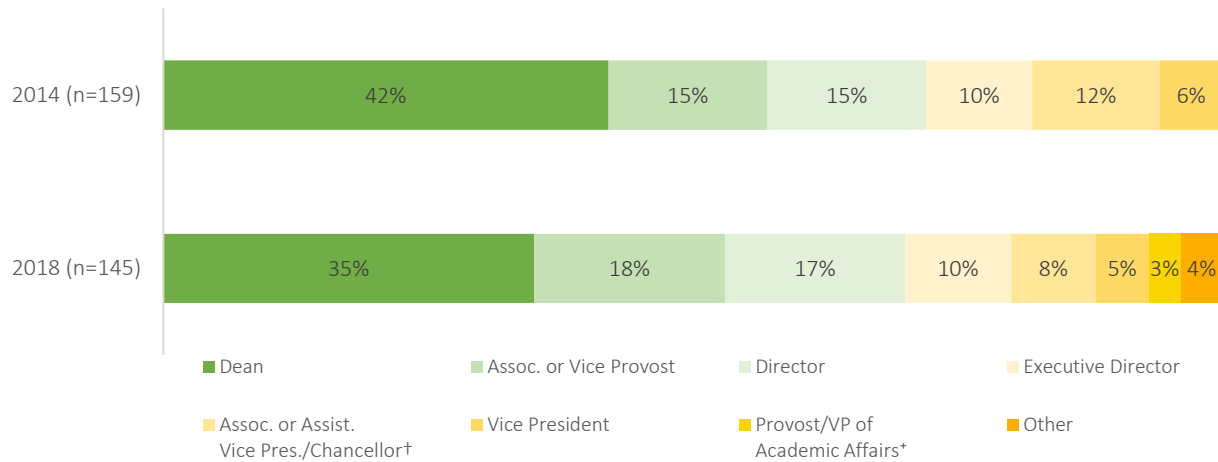


**Data unavailable for Vice President and Provost/VP of Academic Affairs due to insufficient sample size (n<10).*

†Combined 2018 data for Associate Vice President/Chancellor and Assistant Vice President/Chancellor to match 2014 data.

Figure 7 shows the percentage breakdown of titles for the top administrator between 2014 and 2018. The top three titles did not change from 2014, though Deans saw a decrease of 7% (from 42% in 2014 to 35% in 2018), while Associate or Vice Provost increased 3% (from 15% in 2014 to 18% in 2018) and Directors increased 2% (from 15% in 2014 to 17% in 2018).

Figure 7: Titles for Top Administrators (2014-2018) (%)

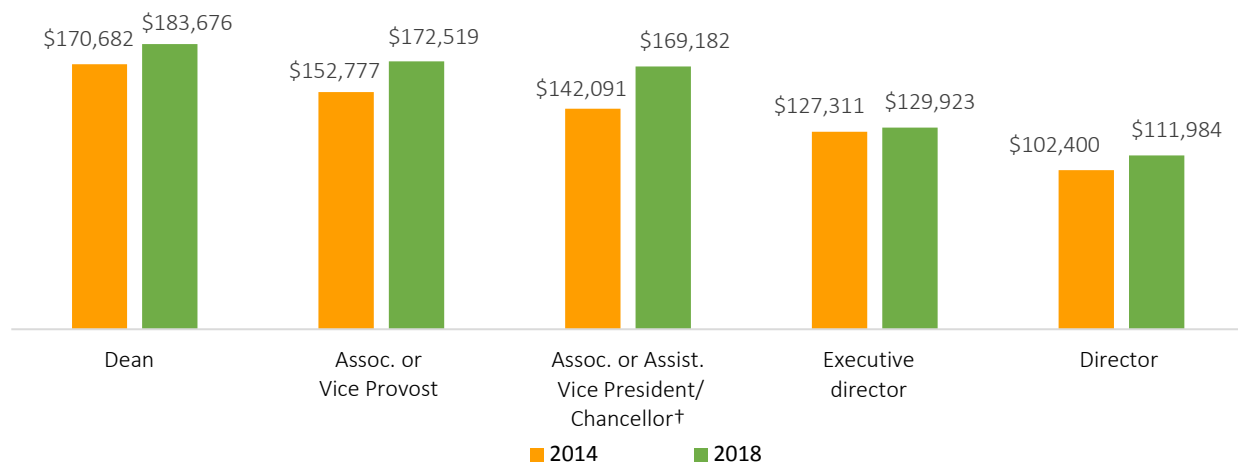


*Only 2018 data available

†Combined 2018 data for Associate Vice President/Chancellor and Assistant Vice President/Chancellor to match 2014 data.

Figure 8 shows the average salary of the top administrator by title for 2014 and 2018. Salaries for the top administrator went up across all titles with the largest change for Associate or Assistant Vice President/Chancellor (20% increase), followed by Associate or Vice Provost (13% increase) and Director (9% increase).

Figure 8: Average Salary of the Top Administrator by Title (2014-2018)*



*Data unavailable for Vice President and Provost/VP of Academic Affairs due to insufficient sample size (n<10).

†Combined 2018 data for Associate Vice President/Chancellor and Assistant Vice President/Chancellor to match 2014 data.

Tables 3 and 4 shows the average, median, 25th percentile, 75th percentile and 90th percentile for the top administrator salary by title. The median salary for the top administrator increased for all titles except for Executive director which stayed even. Associate or Assistant Vice President/Chancellor had the largest increase in median salary (25% increase) followed by Associate/Vice Provost (20% increase) and director (19% increase).

Table 3: Top Administrator by Title (2018)*

| | Average | Median | 25 th Percentile | 75 th Percentile | 90 th Percentile |
|--|-----------|-----------|-----------------------------|-----------------------------|-----------------------------|
| All (n=113) | \$158,832 | \$144,072 | \$120,000 | \$191,500 | \$229,280 |
| Dean (n=40) | \$183,676 | \$176,500 | \$142,750 | \$200,642 | \$254,900 |
| Assoc./V. Provost (n=15) | \$172,519 | \$175,000 | \$139,566 | \$200,000 | \$236,920 |
| Assoc./Assist. Vice President/Chancellor (n=11)† | \$169,182 | \$175,000 | \$138,000 | \$200,000 | \$225,000 |
| Executive director (n=13) | \$129,923 | \$125,000 | \$120,000 | \$142,500 | \$152,600 |
| Director (n=24) | \$111,984 | \$110,818 | \$92,496 | \$133,750 | \$144,000 |

Table 4: Top Administrator by Title (2014)*

| | Average | Median | 25 th Percentile | 75 th Percentile | 90 th Percentile |
|---|-----------|-----------|-----------------------------|-----------------------------|-----------------------------|
| All (n=129) | \$153,188 | \$141,000 | \$110,000 | \$190,000 | \$214,000 |
| Dean (n=56) | \$170,682 | \$163,500 | \$131,250 | \$200,000 | \$229,000 |
| Assoc./V. Provost (n=20) | \$152,777 | \$146,000 | \$125,000 | \$183,420 | \$250,000 |
| Assoc./Assist. Vice President/Chancellor (n=14) † | \$142,091 | \$140,000 | \$103,000 | \$179,000 | \$189,000 |
| Executive director (n=19) | \$127,311 | \$125,000 | \$105,750 | \$138,750 | \$187,000 |
| Director (n=11) | \$102,400 | \$93,000 | \$84,875 | \$109,750 | \$143,600 |

*Data unavailable for Vice President and Provost/VP of Academic Affairs due to insufficient sample size (n<10).

†Combined 2018 data for Associate Vice President/Chancellor and Assistant Vice President/Chancellor to match 2014 data.

B. Departmental Leader Salaries

Figure 9 shows the average and median salaries of the top administrator in each department. The associate dean has the highest average salary (\$113,433) followed by the top administrator in the international education department (\$107,611) and the online/distance learning department (\$97,358). The top administrators in marketing (\$81,612), executive/professional education (\$81,329) and non-credit programs (\$75,928) have the lowest salaries on average.

