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**THE STATE OF SALARY
COMPENSATION FOR FINANCIAL
AID ADMINISTRATORS AND STAFF**

A REPORT ON THE 2007 NASFAA STAFF SALARY SURVEY

Acknowledgements

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The Committee expresses its deep appreciation to the 3,529 financial aid professionals from 1,563 postsecondary institutions who completed the Salary Survey. We are extremely grateful for the support they gave to this survey project.

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Introduction

In the past two decades, NASFAA member institutions have used NASFAA staff salary models extensively in salary self-assessment and in determining salary compensation, especially for new hires. Those models were developed based on NASFAA staff salary surveys. NASFAA's 2007-08 Research Committee conducted a salary survey in 2007 to update our understanding of key factors affecting salary compensation. In addition to salary compensation, the committee added fringe benefits to this survey because these are becoming a more important aspect of staff retention and recruitment.

Survey Instrument and Procedures

The 2007 Staff Salary Survey questionnaire contained two sections. The first section contained 17 questions regarding job title, position held, demographic characteristics, salary, and employer-paid benefits. This section was administered to all survey respondents. The second section included six questions regarding some items on the institutions' Fiscal Operations and Application to Participate (FISAP) Report. The FISAP contains a number of data elements, including total Federal Pell Grant expenditures and total student enrollment for institutions that participate in any of the three campus-based aid programs. This section was made available only to those who indicated that they were the chief financial aid officers in the survey.

The surveys were administered online for two weeks in November 2007. No identifying information regarding individual respondents was collected. However, the survey requested each respondent's school identifier (OPEID). The OPEID was needed to gather additional information about the employer institutions to keep the survey short and to avoid inputting necessary institutional data manually. Edit checks were incorporated into the on-line survey to ensure that all respondents submitted their institution's ID. Several other data validation checks were also used to ensure data accuracy.

The Research Committee sent an e-mail message with a survey questionnaire link to all NASFAA main institutional contacts, followed by two e-mail reminders during the survey period. Contacts at member institutions were asked to encourage each member of their staff to complete the survey.

The survey questionnaire includes the following items:

- Functional job title
- Actual job title
- Highest degree earned
- Number of years of financial aid experience
- Gender
- Race
- Annual salary amount for 2006-07 Fiscal Year
- The percentage of salary increase from 2006-07 to 2007-08
- Employer-paid benefits
- Total number of students enrolled in fall 2006 and FY2005
- Total 2006-07 Federal Pell Grant expenditures
- Total Stafford and PLUS funds disbursed for the 2006-07 award year
- Total aid disbursed for the 2006-07 award year

The 2007 Salary Survey instrument is included in the Appendices to this report. Additional information was obtained from the U.S. Department of Education's public records, including the 2006-07 FISAP, the Integrated Postsecondary Education Data System (IPEDS) and NASFAA's membership database.

Survey Results

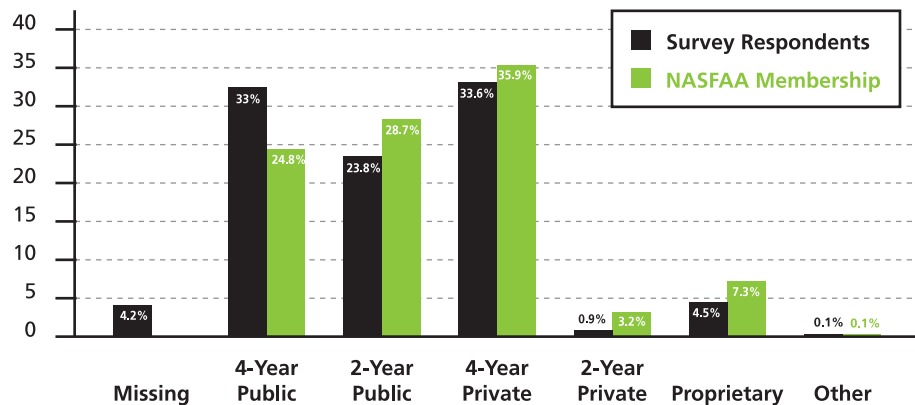
Respondents and Response Rates

The survey message was e-mailed to all 2,560 NASFAA main institutional contacts. Valid survey responses were received from 3,529 financial aid office staff members who represent 1,074 of NASFAA membership entities, yielding about a 42 percent of institutional return rates. The survey respondents did not include student interns, work-study employees, and unpaid volunteers. Incomplete responses were eliminated from the analysis.

Types of Institutions

About 33 percent of the survey respondents were from 4-year public institutions and another 34 percent from 4-year private ones. Distribution of respondent type of institution and regional location of the institution were compared with that of NASFAA's general membership; the results are presented in Figure 1. The numbers of respondents appeared to represent adequately both public and private four-year institutions. According to information from the 2007-08 NASFAA membership database, about 25 percent of its membership were 4-year public institutions, and about 36 percent were 4-year private schools. Even though 2-year institutions seemed to be slightly underrepresented by the survey respondents, the slight shortage was acceptable. Survey respondents did not seem to overwhelmingly represent any one sector of institutions of NASFAA membership. It is worth noting that about 4 percent of the completed responses did not have valid institutional OPEID. As a result, data from those respondents were only included in general descriptive statistics, not further analysis of salary by institutional type or NASFAA region.

FIGURE 1. COMPARISON OF SURVEY RESPONDENTS AND NASFAA MEMBERSHIP BY TYPE OF INSTITUTIONS



Regional Location of Institutions

NASFAA members are divided into six regions: Eastern Association of Student Financial Aid Administrators (EASFAA), Midwest Association of Student Financial Aid Administrators (MASFAA), Rocky Mountain Association of Student Financial Aid Administrators (RMASFAA), Southern Association of Student Financial Aid Administrators (SASFAA), Southwestern Association of Student Financial Aid Administrators (SWASFAA), and Western Association of Student Financial Aid Administrators (WASFAA). The states that compose each NASFAA region are defined in Appendix G. Regional locations of respondent institutions were examined and compared with that of NASFAA membership distribution. Comparative results are displayed in Figure 2.

FIGURE 2. COMPARISONS OF REGIONAL DISTRIBUTION OF SURVEY RESPONDENTS AND NASFAA MEMBERSHIP

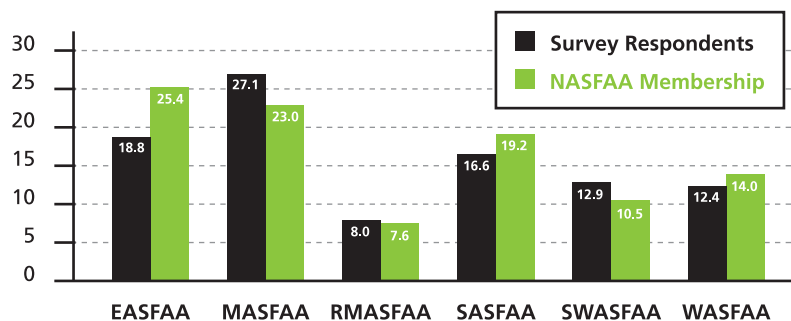


Figure 2 indicates that all NASFAA regions were adequately represented except for EASFAA, which seemed to be slightly underrepresented. About 25 percent of NASFAA members were from EASFAA and about 19 percent of the survey respondents were from EASFAA. Figure 2 also indicates that MASFAA and SWASFAA had the best representations among all six regions.

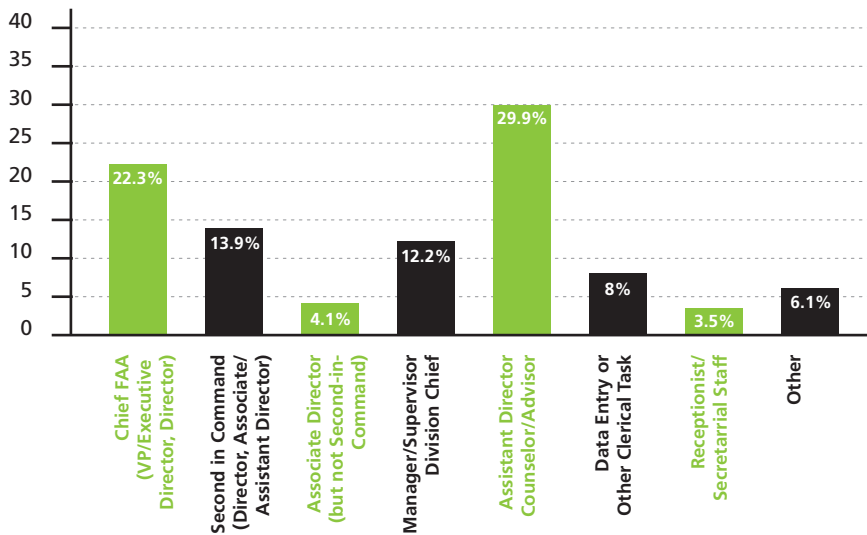
Functional Job Category

The survey collected financial aid professionals' functional job titles. Options provided were: (1) Chief Financial Aid Administrators, which included Vice President, Assistant Vice President, Executive Director, Director, etc.; (2) Second-in-Command, which included such titles as Director, Associate, or Assistant Director; (3) Associate Director, but not Second-in-Command; (4) Assistant Director, Counselor, Advisor; (5) Manager, Supervisor, Division Chief; (6) Data Entry or other clerical responsibilities; (7) Receptionist or Secretarial Staff; and (8) Other. Survey results are tabulated in Table 1; Figure 3 provides a graphic representation of Table 1.