Figure 9: Average and Median Salaries of the Top Department Administrators

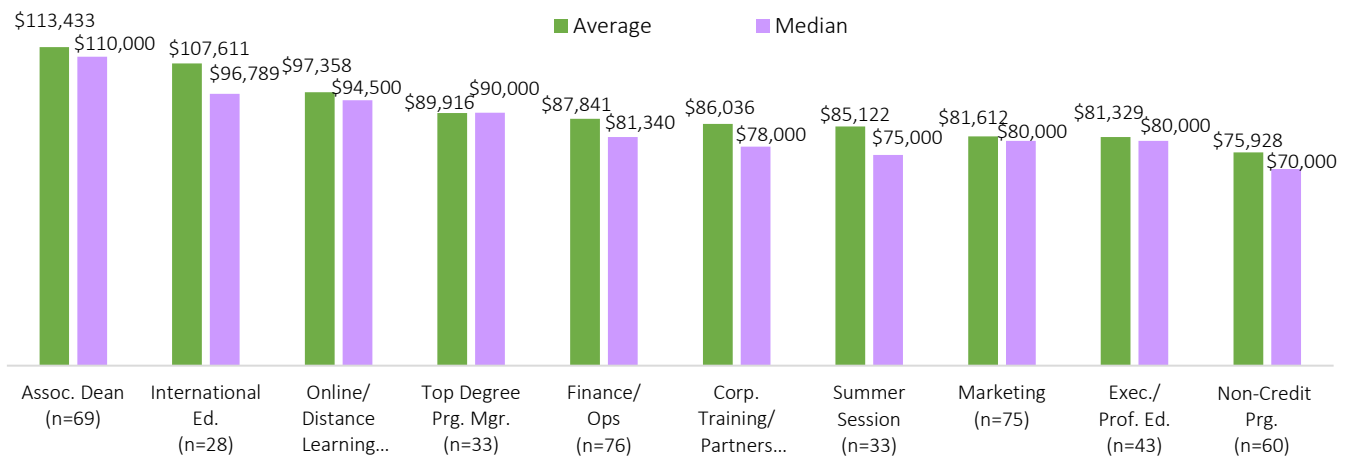
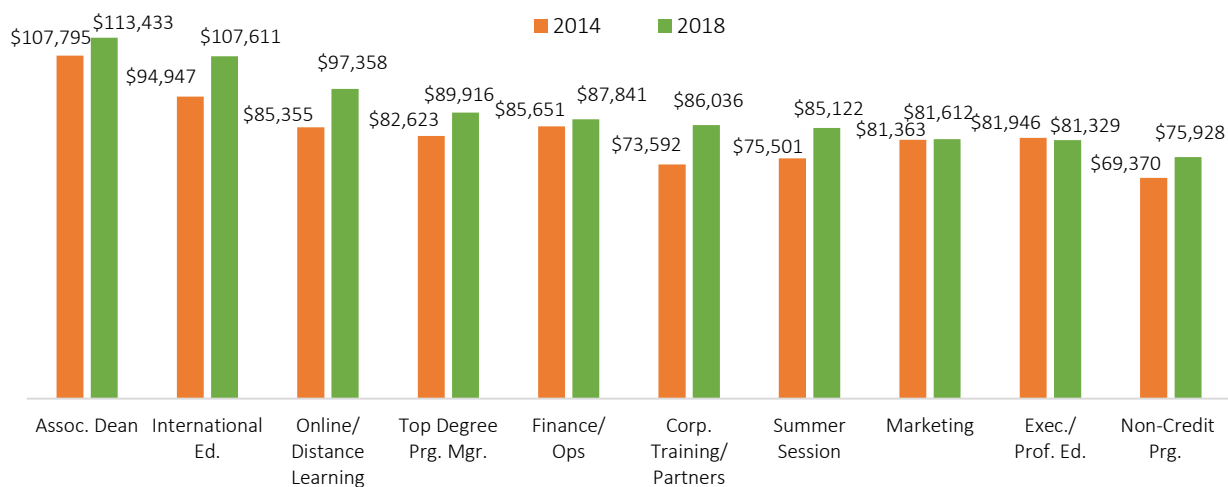


Figure 10 compares the average salaries of the top administrators in each department for 2014 and 2018. The largest change was for the top administrator in the corporate training/partnership department (17%) followed by online/distance education (14%), international education (13%) and summer session (13%). Only the top administrator in the executive/professional education department saw a decrease (-1%).

Figure 10: Average Salaries of Top Department Administrators by Year (2014-2018)



Tables 5 and 6 show the average, median, and 25th, 75th and 90th percentiles for the top administrator in each department for 2014 and 2018. Median salaries increased or stayed the same across all departments with the largest changes in online/distance learning (24%), followed by top degree program managers (20%), and summer session (14%) and non-credit program (14%) administrators.

Table 5: Top Department Administrator Salaries (2014)

| | Average | Median | 25th Percentile | 75th Percentile | 90th Percentile |
|--------------------------|----------------|---------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Assoc. Dean | \$107,795 | \$100,000 | \$75,000 | \$136,000 | \$160,000 |
| Marketing | \$81,363 | \$75,000 | \$65,000 | \$94,500 | \$120,000 |
| Finance/Operations | \$85,651 | \$80,000 | \$65,000 | \$100,000 | \$130,000 |
| Online/Distance Learning | \$85,355 | \$76,500 | \$65,000 | \$92,000 | \$120,000 |
| Exec./Prof. Ed. | \$81,946 | \$80,000 | \$64,000 | \$96,250 | \$121,500 |
| Summer Session | \$75,501 | \$66,000 | \$57,500 | \$90,250 | \$120,500 |
| International Ed. | \$94,947 | \$90,000 | \$66,000 | \$121,000 | \$165,400 |
| Top Degree Prg. Mgr. | \$82,623 | \$75,000 | \$52,500 | \$97,250 | \$166,600 |
| Non-Credit Prg. | \$69,370 | \$61,500 | \$53,500 | \$82,000 | \$99,500 |
| Corp. Training/Partner | \$73,592 | \$71,500 | \$57,712 | \$84,977 | \$98,468 |

Table 6: Top Department Administrator Salaries (2018)

| | Average | Median | 25th Percentile | 75th Percentile | 90th Percentile |
|--------------------------|----------------|---------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Assoc. Dean | \$113,433 | \$110,000 | \$90,000 | \$129,000 | \$160,000 |
| Marketing | \$81,612 | \$80,000 | \$56,000 | \$98,000 | \$124,595 |
| Finance/Operations | \$87,841 | \$81,340 | \$65,000 | \$108,750 | \$144,496 |
| Online/Distance Learning | \$97,358 | \$94,500 | \$80,000 | \$110,250 | \$132,500 |
| Exec./Prof. Ed. | \$81,329 | \$80,000 | \$60,000 | \$94,000 | \$112,313 |
| Summer Session | \$85,122 | \$75,000 | \$68,500 | \$95,500 | \$118,000 |
| International Ed. | \$107,611 | \$96,789 | \$80,750 | \$132,750 | \$153,000 |
| Top Degree Prg. Mgr. | \$89,917 | \$90,000 | \$67,500 | \$102,500 | \$138,833 |
| Non-Credit Prg. | \$75,928 | \$70,000 | \$60,000 | \$89,250 | \$110,900 |
| Corp. Training/Partner | \$86,036 | \$78,000 | \$60,000 | \$101,500 | \$129,200 |

Figure 11 shows the average and median salary for an associate dean across segments and settings. Small institution units reported gross revenue of ≤ \$5 million, medium institutions between \$5 and \$15 million, and large institutions > \$15 million. Large institutions have the highest average salary (\$132,184) followed by medium institutions (\$105,897) and small institutions (\$92,227). Private institutions (\$115,647) have a slightly higher average salary than public institutions (\$112,449) and urban institutions have a higher average salary (\$118,704) than suburban (\$105,907) and rural institutions (\$104,900).

Figure 11: Average and Median Salary for an Associate Dean by Segment and Settings

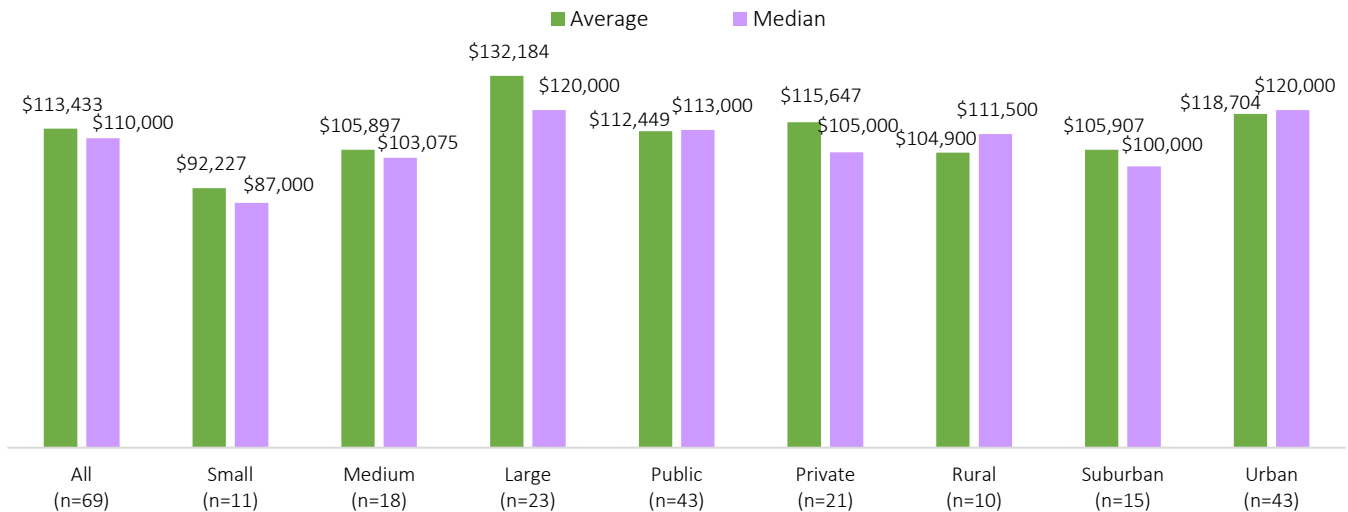


Figure 12 compares the average salary for an associate dean by segment and setting for 2014 and 2018. Private institutions had the largest increase from 2014 (7%) followed by suburban institutions (5%), large institutions (4%) and rural institutions (4%). Small institutions saw the greatest decrease (-6%) followed by medium (-5%) and urban institutions (-1%).

Figure 12: Average Salary for an Associate Dean by Segment and Settings (2014-2018)

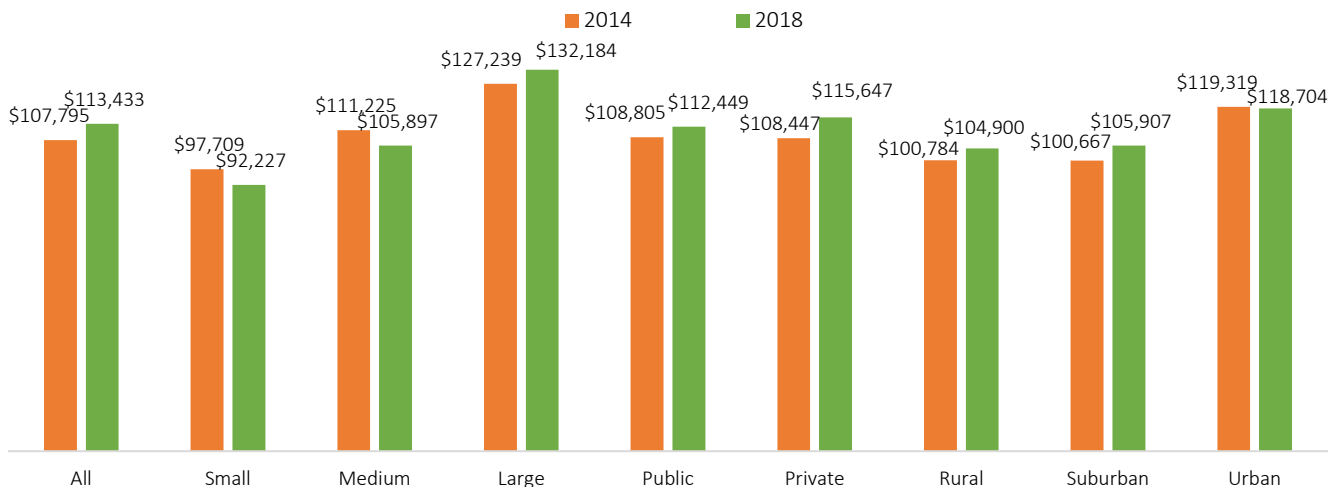


Figure 13 shows the average and median salary of the top marketing administrator by segment and setting. Large institutions have a higher average salary (\$94,748) than medium (\$78,250) and small institutions (\$62,637). Private institutions (\$85,147) have a slightly higher average salary than public institutions (\$80,277) and urban institutions (\$86,701) have a higher average salary than suburban (\$79,771) and rural institutions (\$58,600).

Figure 13: Average and Median Salary for the Top Marketing Administrator by Segment and Setting

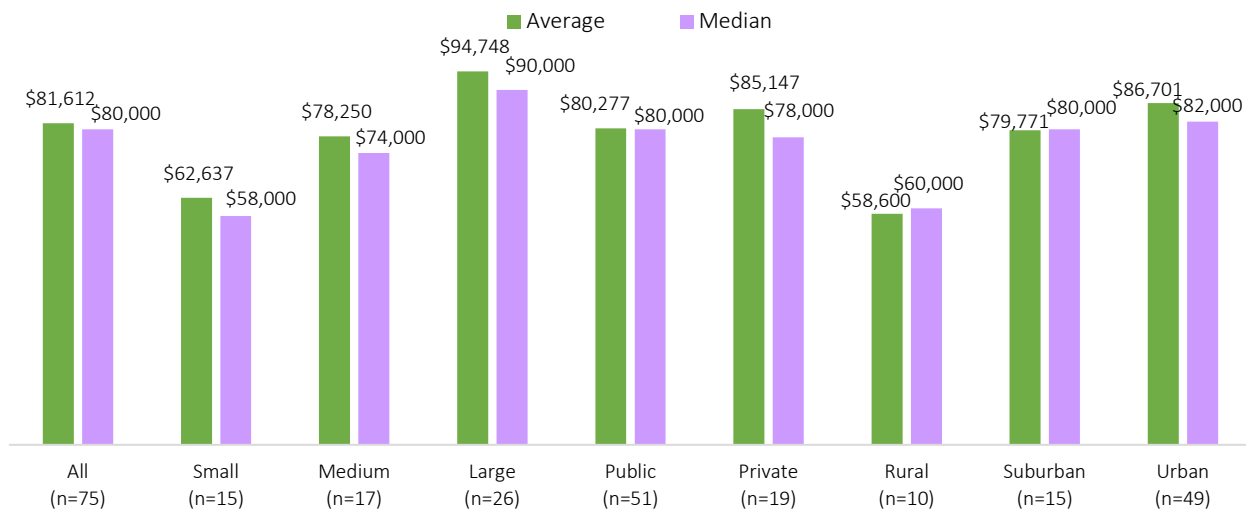


Figure 14 gives the average top marketing administrator salary by segment and setting for 2014 and 2018. The top marketing administrator salary increased slightly (<1%), with the largest increases is in suburban (7%) and private institutions (7%) followed by medium institutions (5%). Rural institutions had the greatest decrease (-22%) followed by small institutions (-12%) and large institutions (-5%).