Table 1. Distribution of Functional Positions of Survey Respondents

Functional Title	N	Percent
Chief Financial Aid Administrator (VP/Executive Director/Director)	746	22.3
Second-in-Command (Director, Assoc./Asst. Director)	464	13.9
Associate Director, but not Second-in-Command	138	4.1
Assistant Director/Counselor/Advisor	999	29.9
Manager/Supervisor/Division Chief	407	12.2
Data Entry or Other Clerical Task	268	8.0
Receptionist/Secretarial Staff	117	3.5
Other	204	6.1
All	3,343	

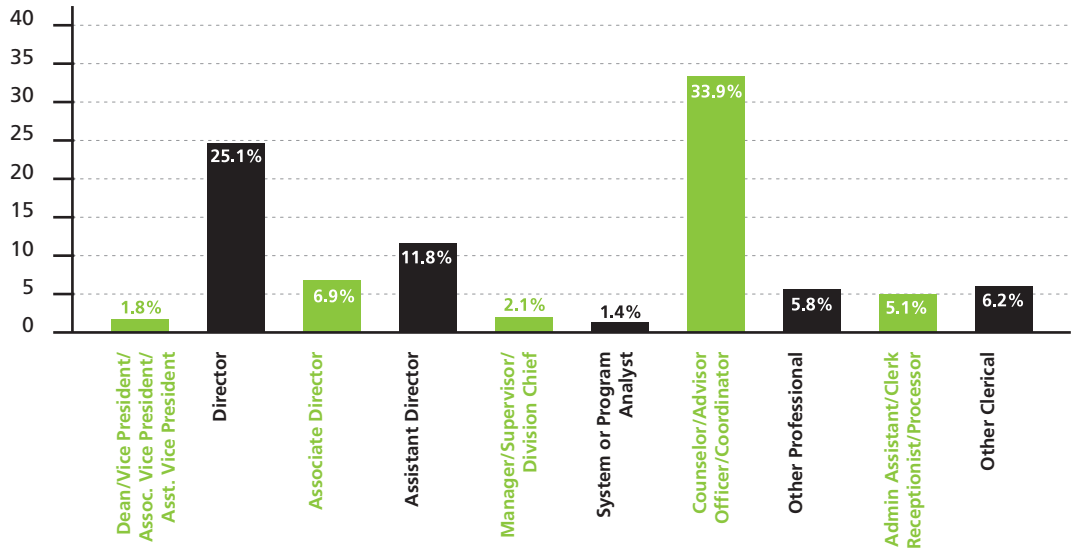
FIGURE 3. SURVEY RESPONDENTS BY FUNCTIONAL POSITION



As shown in Table 1, about 22 percent of the respondents were Chief Financial Aid Officers (CFAO), 14 percent were Second-in-Command, and 30 percent Assistant Directors, Counselors, or Advisors. A comparison of respondent functional job categories and actual job titles revealed that not all CFAOs wore such titles as Vice President (VP), Assistant or Associate VP, or Dean or Director. In some institutions, the CFAO's role was performed by Financial Aid Coordinators, Aid Representatives, or Aid Administrators. Respondent titles also revealed that most of the Vice Presidents, Assistant/Associate VPs and Senior Executive Directors seemed to have multiple responsibilities in addition to financial aid. Some of the most commonly reported integration of responsibilities were: admissions and financial aid, enrollment management and financial aid, financial aid and veteran services/affairs, scholarship and financial aid, or financial aid and student services. The trend for institutions to incorporate financial aid with such functions as admissions, enrollment management, business, and finance and create positions higher than Director might suggest that institutions were treating financial aid as part of their enrollment and other administrative management strategies, and not just as an "aid package preparation and processing agency."

In order to make results from this survey comparable with other national higher education administrative salary surveys such as CUPA HR (College and University Professional Administrator Human Resources) and NASFAA's own historical salary surveys, 10 position title categories were generated based on respondent actual job titles. They are: (1) Dean/Vice President/Associate or Assistant VP; (2) Director; (3) Associate Director; (4) Assistant Director; (5) Manager/Supervisor/Division Chief; (6) Systems or Program Analyst; (7) Counselor/Advisor/Officer/Coordinator; (8) Other Professional; (9) Administrative Assistant/Receptionist/Clerk/Processor; and (10) Other Clerical. Those categories will be used in later salary analyses and comparisons. Job category distributions were recalculated and results are depicted in Figure 4.

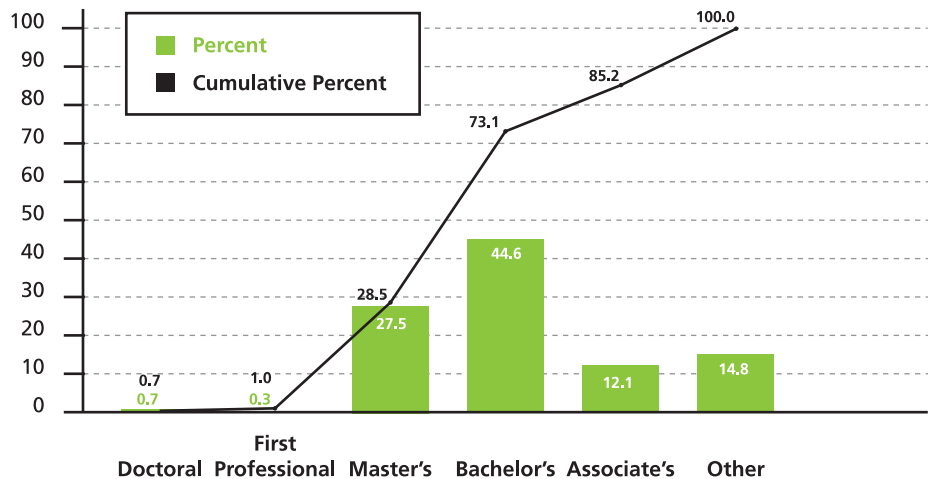
FIGURE 4. SURVEY RESPONDENT ACTUAL JOB TITLE



Education Attainment

As shown in Figure 5, respondents were asked about highest education degrees earned. More than 85 percent of respondents earned at least an associate degree or higher. Seventy-three (73) percent of the respondents hold a baccalaureate degree. An examination of education attainment by the 495 respondents who selected "other" reveals that most were either working on their college degrees at the time of the survey or had various amounts of college course credits.

FIGURE 5. SURVEY RESPONDENTS' HIGHEST DEGREE EARNED



Race and Gender

Respondent ethnic background and gender statistics are presented in Figures 6 and 7 respectively. As shown in the figures, about 80 percent of the respondents were female and about 77 percent were White. The race and gender distribution percentages only reflect the features of the survey respondents and may not represent the demographic features of current financial aid professionals.

FIGURE 6. SURVEY RESPONDENT GENDER DISTRIBUTION

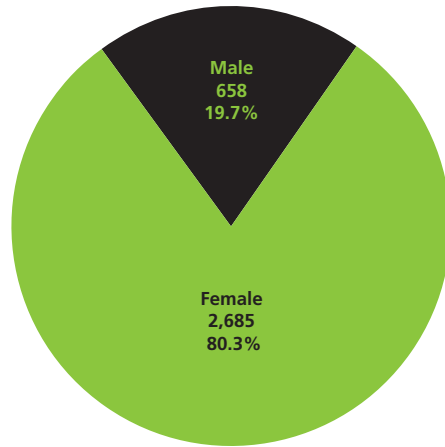
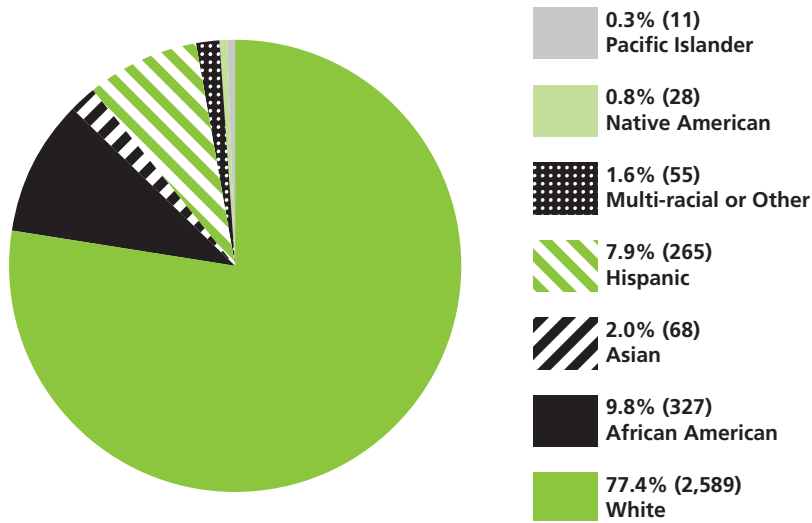


FIGURE 7. SURVEY RESPONDENT ETHNICITY



Gender and Job Title

Cross-tabulations of respondent gender and job category titles are presented in Table 2. While about 80 percent of the respondents were female, higher level positions (Director and above) and IT positions (System or Program Analysts) tend to be held more by men. Positions such as Counselor, Advisor, Coordinator, and other clerical positions tend to be held more by women. Taking the Dean/Vice President category for example, over 40 percent of the Dean/VP positions were held by men, despite that females made up 80 percent of the respondents. In comparison, about 87 percent of the Counselor/Advisor/Coordinator positions were held by women.

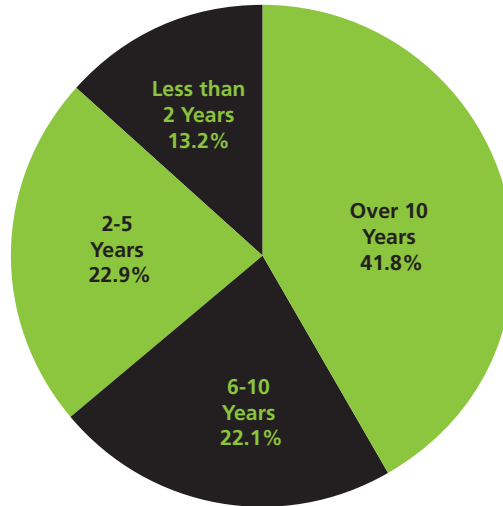
Table 2. Survey Respondent Position Titles by Gender

	Male		Female	
	N	Percent	N	Percent
Dean/VP/Assoc. VP/Asst. VP	23	40.4	34	59.6
Director	265	33.1	535	66.9
Associate Director	47	21.5	172	78.5
Assistant Director	72	19.1	304	80.9
Manager/Supervisor/Division Chief	14	20.0	56	80.0
System or Program Analyst	12	26.7	33	73.3
Counselor/Advisor/Officer/Coordinator	165	14.6	967	85.4
Other Professional	38	13.1	253	86.9
Adm. Asst./Receptionist/Clerk/Processor	7	3.5	193	96.5
Other Clerical	15	9.8	138	90.2
All	658	19.7	2,685	80.3

Years of Experience Working in Financial Aid

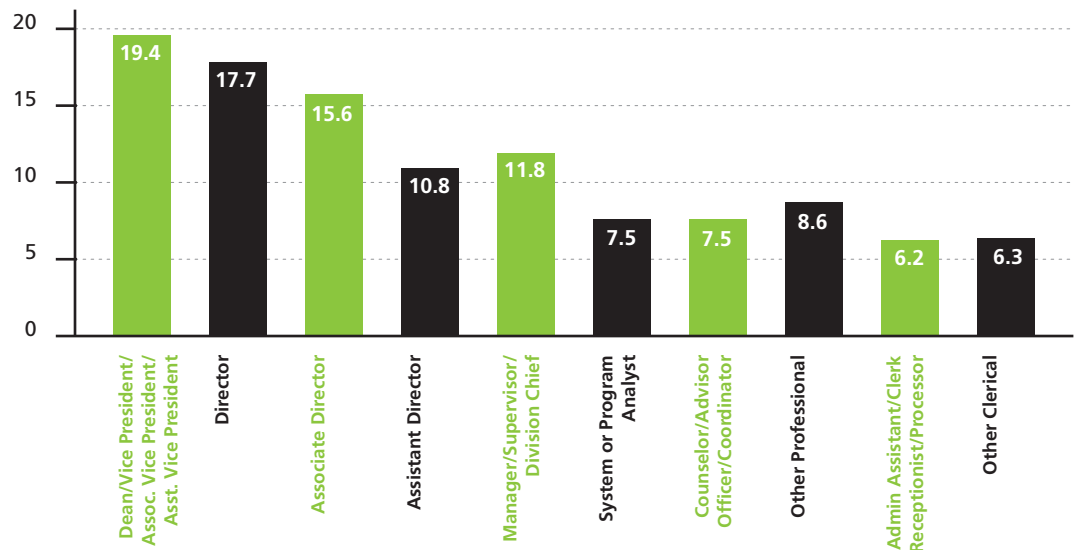
Respondent years of experience working in financial aid were tallied and results were depicted in Figure 8. Nearly 42 percent of the respondents had over 10 years of experience working in student aid. Over 22 percent of the respondents worked in six to 10 years. About 36 percent of the respondents worked in the field for less than five years. The longest reported years of services was 41 and the shortest was less than a year. The average number of years of services was 11.6 and the median (the point at which 50 percent were below and 50 percent were above) was 8.5 years.

FIGURE 8. SURVEY RESPONDENT YEARS WORKING IN FINANCIAL AID



Respondent years of service by job title were calculated and results are presented in Figure 9. Respondents holding the highest-level financial aid positions on campus tend to have the longest years of service (almost 20 years) followed by Directors (nearly 18 years) and Associate Directors (more than 15 years). It was noted that for the “Other Professional” category, the average years of service was almost 9. Further examinations of the actual titles provided by respondents revealed that the “Other Professional” category included such titles as “Accountant,” “Aid Representatives,” and those whose job responsibilities covered more than one category.

FIGURE 9. AVERAGE YEARS OF SERVICE IN FINANCIAL AID BY FUNCTIONAL POSITION TITLE



Salary Compensation

Full-time Employee Salary Compensation by Functional Job Position

Salary compensation statistics were based on the 12-month salaries of full-time employees for fiscal year 2006-07. Of the 3,433 respondents, 3,179 were full-time employees (95%). Both median and average salary statistics were calculated and results were tabulated in Table 3. Median is a statistical measure of dispersion that separates the higher half of the sample from the lower half. It is usually a better measure of central tendency than the average when extreme values exist in the sample. A commonly used illustration is to calculate average income of a roomful of computer programmers when Bill Gates happens to be in that room. Average is definitely not a good measure of the roomful. Since historical NASFAA salary surveys reported salary averages and other national salary surveys, such as CUPA HR, reported median, both average and median are reported, but analysis will be based on the medians.

Table 3. Annual Full-time Employee Salaries by Job Titles

	<i>N</i>	Average	Median
Dean/VP/Assoc. VP/Asst. VP	57	95,588	86,000
Director	798	66,062	62,800
Associate Director	218	57,050	54,000
Assistant Director	374	43,774	42,000
Manager/Supervisor/Division Chief	67	46,688	44,000
System or Program Analyst	44	41,041	40,511
Counselor/Advisor/Officer/Coordinator	1,078	35,121	33,507
Other Professional	183	37,674	35,000
Adm. Asst./Receptionist/Clerk/Processor	163	28,689	28,000
Other Clerical	197	30,877	29,500

As shown in Table 3, the average salaries were all slightly higher than the medians for all job categories, indicating that the averages might be influenced by a few high values. For example, in the Dean/VP group, the average salary was \$95,588 while the median salary was \$86,000. The difference was almost \$10,000. It seems that the higher the position level, the bigger the discrepancy between average and median salary compensation.

Median and Average Salary by Institutional Type

Table 4 presents annual full-time salary compensation by the types of institutions with which the respondents were affiliated. Financial aid administrators in general seemed to be paid very similarly across different types of institutions in the non-profit sector. For example, the median difference between 4- year public and 2-year public institutions was \$500. Financial aid administrators working for proprietary institutions reported the lowest salary compensation.

Table 4. Annual Full-time Salary by Type of Institution

	<i>N</i>	Average	Median
4-year public	1,059	47,710	42,000
4-year private	1,071	47,159	41,500
2-year public	737	45,182	40,000
2-year private	28	45,883	41,750
Proprietary	148	37,728	33,000
Other	2	81,500	81,500
All	3,045	46,424	40,500

Salary Average by Type of Institution and Job Position

Cross-tabulations of median and average full-time salaries by job category title and type of institution were presented in Tables 4a and 4b respectively. Figure 9 is a graphic representation of median salary distribution in Table 4a.

Table 4a. Median Full-time Annual Salary by Position and Type of Institution

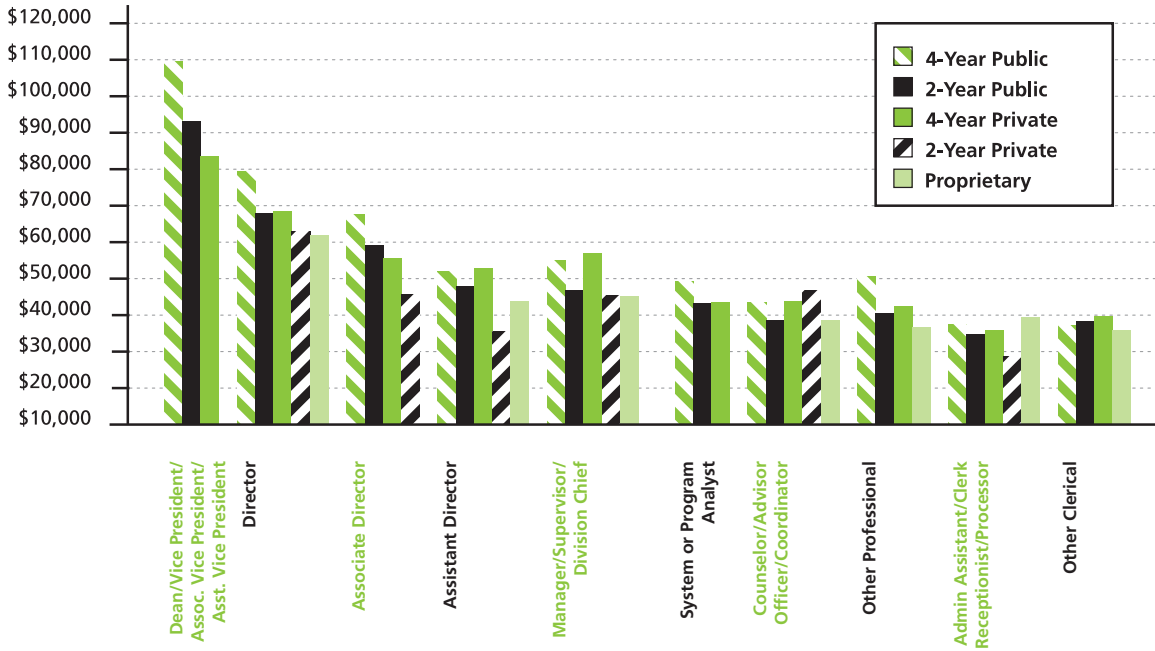
	4-year Institutions		2-year Institutions		
	Public	Private	Public	Private	Proprietary
Dean/VP/Assoc. VP/Asst. VP	110,000	83,177	75,384	–	–
Director	74,110	60,710	61,000	54,000	56,751
Associate Director	61,000	51,140	46,000	38,750	–
Assistant Director	42,640	40,814	44,800	28,000	37,000
Manager/Supervisor/Division Chief	48,000	39,500	52,000	38,771	37,592
System or Program Analyst	43,786	37,650	41,000	–	–
Counselor/Advisor/Officer/Coordinator	35,000	30,993	35,254	38,000	33,000
Other Professional	40,421	30,000	30,500	–	30,000
Adm. Asst./Receptionist/Clerk/Processor	29,000	27,000	28,000	20,400	35,000
Other Clerical	28,346	29,500	31,000	–	29,600
All	42,000	41,500	40,000	41,750	33,000

Due to the underrepresentation of private two-year institutions among the respondents (Figure 1), results of their salary compensation are not compared with those of other sectors. The absence of certain job categories reported by the private two-year institutions, as displayed by Table 4a, may be due to the lack of sample survey respondents, or it may also reflect some actual situations among private two-year institutions. According to Table 4a, the largest salary discrepancies among different type of institutions existed at the Associate Director level or higher. For example, at the Dean/VP level, the medians reported by public 4-year, private 4-year, and public 2-year institutions were \$110,000, \$83,177, and \$75,384, respectively. At the Counselor level, the medians for public 4-year and public 2-year institutions were \$35,000 and \$35,254. The magnitude of salary difference by type of institutions can be better discerned from Figure 10.