Figure 14: Average Salary for the Top Marketing Administrator by Segment and Setting (2014-2018)

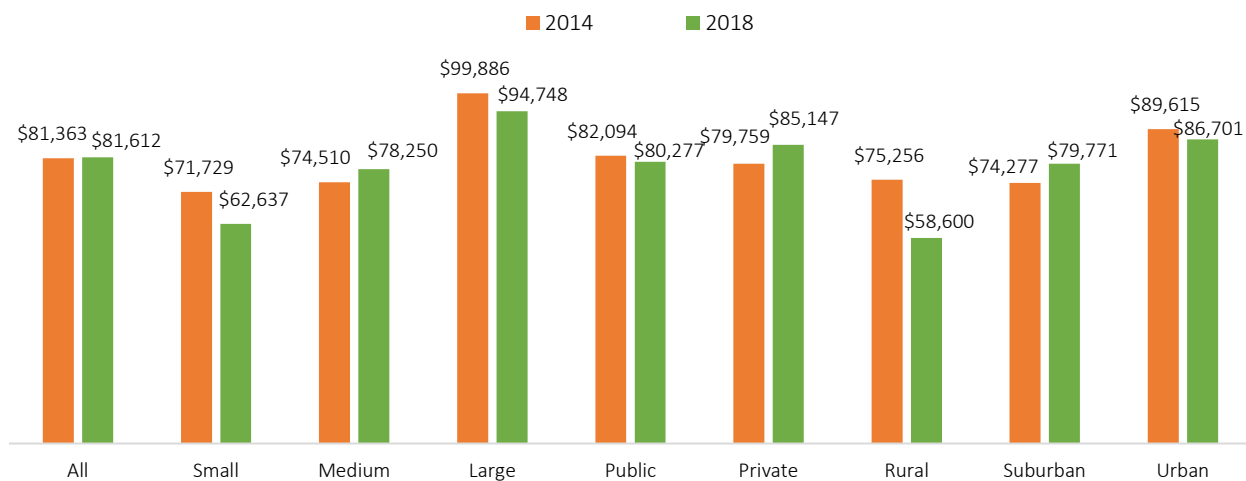


Figure 15 shows the average and median salary of the top finance/operations administrator by segment and setting. Large institutions (\$102,963) have a higher average salary than medium (\$81,278) and small institutions (\$59,668) while private institutions (\$100,467) have a higher average salary than public institutions (\$83,230). Urban institutions (\$95,499) have a higher average salary than suburban (\$86,834) or rural institutions (\$60,227).

Figure 15: Average and Median Salary for the Top Finance/Operations Administrator by Segment and Setting

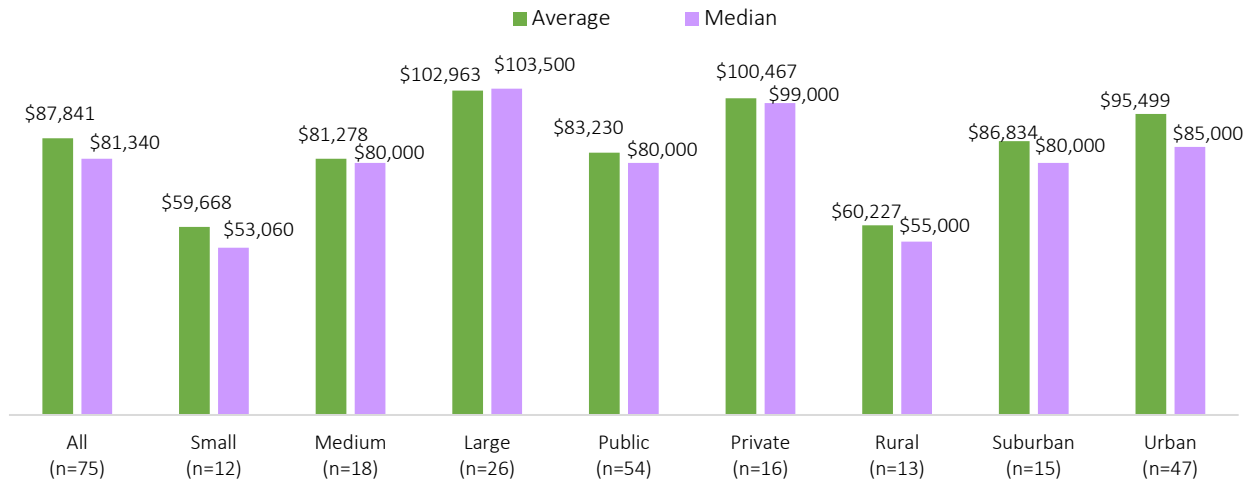


Figure 16 compares the average salary of the top finance/operations administrator by segment and setting for 2014 and 2018. Overall, the average salary of the top finance/operations administrator increased by 3%. Suburban institutions went up the most (17%) followed by large (7%) and private institutions (6%). Rural institutions decreased the most (-26%) followed by small institutions (25%) and medium institutions (-2%).

Figure 16: Average Salary for the Top Finance/Operations Administrator by Segment and Setting (2014-2018)

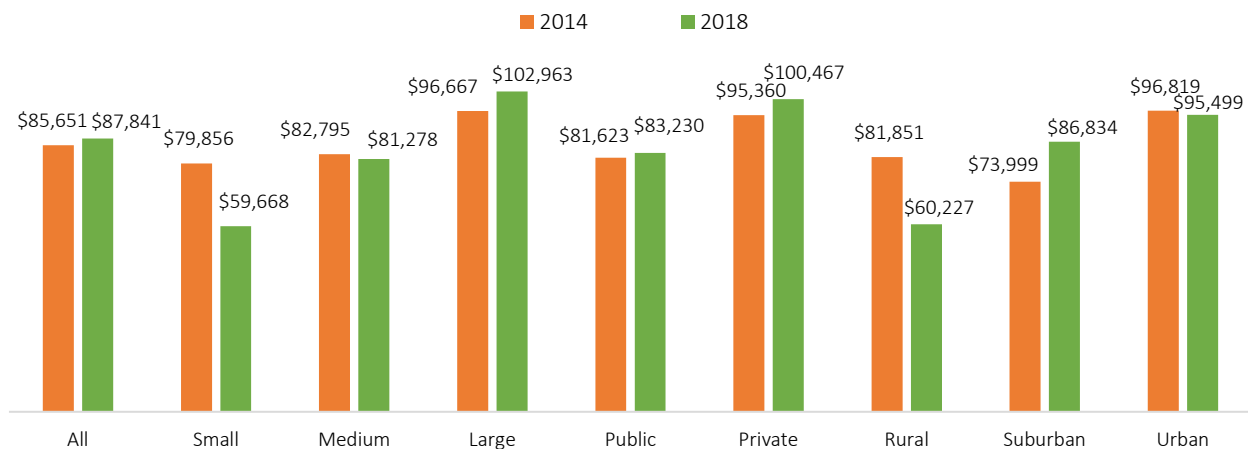


Figure 17 shows the average and median salary for the top online/distance learning administrators. Large institutions (\$103,591) have a higher average salary than medium (\$98,947) and small institutions (\$90,444). Private institutions (\$107,943) have a higher average salary than public (\$93,967) and urban institutions (\$113,067) have a higher average salary than suburban (\$84,667) and rural institutions (\$77,311).