Table 4b. Average Full-time Annual Salary by Position and Type of Institution

	4-year Institutions		2-year Institutions		
	Public	Private	Public	Private	Proprietary
Dean/VP/Assoc. VP/Asst. VP	108,446	91,118	80,647	–	–
Director	75,998	63,496	64,011	57,870	57,299
Associate Director	62,950	53,965	49,810	38,750	–
Assistant Director	45,810	41,572	46,921	28,000	37,000
Manager/Supervisor/Division Chief	49,307	40,474	51,449	38,771	38,458
System or Program Analyst	42,941	36,641	36,732	–	–
Counselor/Advisor/Officer/Coordinator	36,564	31,568	37,127	40,290	31,545
Other Professional	44,380	33,694	35,633	–	29,276
Adm. Asst./Receptionist/Clerk/Processor	30,109	27,141	28,506	20,400	32,333
Other Clerical	29,631	31,241	32,601	–	28,387
All	47,710	47,159	45,182	45,883	37,728

FIGURE 10. MEDIAN ANNUAL SALARY COMPENSATION OF SURVEY RESPONDENTS BY INSTITUTIONAL TYPE AND JOB TITLE



Median Salary by NASFAA Region

Salary statistics by NASFAA region were also calculated and results were presented in Tables 5, 5a, and 5b. Table 5 contains average and median salaries in general, by NASFAA region. Tables 5a and 5b tabulate average (5a) and median (5b) salaries by NASFAA region and by position title. Figure 10 provides a visual representation of the data presented by Table 5a.

Table 5. Annual Full-time Salaries by NASFAA Region

	N	Average	Median
EASFAA	601	54,800	48,500
MASFAA	874	44,041	39,338
RMASFAA	250	42,288	39,036
SASFAA	524	43,312	37,000
SWASFAA	403	41,008	35,000
WASFAA	393	51,252	45,000
All	3,045	46,424	40,500

As shown in Table 5, EASFAA reported the highest overall salary median (\$48,500), followed by WASFAA (\$45,000). SWASFAA reported the lowest salary median (\$35,000). An examination of Figure 10 reveals a similar pattern in salary compensation by type of institutions: the higher the position, the bigger difference in salary compensation by region. For example, the median salary difference between EASFAA and RMASFAA institutions was \$19,345 for the Chief Financial Aid Administrator, and \$8,000 for Assistant Director/Counselor/Advisor positions. Figure 11 also reveals that EASFAA's high salary compensation was mainly at the Dean/VP level only. The overlapping of the median annual salary points across different regions on the salary axis in Figure 11, especially for titles with lower administrative rank, further illustrate that the lower the rank of the titles, the smaller the differences in salary compensation for similar positions across the regions.

FIGURE 11. MEDIAN ANNUAL FULL-TIME SALARY COMPENSATION OF SURVEY RESPONDENTS BY NASFAA REGION AND JOB TITLE

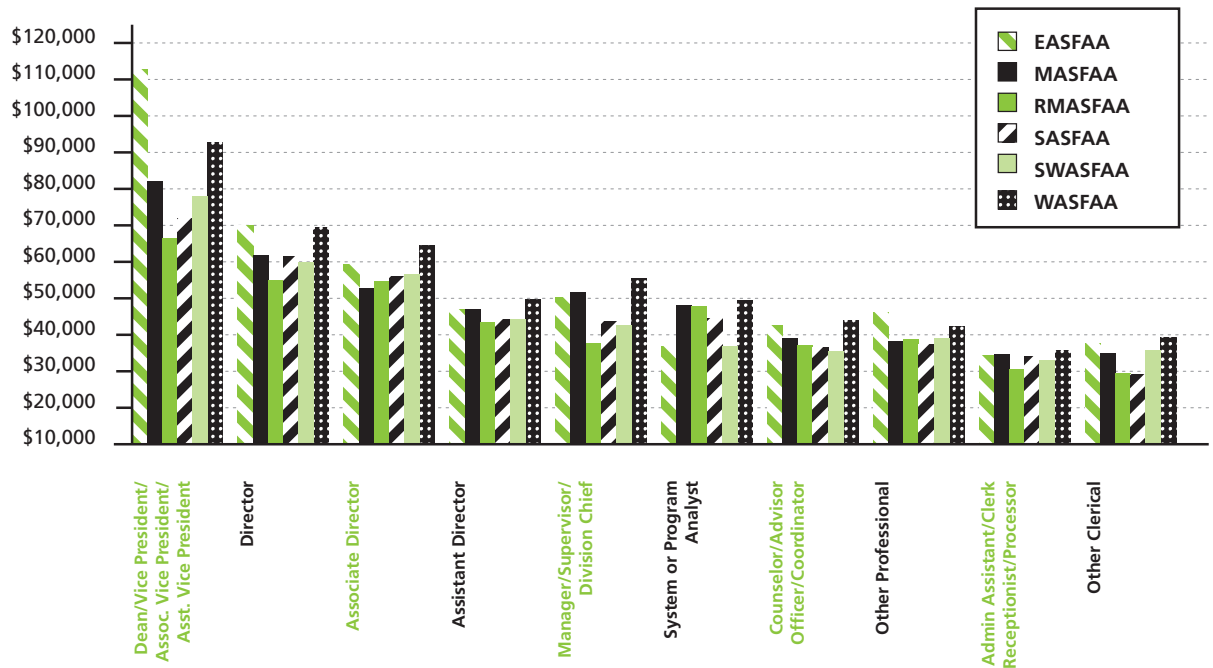


Table 5a. Median Annual Full-time Salaries by NASFAA Region and Job Position

	EASFAA	MASFAA	RMASFAA	SASFAA	SWASFAA	WASFAA
Dean/VP/Assoc. VP/Asst. VP	117,840	82,656	64,750	71,000	77,900	94,750
Director	70,000	60,382	52,363	60,000	58,262	69,310
Associate Director	57,500	50,000	51,965	53,560	54,300	63,500
Assistant Director	43,000	43,000	39,134	40,000	40,000	46,332
Manager/Supervisor/Division Chief	47,000	48,500	32,265	39,200	38,000	53,000
System or Program Analyst	31,174	44,500	43,786	40,342	31,423	45,846
Counselor/Advisor/Officer/Coordinator	38,000	34,000	31,531	31,000	29,800	39,633
Other Professional	42,000	33,065	33,768	32,000	33,726	37,542
Adm. Asst./Receptionist/Clerk/Processor	28,250	28,870	23,839	27,920	27,102	30,012
Other Clerical	32,384	29,000	22,858	28,250	29,796	33,956

Table 5b. Average Annual Full-time Salaries by NASFAA Region and Functional Job Position

	EASFAA	MASFAA	RMSAFAA	SASFAA	SWASFAA	WASFAA
Dean/VP/Assoc. VP/Asst. VP	112,493	84,638	63,583	83,729	83,717	100,460
Director	73,694	62,441	56,457	63,499	61,624	74,788
Associate Director	58,394	53,528	52,822	56,566	57,115	68,352
Assistant Director	44,012	44,221	40,230	43,089	42,349	50,394
Manager/Supervisor/Division Chief	49,226	48,179	37,053	41,681	39,203	55,219
System or Program Analyst	31,087	43,348	43,786	40,501	39,836	45,444
Counselor/Advisor/Officer/Coordinator	39,342	34,631	34,710	31,866	31,075	40,373
Other Professional	44,680	35,064	31,990	36,528	36,962	40,370
Adm. Asst. /Receptionist/Clerk/Processor	29,897	29,377	25,907	27,168	27,565	30,424
Other Clerical	33,845	30,012	25,123	29,500	28,566	37,428

Key Factors Affecting Salary Compensation

Correlation analysis was used to detect the relationship between variables collected in the survey and staff salary. Eight factors were found having strong correlations with salary compensations:

1. Job Title
2. Functional Role within the Financial Aid Office
3. Years of Financial Aid Experience
4. Total Student Enrollment
5. Length of Degree Program Offered
6. Highest Educational Level Attained
7. Degree of Urbanization at the Work Location
8. NASFAA Geographic Region

It is worth noting that control of the institution (i.e., whether public or private) did not seem to impact staff salary compensation. Among the statistically significant factors, Job Title, Functional Role, Educational Level Attained, and Years of Experience in Financial Aid were highly correlated with one another. This multi-collinearity among predicting variables did not present statistical concerns because our goal is only to predict salary compensation.

A new salary prediction model was created from the survey results by using the least square multiple linear regression method. Multiple linear regression attempts to model the relationship between two or more explanatory variables and one response variable by fitting a linear equation to observed data. A common example of its use is generally found in college enrollment management prediction, where the college calculates a predicted grade point average (GPA) based on the student academic preparedness, credit hours taken, whether the student commutes, and other factors. Earlier intervention efforts will be carried out if a student is predicted to have low GPA in order to help the student improve his/her academic performance.

This same method was used to create the 2007 NASFAA Salary Model. This model provides an objective tool for predicting normative salary for employees with similar professional experience in institutions that share similar geographic and urbanization features. The model accounts for about 65 percent of total variance in salary compensation; Job Title alone explains about 47 percent of the variance.

Table 6. Salary Prediction Model Regression Analysis

Explanatory Variable (Predictor)	β
Job Title	2687.9
Role within the Financial Aid Office	1641.3
Highest Degree Earned	2875.3
Years Working in Financial Aid	738.3
Total Enrollment	0.3
Program Length	-658.0
Degree of Urbanization (urban-centric locale)	-110.7
EASFAA	7719.0
MASFAA	1499.8
RMSFAA	-2274.1
SWASFAA	-3949.6
WASFAA	7116.0
Constant	7226.56
R ²	0.653
Adjusted R ²	0.652

Table 6. Regression Analysis Results for the Model

Summary

As expected with conventional wisdom, position title, education attainment, and years of working experience are the major factors that impact employee salary compensation. Geographic location, total student enrollment (a proxy of school size) and degree urbanization also played roles in salary compensation. However, most of the salary differences by region exist at higher positions (Associate Director, Director or VP). This survey reveals that salary equity seems to have been achieved across different types of institutions.

Appendix A.

Full-time Financial Aid Administrator Annual Salary Compensation by Title and NASFAA Region

		P25*	P50**	P75***	Average	Min	Max
EASFAA	Dean/VP/Assoc. VP/Asst. VP	93,000	117,840	131,000	112,493	67,000	160,000
	Director	59,051	70,000	85,000	73,694	36,000	170,000
	Associate Director	47,000	57,500	67,000	58,394	37,000	91,500
	Assistant Director	37,366	43,000	49,930	44,012	22,000	77,104
	Manager/Supervisor/Division Chief	39,228	47,000	57,000	49,226	24,480	91,179
	System or Program Analyst	21,174	31,174	41,000	31,087	20,000	42,000
	Counselor/Advisor/Officer/Coordinator	32,106	38,000	44,371	39,342	22,000	83,000
	Other Professional	32,268	42,000	51,300	44,680	21,000	92,700
	Adm. Asst. /Receptionist/Clerk/Processor	24,500	28,250	32,765	29,897	20,000	51,629
	Other Clerical	28,000	32,384	37,500	33,845	24,000	53,000
MASFAA	Dean/VP/Assoc. VP/Asst. VP	73,038	82,656	89,800	84,638	60,000	134,750
	Director	51,000	60,382	71,000	62,441	28,000	135,000
	Associate Director	40,500	50,000	65,000	53,528	25,000	100,000
	Assistant Director	35,850	43,000	50,000	44,221	25,953	106,000
	Manager/Supervisor/Division Chief	37,000	48,500	54,400	48,179	26,500	82,350
	System or Program Analyst	36,849	44,500	48,045	43,348	35,000	53,000
	Counselor/Advisor/Officer/Coordinator	29,000	34,000	39,000	34,631	20,000	67,525
	Other Professional	26,000	33,065	41,142	35,064	20,000	67,000
	Adm. Asst. /Receptionist/Clerk/Processor	25,968	28,870	32,000	29,377	20,000	47,231
	Other Clerical	24,144	29,000	32,000	30,012	20,000	67,000
RMSFAA	Dean/VP/Assoc. VP/Asst. VP	59,000	64,750	67,000	63,583	59,000	67,000
	Director	45,052	52,363	66,650	56,457	30,000	113,867
	Associate Director	46,406	51,965	58,000	52,822	35,175	82,975
	Assistant Director	37,550	39,134	44,957	40,230	23,000	56,000
	Manager/Supervisor/Division Chief	31,000	32,265	43,000	37,053	24,000	55,000
	System or Program Analyst	43,786	43,786	43,786	43,786	43,786	43,786
	Counselor/Advisor/Officer/Coordinator	27,350	31,531	39,036	34,710	20,764	76,188
	Other Professional	25,000	33,768	38,990	31,990	21,400	41,290
	Adm. Asst. /Receptionist/Clerk/Processor	22,697	23,839	27,133	25,907	21,000	42,912
	Other Clerical	21,500	22,858	28,000	25,123	21,000	34,350
SASFAA	Dean/VP/Assoc. VP/Asst. VP	62,975	71,000	107,000	83,729	58,000	119,670
	Director	50,700	60,000	75,000	63,499	25,900	131,000
	Associate Director	47,800	53,560	64,134	56,566	37,000	92,222
	Assistant Director	36,000	40,000	45,000	43,089	23,068	144,000
	Manager/Supervisor/Division Chief	29,000	39,200	56,842	41,681	29,000	56,842
	System or Program Analyst	39,628	40,342	42,826	40,501	25,461	52,956
	Counselor/Advisor/Officer/Coordinator	27,900	31,000	34,500	31,866	20,280	54,000
	Other Professional	28,080	32,000	40,200	36,528	20,508	82,625
	Adm. Asst. /Receptionist/Clerk/Processor	25,000	27,920	28,750	27,168	20,178	35,000
	Other Clerical	24,000	28,250	34,932	29,500	20,000	48,500

Continued >

		P25*	P50**	P75***	Average	Min	Max
SWASFAA	Dean/VP/Assoc. VP/Asst. VP	75,000	77,900	91,500	83,717	65,000	115,000
	Director	51,000	58,262	70,000	61,624	25,000	113,000
	Associate Director	49,995	54,300	72,000	57,115	29,805	90,588
	Assistant Director	35,640	40,000	43,404	42,349	20,000	95,140
	Manager/Supervisor/Division Chief	33,590	38,000	45,000	39,203	27,824	61,480
	System or Program Analyst	27,933	31,423	55,194	39,836	26,000	63,588
	Counselor/Advisor/Officer/Coordinator	26,000	29,800	34,933	31,075	20,000	99,800
	Other Professional	27,887	33,726	39,811	36,962	25,000	72,450
	Adm. Asst. /Receptionist/Clerk/Processor	23,183	27,102	30,875	27,565	21,000	42,000
	Other Clerical	25,464	29,796	30,576	28,566	21,000	37,333
WASFAA	Dean/VP/Assoc. VP/Asst. VP	68,750	94,750	132,170	100,460	65,000	147,339
	Director	60,000	69,310	89,199	74,788	32,000	175,000
	Associate Director	50,750	63,500	74,782	68,352	44,988	123,000
	Assistant Director	35,000	46,332	64,428	50,394	30,000	99,000
	Manager/Supervisor/Division Chief	46,968	53,000	65,076	55,219	35,000	79,000
	System or Program Analyst	39,000	45,846	48,096	45,444	37,200	59,000
	Counselor/Advisor/Officer/Coordinator	32,568	39,633	46,058	40,373	20,000	72,000
	Other Professional	30,000	37,542	46,596	40,370	25,979	85,000
	Adm. Asst. /Receptionist/Clerk/Processor	28,000	30,012	32,800	30,424	24,000	38,000
	Other Clerical	28,768	33,956	44,580	37,428	23,920	65,000
Unknown	Dean/VP/Assoc. VP/Asst. VP	100,000	109,209	118,418	109,209	100,000	118,418
	Director	46,000	60,000	74,000	62,770	28,800	150,000
	Associate Director	53,820	69,000	72,590	65,137	53,820	72,590
	Assistant Director	31,500	38,000	44,000	39,568	29,000	73,733
	Manager/Supervisor/Division Chief	22,500	31,041	39,581	31,041	22,500	39,581
	System or Program Analyst	33,336	35,152	44,000	38,751	33,336	47,930
	Counselor/Advisor/Officer/Coordinator	30,000	35,193	41,677	37,095	20,280	68,000
	Other Professional	29,538	31,453	42,000	35,124	23,290	54,610
	Adm. Asst. /Receptionist/Clerk/Processor	22,000	35,588	38,000	30,898	20,400	38,500
	Other Clerical	23,000	29,438	32,000	28,063	21,000	35,000
All	Dean/VP/Assoc. VP/Asst. VP	74,261	86,000	118,000	95,588	58,000	160,000
	Director	52,000	62,800	75,992	66,062	25,000	175,000
	Associate Director	45,612	54,000	66,706	57,050	25,000	123,000
	Assistant Director	36,000	42,000	48,000	43,774	20,000	144,000
	Manager/Supervisor/Division Chief	37,000	44,000	55,000	46,688	22,500	91,179
	System or Program Analyst	35,076	40,511	47,334	41,041	20,000	63,588
	Counselor/Advisor/Officer/Coordinator	28,737	33,507	40,000	35,121	20,000	99,800
	Other Professional	28,000	35,000	43,100	37,674	20,000	92,700
	Adm. Asst. /Receptionist/Clerk/Processor	24,000	28,000	31,500	28,689	20,000	51,629
	Other Clerical	24,595	29,500	34,350	30,877	20,000	67,000

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Appendix B.