Figure 17: Average and Median Salary for the Top Online/Distance Learning Administrator by Segment and Setting

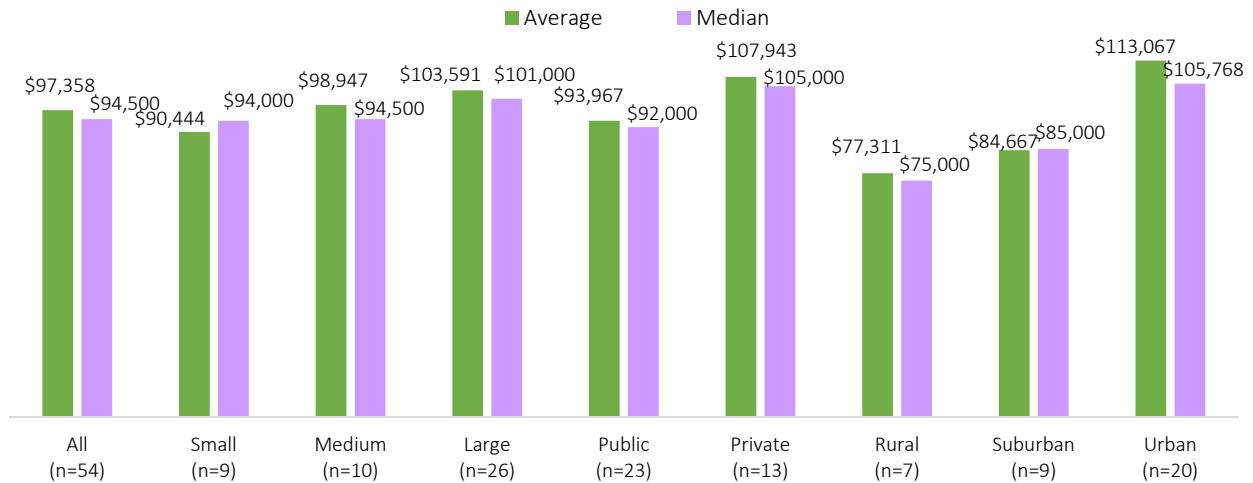


Figure 18 compares the average salary of the top online/distance learning administrator by segment for 2014 and 2018. The average salary of the top online/distance learning administrator increased by 14%. Medium institutions had the largest increase (34%) followed by small (23%) and urban institutions (15%). Large institutions are the only segment that saw a decrease (-2%).

Figure 18: Average Salary for the Top Online/Distance Learning Administrator by Segment and Setting (2014-2018)

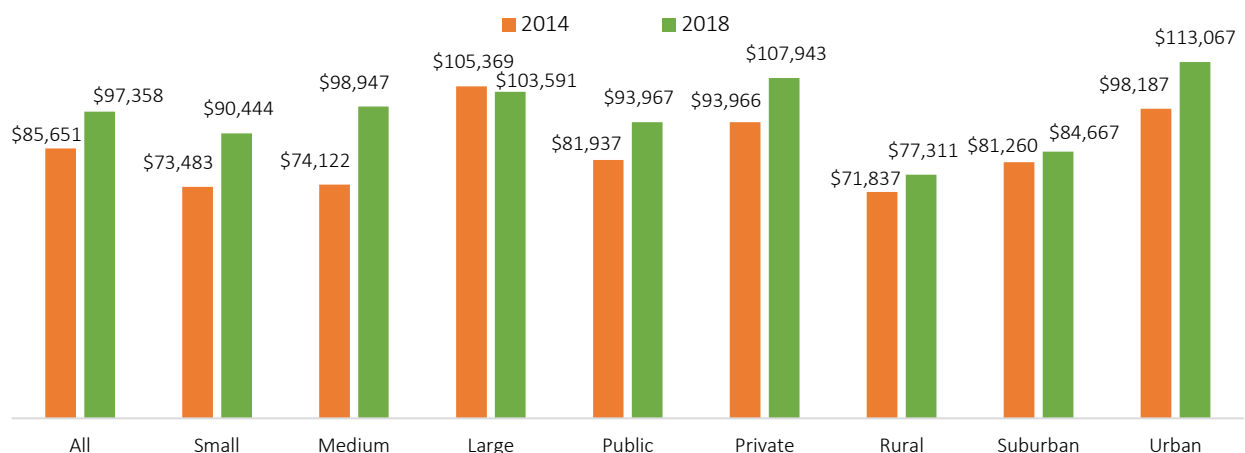


Figure 19 shows the average and median salary of the top executive/professional education administrator. Large institutions have a higher average salary (\$101,771) than did medium (\$69,958) or small institutions (\$53,980). Private institutions have a higher average salary (\$87,174) than public institutions (\$78,469), while urban institutions have a higher average salary (\$86,624) than suburban institutions (\$81,281).

Figure 19: Average and Median Salary for the Top Executive/Professional Education Administrator by Segment and Setting

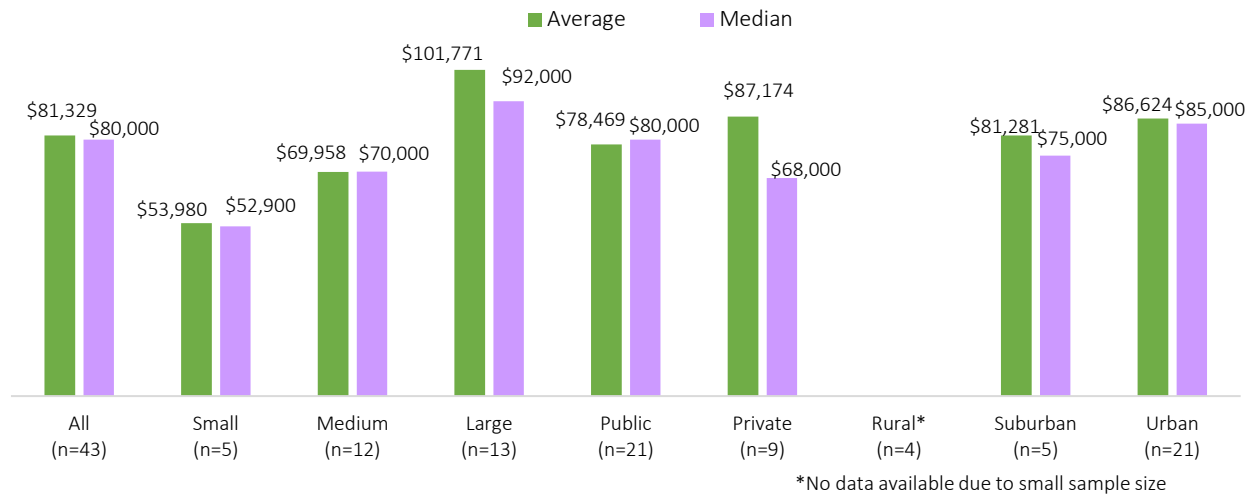


Figure 20 compares the average salary for the top executive/professional education administrator by segment and setting for 2014 and 2018. Overall, the average salary for the top executive/professional education administrator was down by 1%. Small institutions had the greatest decrease (-33%) followed by public (-7%) and medium institutions (-5%). Suburban institutions increased the most (9%), followed by large (8%) and private institutions (8%).