Full-time Financial Aid Administrator Annual Salary Compensation by Type of Institution and Job Title

		P25*	P50**	P75***	Average	Min	Max
Four-year	Dean/VP/Assoc. VP/Asst. VP	86,000	110,000	126,372	108,446	67,000	160,000
Public	Director	62,043	74,110	90,000	75,998	28,465	135,000
	Associate Director	51,420	61,000	73,000	62,950	29,805	103,500
	Assistant Director	38,752	42,640	51,200	45,810	22,000	106,000
	Manager/Supervisor/Division Chief	38,956	48,000	56,842	49,307	29,178	91,179
	System or Program Analyst	37,399	43,786	48,096	42,941	25,461	63,588
	Counselor/Advisor/Officer/Coordinator	30,000	35,000	41,755	36,564	20,000	99,800
	Other Professional	35,143	40,421	52,000	44,380	21,400	85,000
	Adm. Asst. /Receptionist/Clerk/Processor	24,902	29,000	34,000	30,109	21,000	51,629
	Other Clerical	24,200	28,346	33,243	29,631	20,000	67,000
Two-year	Dean/VP/Assoc. VP/Asst. VP	62,975	75,384	95,355	80,647	59,000	117,000
Public	Director	52,000	61,000	73,500	64,011	30,235	135,000
	Associate Director	36,900	46,000	58,265	49,810	32,000	117,419
	Assistant Director	37,000	44,800	51,000	46,921	25,953	99,000
	Manager/Supervisor/Division Chief	37,001	52,000	68,999	51,449	24,000	82,350
	System or Program Analyst	30,000	41,000	43,464	36,732	20,000	44,928
	Counselor/Advisor/Officer/Coordinator	29,000	35,254	43,081	37,127	20,700	83,000
	Other Professional	26,893	30,500	40,000	35,633	20,508	92,700
	Adm. Asst. /Receptionist/Clerk/Processor	23,448	28,000	32,000	28,506	20,178	43,409
	Other Clerical	24,252	31,000	37,500	32,601	20,800	65,000
Four-year	Dean/VP/Assoc. VP/Asst. VP	69,000	83,177	110,420	91,118	58,000	156,000
Private	Director	50,000	60,710	72,375	63,496	25,900	175,000
	Associate Director	44,000	51,140	62,000	53,965	25,000	123,000
	Assistant Director	35,000	40,814	45,100	41,572	20,000	144,000
	Manager/Supervisor/Division Chief	30,200	39,500	49,000	40,474	24,480	59,000
	System or Program Analyst	28,830	37,650	43,368	36,641	22,348	50,000
	Counselor/Advisor/Officer/Coordinator	27,000	30,993	35,000	31,568	20,000	56,680
	Other Professional	28,000	30,000	36,750	33,694	20,000	62,000
	Adm. Asst. /Receptionist/Clerk/Processor	23,850	27,000	30,000	27,141	20,000	38,000
	Other Clerical	25,000	29,500	34,178	31,241	20,000	60,200
Two-year	Director	49,915	54,000	71,000	57,870	42,000	75,000
Private	Associate Director	37,000	38,750	40,500	38,750	37,000	40,500
	Assistant Director	28,000	28,000	28,000	28,000	28,000	28,000
	Manager/Supervisor/Division Chief	38,771	38,771	38,771	38,771	38,771	38,771
	Counselor/Advisor/Officer/Coordinator	32,618	38,000	45,050	40,290	26,000	60,188
	Adm. Asst. /Receptionist/Clerk/Processor	20,400	20,400	20,400	20,400	20,400	20,400
Proprietary	Dean/VP/Assoc. VP/Asst. VP	125,000	130,000	135,000	130,000	125,000	135,000
	Director	45,000	56,751	63,000	57,299	25,000	120,000
	Assistant Director	34,000	37,000	40,000	37,000	34,000	40,000
	Manager/Supervisor/Division Chief	31,200	37,592	40,000	38,458	28,500	55,000
	Counselor/Advisor/Officer/Coordinator	27,500	33,000	34,000	31,545	20,000	50,000
	Other Professional	24,000	30,000	33,100	29,276	20,000	42,000
	Adm. Asst. /Receptionist/Clerk/Processor	22,000	35,000	40,000	32,333	22,000	40,000
	Other Clerical	28,000	29,600	31,000	28,387	20,500	35,000

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Appendix C.

Full-time Financial Aid Administrator Annual Salary Compensation by Years of Experience Working in Financial Aid and Job Title

		P25*	P50**	P75***	Average	Min	Max
< 2	Dean/VP/Assoc. VP/Asst. VP	99,000	108,000	117,000	108,000	99,000	117,000
	Director	38,500	44,500	53,227	46,151	30,000	70,000
	Associate Director	30,500	38,250	48,500	39,500	25,000	56,500
	Assistant Director	34,000	37,040	39,000	36,058	20,000	53,000
	Manager/Supervisor/Division Chief	26,500	39,200	46,000	36,997	22,500	54,000
	System or Program Analyst	31,684	43,684	47,000	39,342	20,000	50,000
	Counselor/Advisor/Officer/Coordinator	26,561	31,200	34,000	30,983	20,000	58,000
	Other Professional	24,000	30,000	34,000	30,171	20,000	50,000
	Adm. Asst. /Receptionist/Clerk/Processor	23,798	25,000	28,290	26,446	20,696	40,000
	Other Clerical	22,850	26,285	30,538	27,354	20,500	43,392
2 - 5	Dean/VP/Assoc. VP/Asst. VP	85,000	85,000	85,000	85,000	85,000	85,000
	Director	45,000	52,300	62,315	54,164	25,000	105,000
	Associate Director	37,000	45,000	52,000	46,305	29,805	68,000
	Assistant Director	34,000	38,021	43,000	39,055	23,068	75,000
	Manager/Supervisor/Division Chief	29,178	37,886	41,983	38,649	24,480	61,480
	System or Program Analyst	35,000	40,342	45,000	39,086	22,348	53,000
	Counselor/Advisor/Officer/Coordinator	27,700	32,000	36,789	32,875	20,000	60,345
	Other Professional	28,000	32,000	39,345	35,400	21,400	67,000
	Adm. Asst. /Receptionist/Clerk/Processor	22,810	26,936	31,200	27,720	20,000	43,409
	Other Clerical	24,000	27,770	32,760	28,799	20,000	53,968
6 - 10	Dean/VP/Assoc. VP/Asst. VP	68,038	73,230	77,692	72,865	65,000	80,000
	Director	46,000	53,000	64,500	56,414	25,900	132,756
	Associate Director	41,500	50,500	58,224	50,759	30,210	72,000
	Assistant Director	36,704	41,800	46,690	42,423	26,581	73,947
	Manager/Supervisor/Division Chief	37,592	44,000	55,000	48,166	24,000	91,179
	System or Program Analyst	33,336	42,000	46,089	41,870	25,461	63,588
	Counselor/Advisor/Officer/Coordinator	29,337	34,501	40,100	35,323	20,000	64,818
	Other Professional	27,000	34,257	40,200	37,579	22,500	85,000
	Adm. Asst. /Receptionist/Clerk/Processor	25,000	29,000	31,402	28,958	20,000	42,912
	Other Clerical	24,635	31,000	36,900	31,629	20,000	50,000
11+	Dean/VP/Assoc. VP/Asst. VP	74,261	92,250	119,670	97,121	58,000	160,000
	Director	56,665	66,377	81,000	70,280	28,465	175,000
	Associate Director	47,500	57,500	70,300	61,031	36,000	123,000
	Assistant Director	40,000	45,333	53,688	48,437	22,000	144,000
	Manager/Supervisor/Division Chief	38,855	49,250	61,674	51,679	31,000	82,350
	System or Program Analyst	37,200	39,000	48,096	44,509	34,015	60,888
	Counselor/Advisor/Officer/Coordinator	33,000	39,720	48,000	41,436	21,963	99,800
	Other Professional	35,454	42,134	49,070	44,618	21,000	92,700
	Adm. Asst. /Receptionist/Clerk/Processor	27,000	31,370	35,588	32,702	22,393	51,629
	Other Clerical	30,000	33,588	40,200	36,755	22,111	67,000

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Appendix D.

Full-time Financial Aid Administrator Annual Salary Compensation by Years of Experience Working in Financial Aid, Job Title, and NASFAA Region

EASFAA

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	< 2	99,000	99,000	99,000	99,000	99,000	99,000
	6 - 10	75,384	75,384	75,384	75,384	75,384	75,384
	11+	93,000	120,000	135,000	67,000	160,000	115,156
Director	< 2	55,200	62,600	70,000	55,200	70,000	62,600
	2 - 5	56,375	70,000	85,000	45,500	105,000	71,431
	6 - 10	50,000	58,000	70,000	36,000	132,756	63,911
	11+	63,091	74,089	85,000	37,000	170,000	76,030
Associate Director	2 - 5	44,500	52,706	63,000	37,000	68,000	53,177
	6 - 10	44,500	48,275	55,000	41,500	60,000	49,631
	11+	50,330	64,500	70,000	39,780	91,500	61,417
Assistant Director	< 2	36,050	38,110	42,000	24,000	43,000	36,632
	2 - 5	35,000	37,495	42,000	31,500	51,500	38,653
	6 - 10	39,800	45,000	51,000	27,800	62,000	45,071
	11+	42,000	47,125	55,225	22,000	77,104	48,132
Manager/Supervisor/Division Chief	< 2	46,000	50,000	54,000	46,000	54,000	50,000
	2 - 5	34,000	39,500	41,983	24,480	55,000	38,993
	6 - 10	41,100	66,140	91,179	41,100	91,179	66,140
	11+	38,956	49,000	63,000	37,500	64,914	51,481
System or Program Analyst	< 2	20,000	20,000	20,000	20,000	20,000	20,000
	2 - 5	22,348	31,174	40,000	22,348	40,000	31,174
	6 - 10	42,000	42,000	42,000	42,000	42,000	42,000
Counselor/Advisor/Officer/Coordinator	< 2	31,000	33,500	37,600	24,720	49,000	34,270
	2 - 5	29,800	34,000	40,000	25,000	49,000	34,883
	6 - 10	30,250	38,000	44,186	22,000	64,818	38,661
	11+	38,000	42,000	51,500	27,500	83,000	44,830
Other Professional	< 2	30,300	35,000	50,000	30,300	50,000	38,433
	2 - 5	31,000	36,500	51,300	26,000	62,000	39,812
	6 - 10	22,500	32,268	44,560	22,500	44,560	33,109
	11+	41,078	48,500	64,413	21,000	92,700	51,974
Adm. Asst. /Receptionist/Clerk/Processor	< 2	24,000	25,000	25,000	24,000	25,000	24,667
	2 - 5	25,751	27,000	31,500	22,800	41,350	28,494
	6 - 10	23,850	28,750	30,000	20,000	33,529	27,078
	11+	29,603	36,695	45,625	23,000	51,629	37,309
Other Clerical	< 2	26,000	28,000	32,768	24,500	35,700	28,852
	2 - 5	27,000	30,250	34,000	24,000	39,450	30,795
	6 - 10	33,657	37,412	37,794	30,450	49,327	37,306
	11+	29,136	43,582	53,000	29,065	53,000	41,875

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	2 - 5	85,000	85,000	85,000	85,000	85,000	85,000
	6 - 10	71,076	75,538	80,000	71,076	80,000	75,538
	11+	75,000	83,000	94,600	60,000	134,750	86,010
Director	< 2	36,000	39,000	47,000	36,000	47,000	40,667
	2 - 5	44,000	48,000	54,000	36,700	62,315	48,708
	6 - 10	46,000	51,000	60,800	28,000	78,000	52,428
	11+	55,000	63,952	74,000	36,000	135,000	66,851
Associate Director	< 2	30,500	38,250	48,500	25,000	56,500	39,500
	2 - 5	33,000	40,000	44,000	32,000	51,250	39,607
	6 - 10	35,995	40,000	50,000	30,210	63,000	43,810
	11+	46,250	54,000	74,132	36,000	100,000	60,355
Assistant Director	< 2	33,681	35,360	45,000	29,000	53,000	38,863
	2 - 5	35,630	43,000	47,861	30,000	75,000	42,738
	6 - 10	38,752	42,503	44,800	30,850	53,000	42,111
	11+	37,000	46,000	51,799	25,953	106,000	46,543
Manager/Supervisor/Division Chief	< 2	26,500	28,850	31,200	26,500	31,200	28,850
	2 - 5	29,350	33,600	37,886	28,500	38,771	33,618
	6 - 10	52,000	68,999	69,000	52,000	69,000	63,333
	11+	46,250	50,200	59,700	42,230	82,350	54,610
System or Program Analyst	< 2	50,000	50,000	50,000	50,000	50,000	50,000
	2 - 5	36,200	40,700	48,500	35,000	53,000	42,350
	6 - 10	45,000	45,545	46,089	45,000	46,089	45,545
	11+	36,299	36,299	36,299	36,299	36,299	36,299
Counselor/Advisor/Officer/Coordinator	< 2	27,040	33,000	35,328	20,000	50,000	31,915
	2 - 5	28,000	31,380	36,017	20,000	60,000	32,759
	6 - 10	29,000	34,361	39,000	20,000	64,000	34,396
	11+	35,400	40,525	48,000	23,000	67,525	41,492
Other Professional	< 2	21,250	25,000	33,550	20,000	49,000	27,716
	2 - 5	32,240	36,290	39,345	27,500	67,000	39,750
	6 - 10	25,563	27,000	33,322	25,000	58,000	32,147
	11+	35,500	43,567	49,070	25,000	56,754	42,616
Adm. Asst. /Receptionist/Clerk/Processor	< 2	23,700	27,352	31,000	20,696	40,000	27,597
	2 - 5	21,528	27,130	31,200	20,000	43,409	27,942
	6 - 10	26,000	29,487	32,000	23,260	40,000	29,934
	11+	27,976	31,000	35,000	27,000	47,231	32,394
Other Clerical	< 2	20,650	27,000	29,000	20,500	31,200	25,650
	2 - 5	23,733	27,164	30,672	21,972	38,000	27,871
	6 - 10	21,333	30,667	34,619	20,000	38,000	28,848
	11+	28,156	32,000	41,000	25,650	67,000	37,065

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

RMASFAA

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	11+	59,000	64,750	67,000	59,000	67,000	63,583
Director	< 2	38,000	41,000	50,000	30,000	55,359	42,560
	2 - 5	46,500	48,500	52,300	39,520	60,000	49,364
	6 - 10	44,872	49,723	52,000	34,000	70,700	50,680
	11+	48,750	57,543	68,500	30,000	113,867	60,187
Associate Director	2 - 5	51,000	51,000	51,000	51,000	51,000	51,000
	6 - 10	36,900	51,465	54,000	35,175	58,000	47,834
	11+	46,406	55,120	60,937	42,000	82,975	55,709
Assistant Director	< 2	34,500	37,750	38,000	23,000	39,000	35,000
	2 - 5	38,000	38,021	39,267	35,262	41,042	38,318
	6 - 10	32,000	32,000	32,000	32,000	32,000	32,000
	11+	40,000	44,957	49,030	32,500	56,000	44,327
Manager/Supervisor/Division Chief	6 - 10	24,000	43,000	55,000	24,000	55,000	40,667
	11+	31,000	31,633	32,265	31,000	32,265	31,633
System or Program Analyst	2 - 5	43,786	43,786	43,786	43,786	43,786	43,786
Counselor/Advisor/Officer/Coordinator	< 2	25,162	27,310	28,620	22,880	58,000	29,450
	2 - 5	26,000	28,644	35,000	20,764	44,100	30,532
	6 - 10	32,000	35,000	41,595	20,883	59,000	37,253
	11+	30,000	34,032	42,000	21,963	76,188	40,293
Other Professional	< 2	33,768	36,884	40,000	33,768	40,000	36,884
	2 - 5	21,400	25,000	26,500	21,400	26,500	24,300
	6 - 10	34,257	34,800	38,990	34,257	38,990	36,016
	11+	24,000	31,886	41,290	24,000	41,290	32,392
Adm. Asst. /Receptionist/Clerk/Processor	< 2	22,000	23,800	23,878	21,000	24,000	22,936
	2 - 5	22,300	23,601	24,902	22,300	24,902	23,601
	6 - 10	23,765	26,682	36,138	23,529	42,912	29,951
	11+	23,000	23,116	30,000	22,393	34,320	26,566
Other Clerical	< 2	21,500	21,850	22,700	21,112	23,902	22,152
	2 - 5	21,000	22,000	28,000	21,000	33,789	25,158
	6 - 10	23,016	28,000	31,900	23,016	31,900	27,639
	11+	26,000	30,175	34,350	26,000	34,350	30,175

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** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	11+	62,975	71,000	107,000	58,000	119,670	83,729
Director	< 2	51,254	51,254	51,254	51,254	51,254	51,254
	2 - 5	37,837	51,350	61,200	30,235	67,000	48,925
	6 - 10	40,000	49,500	58,610	25,900	93,000	51,492
	11+	57,216	65,320	79,750	28,465	131,000	69,244
Associate Director	2 - 5	51,200	51,200	51,200	51,200	51,200	51,200
	6 - 10	47,800	53,560	60,000	38,000	70,000	54,456
	11+	47,500	54,000	67,600	37,000	92,222	57,708
Assistant Director	< 2	34,000	37,000	37,080	34,000	37,080	36,027
	2 - 5	31,000	37,440	41,340	23,068	45,000	36,323
	6 - 10	32,972	39,500	44,482	26,581	73,188	40,386
	11+	40,800	46,231	55,936	32,000	144,000	52,598
Manager/Supervisor/Division Chief	< 2	39,200	39,200	39,200	39,200	39,200	39,200
	2 - 5	29,000	29,000	29,000	29,000	29,000	29,000
	11+	56,842	56,842	56,842	56,842	56,842	56,842
System or Program Analyst	2 - 5	40,342	40,511	42,826	40,313	45,000	41,584
	6 - 10	32,231	39,628	46,606	25,461	52,956	39,418
Counselor/Advisor/Officer/Coordinator	< 2	26,781	29,593	31,960	22,204	41,200	29,649
	2 - 5	27,292	31,000	34,750	21,372	43,000	31,374
	6 - 10	27,000	31,025	33,830	20,280	50,000	31,521
	11+	30,008	33,898	39,289	25,389	54,000	35,084
Other Professional	< 2	21,439	28,330	36,750	20,508	37,152	28,740
	2 - 5	29,400	29,786	36,000	22,000	46,000	32,637
	6 - 10	28,080	36,100	42,000	25,600	74,000	40,313
	11+	38,500	39,192	43,574	30,000	82,625	46,778
Adm. Asst. /Receptionist/Clerk/Processor	< 2	23,148	25,278	27,250	22,000	35,000	26,044
	2 - 5	25,416	28,250	28,750	20,178	32,450	27,359
	6 - 10	27,000	28,352	29,000	25,000	31,500	28,201
	11+	28,627	28,627	28,627	28,627	28,627	28,627
Other Clerical	< 2	23,798	27,158	32,339	20,800	42,000	28,481
	2 - 5	22,600	24,000	29,800	20,000	42,900	27,067
	6 - 10	24,100	24,711	33,950	21,000	37,620	28,018
	11+	30,848	35,524	40,200	28,000	48,500	35,692

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		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	11+	75,000	77,900	91,500	65,000	115,000	83,717
Director	2 - 5	34,500	55,000	56,000	25,000	70,000	48,100
	6 - 10	45,373	52,000	65,691	37,500	102,000	56,252
	11+	54,900	60,000	72,559	33,730	113,000	64,601
Associate Director	2 - 5	31,475	42,572	52,300	29,805	52,600	41,887
	6 - 10	36,999	72,000	72,000	36,999	72,000	60,333
	11+	50,000	57,125	73,000	39,447	90,588	60,532
Assistant Director	< 2	20,000	20,000	20,000	20,000	20,000	20,000
	2 - 5	32,000	36,372	48,000	30,000	50,000	39,274
	6 - 10	35,190	39,750	43,000	31,944	57,500	41,278
Manager/Supervisor/Division Chief	11+	38,500	42,313	43,404	31,930	95,140	45,703
	2 - 5	29,178	45,329	61,480	29,178	61,480	45,329
	6 - 10	30,707	36,331	42,036	27,824	45,000	36,372
System or Program Analyst	11+	37,001	38,000	38,753	35,997	45,336	39,017
	2 - 5	26,750	28,165	39,165	26,000	49,500	32,958
	6 - 10	28,366	45,977	63,588	28,366	63,588	45,977
Counselor/Advisor/Officer/Coordinator	11+	34,015	47,452	60,888	34,015	60,888	47,452
	< 2	25,000	28,338	32,200	21,000	43,260	29,158
	2 - 5	23,000	27,850	34,000	20,000	47,297	29,262
Other Professional	6 - 10	27,800	29,337	34,080	20,000	46,449	30,505
	11+	28,000	31,484	41,124	23,000	99,800	35,733
	< 2	27,000	27,000	27,000	27,000	27,000	27,000
Adm. Asst. /Receptionist/Clerk/Processor	2 - 5	26,500	31,345	42,000	26,000	58,900	35,249
	6 - 10	26,946	36,250	52,259	25,000	72,450	41,045
	11+	29,902	35,453	39,073	27,250	48,884	35,624
Other Clerical	< 2	24,136	26,772	28,000	21,000	30,878	26,260
	2 - 5	21,748	24,054	26,316	21,480	35,995	25,608
	6 - 10	23,448	28,500	30,875	22,859	30,999	27,655
	11+	25,549	32,011	39,054	23,183	42,000	32,301
Other Clerical	< 2	30,576	30,576	30,576	30,576	30,576	30,576
	2 - 5	23,232	25,732	27,000	21,000	28,000	25,116
	6 - 10	22,000	29,190	29,796	22,000	29,796	26,995
	11+	30,000	30,451	34,405	22,111	37,333	30,399