Figure 20: Average Salary for the Top Executive/Professional Education Administrator by Segment and Setting (2014-2018)

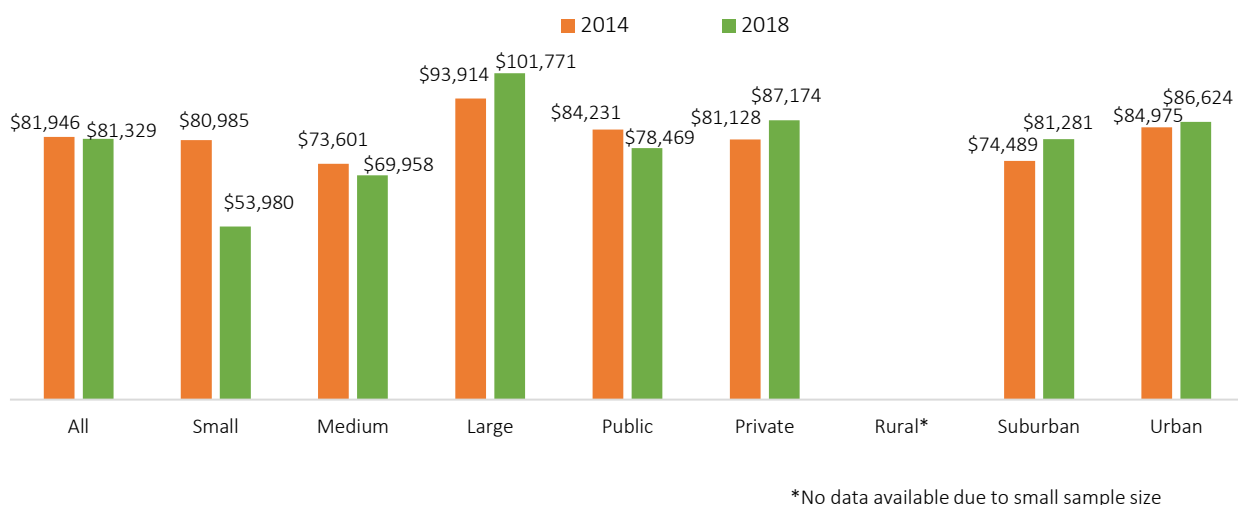


Figure 21 shows the median and average salary of the top summer session administrator by segment or setting. Large institutions have a higher average salary (\$94,089) than small (\$89,200) and medium institutions (\$79,652). Private institutions have a higher average salary (\$100,215) than public institutions (\$82,947). Urban institutions have a higher average salary (\$94,634) than rural institutions (\$80,714).

Figure 21: Average and Median Salary for the Top Summer Session Administrator by Segment and Setting

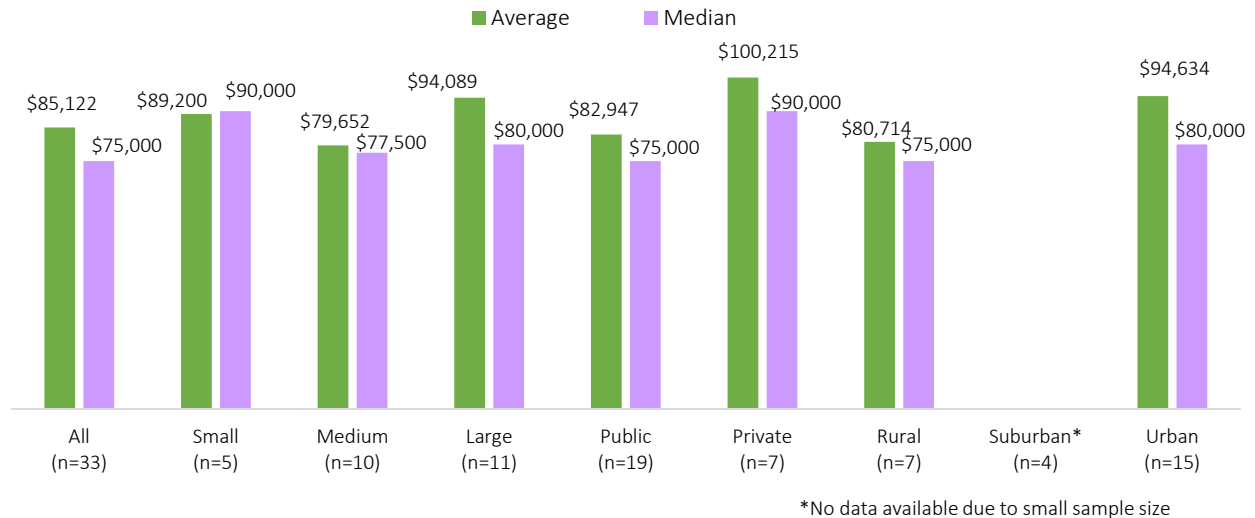


Figure 22 compares the average salary of the top summer session administrator by segment and setting for 2014 and 2018. Overall, the average salary increased from 2014 by 13%. The largest increase was in small institutions (35%) followed by rural (28%) and public institutions (20%).

Figure 22: Average Salary for the Top Summer Session Administrator by Segment and Setting (2014-2018)

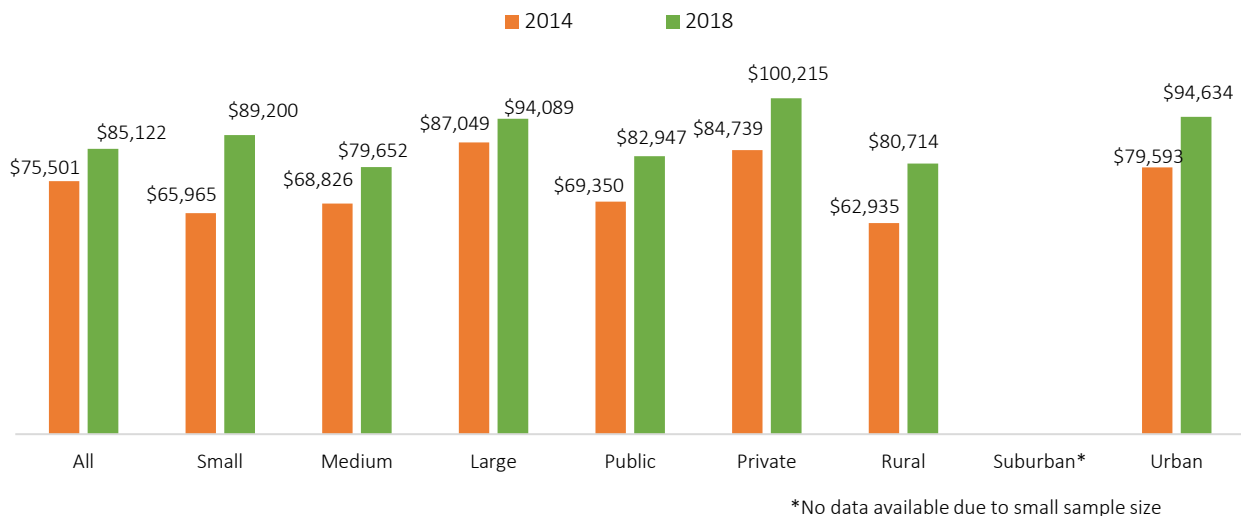


Figure 23 shows the average and median salary of the top international education administrator by segment and setting. Large institutions have a higher average salary (\$133,749) than medium institutions (\$85,825). Private institutions (\$116,748) have a higher average salary than public institutions (\$106,866).

Figure 23: Average and Median Salary for the Top International Education Administrator by Segment and Setting

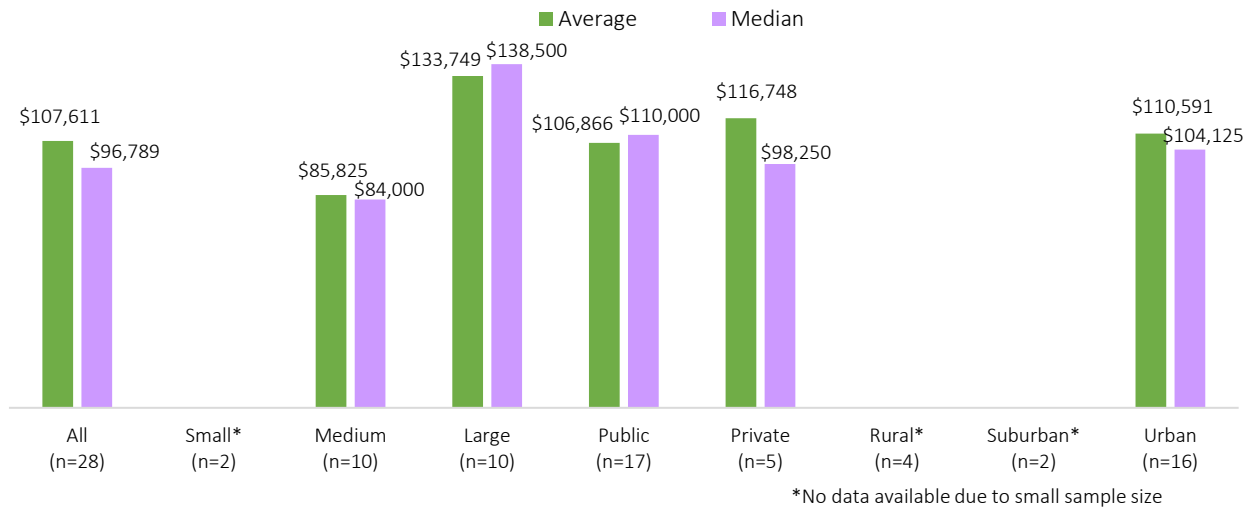


Figure 24 compares the average salary for the top international education administrator by segment and setting for 2014 and 2018. Overall, the average salary of the top international education administrator increased by 13%. Private institutions had the greatest increase (27%) followed by urban (18%) and large institutions (16%).

Figure 24: Average Salary for the Top International Education Administrator by Segment and Setting (2014-2018)

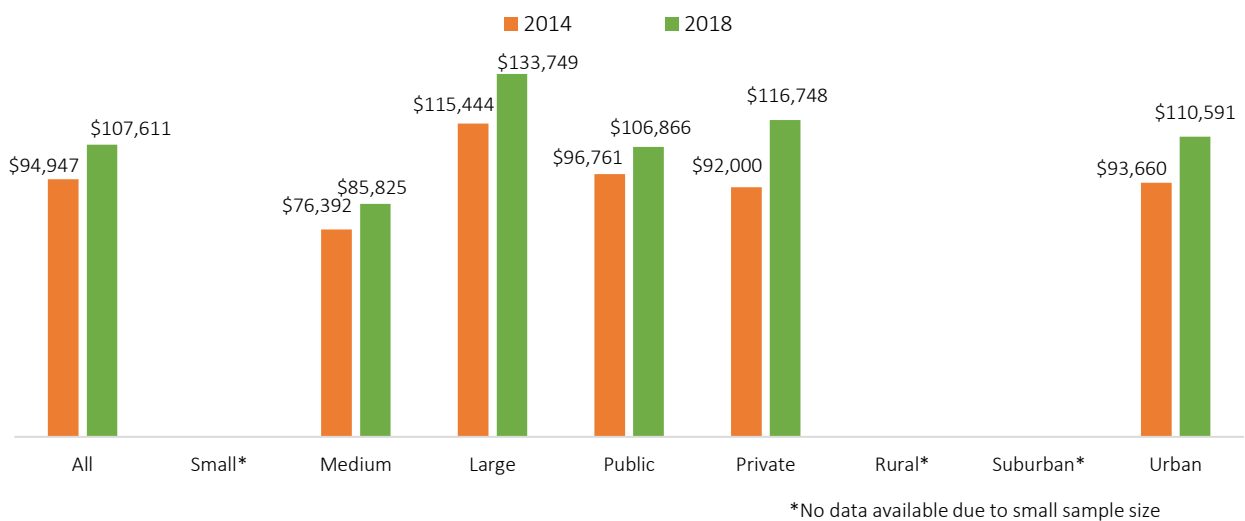


Figure 25 shows the average and median salary of the top degree program manager by segment and setting. Large institutions (\$101,543) have a higher average salary than medium (\$87,039) or small institutions (\$71,833). Private institutions (\$124,269) have a higher average salary than public institutions (\$76,580), and urban institutions (\$103,223) have a higher average salary than suburban institutions (\$70,080).

Figure 25: Average and Median Salary for the Top Degree Program Manager by Segment and Setting

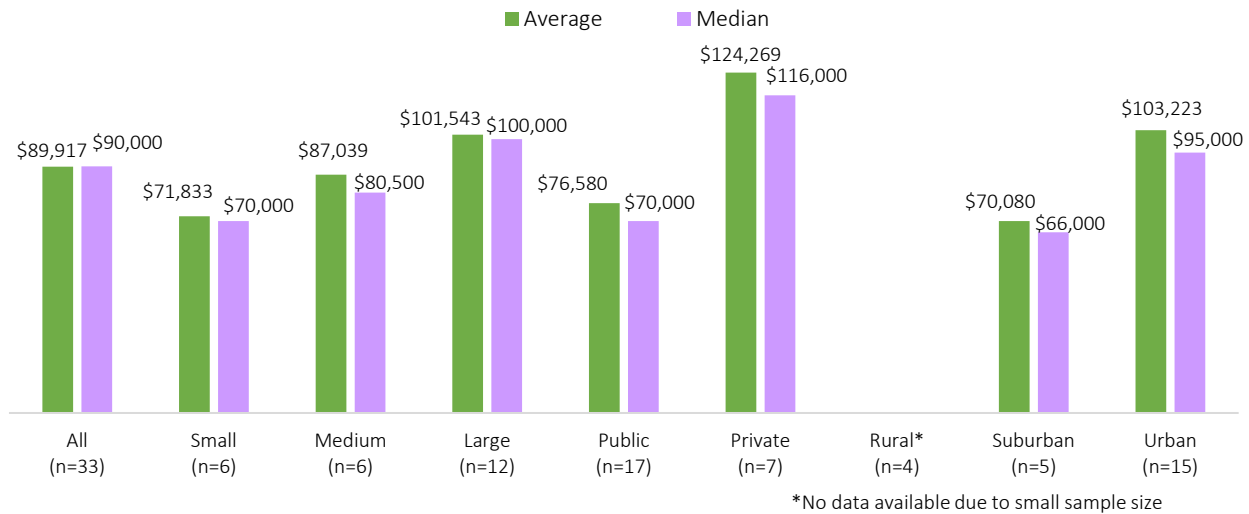


Figure 26 compares the average salary of the top degree program manager by segment and setting for 2014 and 2018. Overall, the average salary for the top degree program manager has increased by 9%. Private institutions had the largest increase (36%) followed by urban (19%) and large institutions (14%). Suburban institutions had the greatest decrease (-17%) followed by small institutions (-7%).

Figure 26: Average Salary for the Top Degree Program Manager by Segment and Setting (2014-2018)

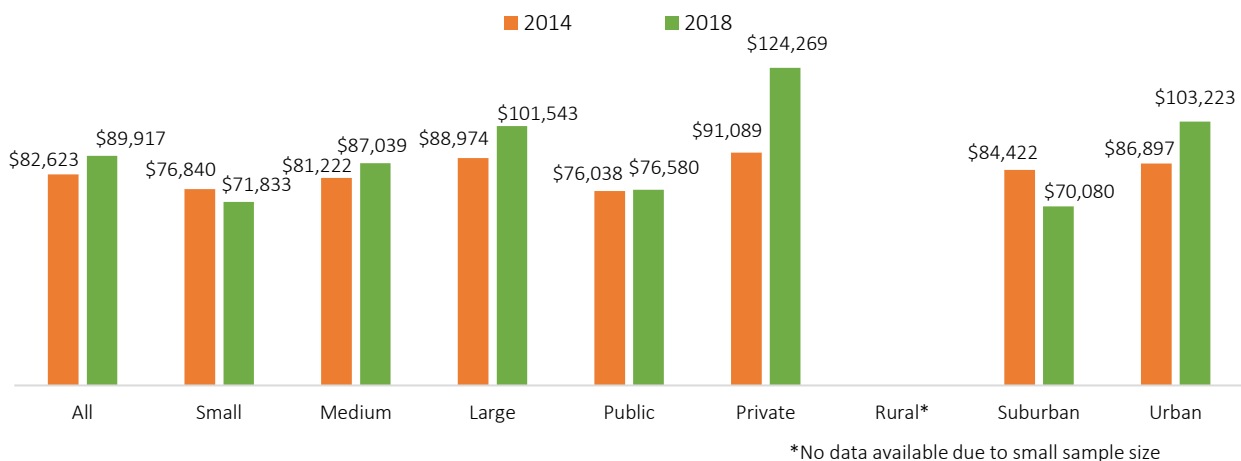


Figure 27 shows the average and median salary of the top non-credit program administrator by segment and setting. Large institutions (\$91,843) have a higher average salary than medium (\$72,820) and small institutions (\$62,035). Public institutions have a higher average salary (\$78,940) than private institutions (\$72,481). Urban institutions have a higher average salary (\$81,591) than either suburban (\$77,143) or rural institutions (\$57,000).

Figure 27: Average and Median Salary for the Top Non-Credit Program Administrator by Segment and Setting

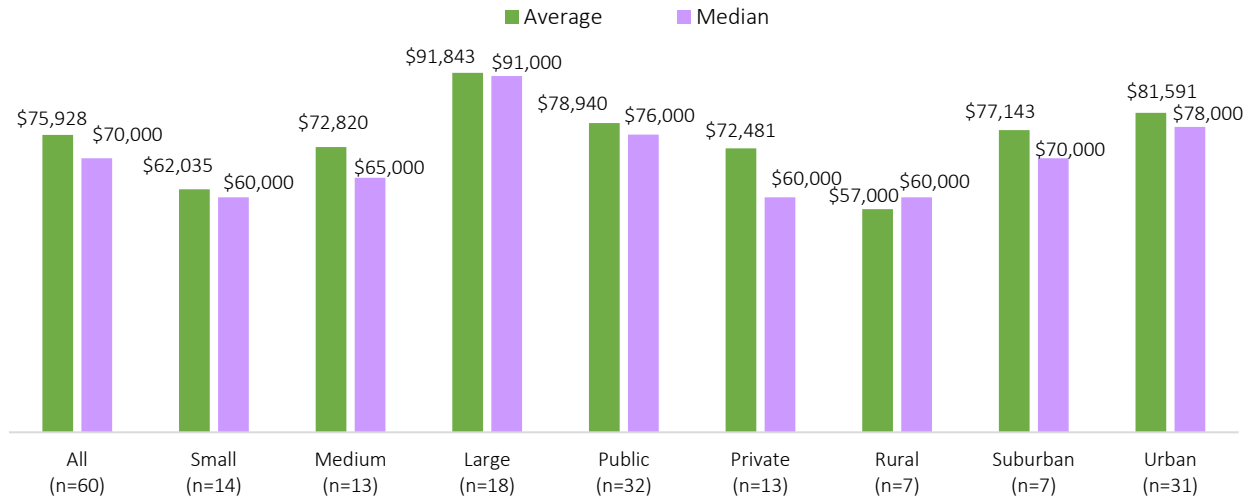


Figure 28 compares the average salary of the top non-credit program administrator by segment and setting for 2014 and 2018. Overall, the average salary for the top non-credit program administrator increased by 9%. Public institutions had the largest increase (19%) followed by suburban institutions (17%) and medium institutions (13%). Only private institutions saw a decrease (-4%).

Figure 28: Average Salary for the Top Non-Credit Program Administrator by Segment and Setting (2014-2018)

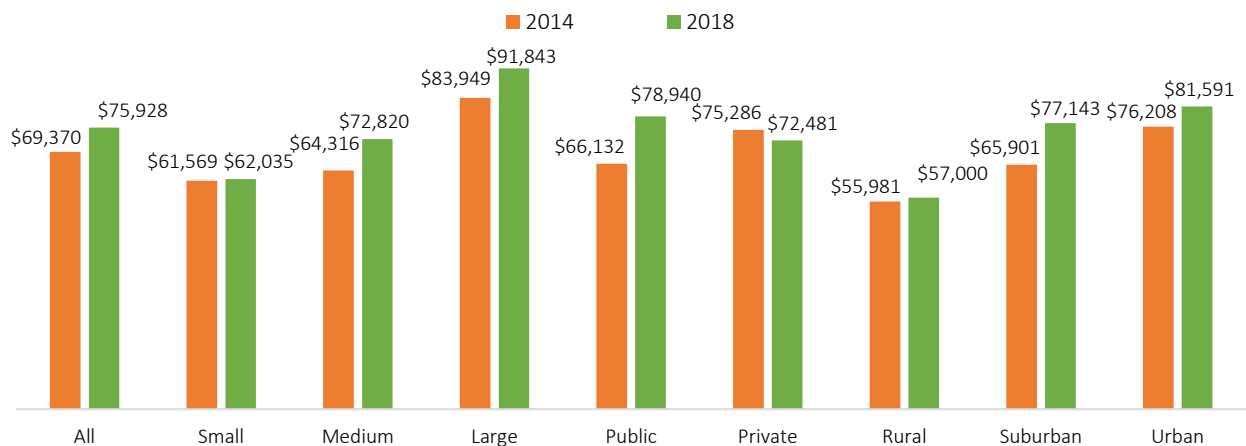


Figure 29 shows the average and median salary of the top corporate training/partnership administrator by segment and setting. Large institutions have a higher average salary (\$95,259) than medium (\$85,137) and small institutions (\$70,187). Public institutions have a higher average salary (\$87,265) than private institutions (\$77,786).

Figure 29: Average and Median Salary for the Top Corporate Training/Partnership Administrator by Segment and Setting

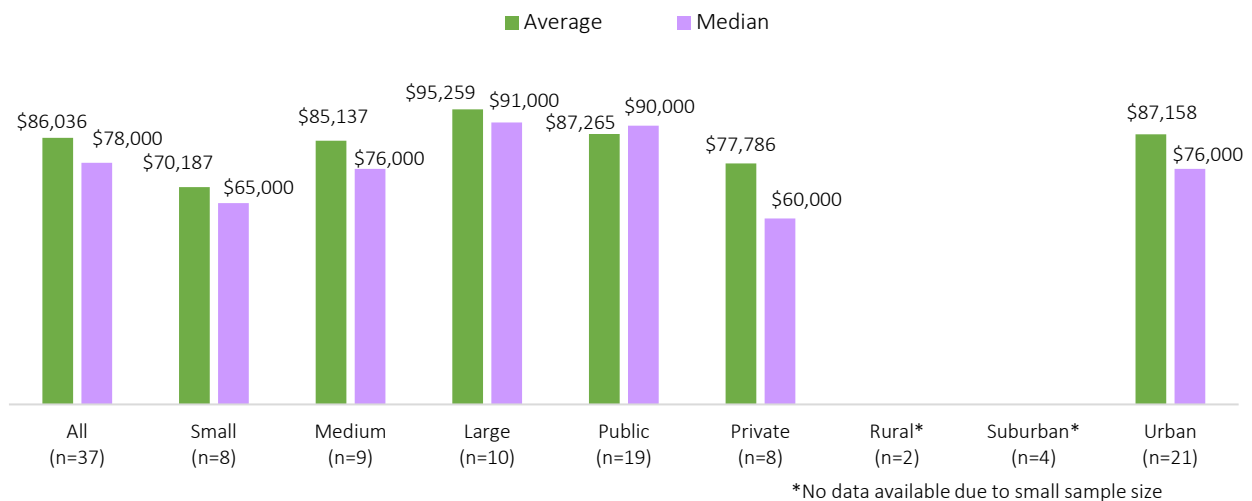


Figure 30 compares the average salary for the top corporate training/partnership administrator by segment and setting for 2014 and 2018. Overall, the salary for the top corporate training/partnership administrator increased by 17%. Large institutions had the largest increase (26%) followed by public (20%) and urban institutions (14%). Only small institutions saw a decrease (-1%).

Figure 30: Average Salary for the Top Corporate Training/Partnership Administrator by Segment and Setting (2014-2018)