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	Years	P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	< 2	117,000	117,000	117,000	117,000	117,000	117,000
	6 - 10	65,000	65,000	65,000	65,000	65,000	65,000
	11+	72,500	109,920	147,339	72,500	147,339	109,920
Director	2 - 5	52,000	63,360	69,900	45,000	88,116	63,623
	6 - 10	49,665	58,000	67,915	32,000	106,206	60,640
	11+	62,308	75,496	91,048	40,000	175,000	80,478
Associate Director	6 - 10	55,000	64,000	66,337	44,988	71,000	60,265
	11+	46,500	63,000	83,800	45,000	123,000	71,048
Assistant Director	2 - 5	33,818	38,134	44,634	32,635	48,000	39,226
	6 - 10	34,469	40,827	45,444	33,000	73,947	43,854
	11+	47,220	61,779	67,320	30,000	99,000	58,358
Manager/Supervisor/Division Chief	2 - 5	40,000	46,000	52,000	40,000	52,000	46,000
	6 - 10	37,592	42,280	46,968	37,592	46,968	42,280
	11+	53,000	60,348	73,000	35,000	79,000	60,143
System or Program Analyst	< 2	43,368	43,368	43,368	43,368	43,368	43,368
	2 - 5	46,764	46,764	46,764	46,764	46,764	46,764
	6 - 10	44,928	47,464	50,000	44,928	50,000	47,464
	11+	38,183	43,452	48,096	37,200	59,000	44,897
Counselor/Advisor/Officer/Coordinator	< 2	25,293	31,000	33,000	20,000	43,512	30,228
	2 - 5	31,819	35,489	42,228	21,384	58,344	37,126
	6 - 10	36,000	42,000	44,585	30,000	60,204	40,989
	11+	41,280	48,505	57,036	24,752	72,000	49,091
Other Professional	< 2	30,000	30,500	33,400	28,000	40,000	31,975
	2 - 5	28,000	29,500	39,828	25,979	50,000	34,382
	6 - 10	28,000	36,487	40,000	27,768	85,000	42,290
	11+	40,666	46,596	59,730	37,860	72,684	49,997
Adm. Asst. /Receptionist/Clerk/Processor	< 2	24,500	26,500	28,500	24,000	29,000	26,500
	2 - 5	32,000	35,000	38,000	32,000	38,000	35,000
	6 - 10	30,012	32,800	35,000	30,012	35,000	32,604
Other Clerical	< 2	28,514	33,000	39,196	26,028	43,392	33,855
	2 - 5	24,252	31,268	41,268	23,920	53,968	33,588
	6 - 10	31,000	45,768	48,000	29,000	50,000	40,754
	11+	33,588	33,912	59,499	31,200	65,000	44,640

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Appendix E.

Full-time Financial Aid Administrator Annual Salary Compensation by Years of Experience Working in Financial Aid, Job Title and Type of Institution

Four-year Public Institutions

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	< 2	99,000	99,000	99,000	99,000	99,000	99,000
	11+	82,000	112,500	128,686	67,000	160,000	109,233
Director	2 - 5	55,000	65,000	80,000	49,600	105,000	68,800
	6 - 10	50,000	54,350	70,000	46,000	132,756	61,368
	11+	65,000	75,705	90,177	28,465	135,000	78,530
Associate Director	2 - 5	36,000	51,100	51,250	29,805	68,000	47,876
	6 - 10	51,200	55,866	63,000	44,988	72,000	57,362
	11+	54,000	65,000	74,997	42,000	103,500	65,467
Assistant Director	< 2	34,500	37,750	39,000	24,000	53,000	38,008
	2 - 5	36,000	39,267	43,000	23,068	75,000	41,314
	6 - 10	38,480	42,000	50,306	32,000	62,000	43,581
	11+	42,000	47,036	55,594	22,000	106,000	50,221
Manager/Supervisor/Division Chief	< 2	39,200	39,200	39,200	39,200	39,200	39,200
	2 - 5	29,178	37,000	61,480	29,178	61,480	42,553
	6 - 10	43,000	45,000	46,968	41,100	91,179	53,449
	11+	38,956	49,000	56,842	31,000	79,000	49,843
System or Program Analyst	2 - 5	37,399	40,651	45,000	26,000	53,000	40,714
	6 - 10	34,311	45,545	51,478	25,461	63,588	43,964
	11+	37,692	43,452	53,548	34,015	60,888	45,536
Counselor/Advisor/Officer/Coordinator	< 2	28,000	33,000	36,500	21,000	49,000	32,670
	2 - 5	29,293	32,796	38,120	20,000	48,000	33,335
	6 - 10	30,744	35,880	42,000	20,000	64,818	36,443
	11+	33,220	40,755	47,448	22,000	99,800	41,653
Other Professional	< 2	28,330	32,034	34,000	28,000	49,000	33,900
	2 - 5	29,786	42,000	50,000	21,400	67,000	42,466
	6 - 10	32,268	36,250	52,000	25,000	85,000	42,894
	11+	38,982	45,000	55,918	25,000	82,625	47,959
Adm. Asst. /Receptionist/Clerk/Processor	< 2	23,878	24,438	27,552	21,000	31,200	25,522
	2 - 5	25,751	26,936	31,200	22,300	34,983	28,266
	6 - 10	27,352	29,000	32,000	23,529	42,912	30,550
	11+	28,627	34,000	42,000	22,393	51,629	34,742
Other Clerical	< 2	21,500	24,401	27,014	20,800	32,900	24,837
	2 - 5	24,144	27,000	29,800	21,000	33,789	27,205
	6 - 10	24,000	29,000	31,825	20,000	38,000	28,093
	11+	30,848	34,131	40,000	26,000	67,000	36,840

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Four-year Private

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	2 - 5	85,000	85,000	85,000	85,000	85,000	85,000
	6 - 10	65,000	68,038	71,076	65,000	71,076	68,038
	11+	71,000	83,354	117,840	58,000	156,000	92,921
Director	< 2	36,000	39,000	42,000	30,000	70,000	43,400
	2 - 5	44,000	52,000	60,720	30,888	85,000	52,578
	6 - 10	44,663	50,058	62,000	25,900	130,000	54,200
	11+	54,000	65,205	76,440	36,000	175,000	67,989
Associate Director	< 2	25,000	40,500	56,500	25,000	56,500	40,667
	2 - 5	44,000	48,500	57,000	40,000	67,000	50,750
	6 - 10	41,500	47,250	56,000	30,210	71,000	49,206
	11+	45,612	52,000	65,000	36,000	123,000	56,895
Assistant Director	< 2	31,341	35,705	39,555	20,000	43,000	34,433
	2 - 5	33,810	37,200	43,000	28,000	51,500	38,216
	6 - 10	35,000	41,752	46,000	27,800	73,188	41,898
	11+	35,700	42,250	47,702	30,000	144,000	44,844
Manager/Supervisor/Division Chief	< 2	26,500	46,000	54,000	26,500	54,000	42,167
	2 - 5	29,000	34,000	41,983	24,480	55,000	36,309
	11+	37,500	49,000	59,000	37,500	59,000	48,500
System or Program Analyst	< 2	43,368	46,684	50,000	43,368	50,000	46,684
	2 - 5	22,348	25,589	28,830	22,348	28,830	25,589
	6 - 10	39,000	39,000	39,000	39,000	39,000	39,000
	11+	36,299	36,299	36,299	36,299	36,299	36,299
Counselor/Advisor/Officer/Coordinator	< 2	26,000	29,000	32,050	20,000	41,200	29,652
	2 - 5	26,588	30,000	34,000	20,000	49,872	30,810
	6 - 10	27,500	30,793	35,000	20,280	46,583	31,271
	11+	32,106	37,500	42,000	21,963	56,680	37,482
Other Professional	< 2	28,000	29,000	35,360	20,000	36,750	29,685
	2 - 5	30,700	35,000	44,842	28,000	62,000	38,885
	6 - 10	25,125	27,000	35,814	22,500	40,000	29,206
	11+	30,000	30,943	47,000	27,222	50,000	36,018
Adm. Asst. /Receptionist/Clerk/Processor	< 2	23,700	25,920	28,080	20,696	32,760	25,936
	2 - 5	21,748	27,000	30,000	20,000	38,000	27,038
	6 - 10	23,925	28,870	30,000	20,000	35,000	27,797
	11+	26,250	27,488	30,900	23,000	34,000	28,285
Other Clerical	< 2	24,750	27,128	30,000	23,000	35,700	27,969
	2 - 5	23,920	29,000	33,500	20,000	39,450	28,841
	6 - 10	22,834	24,787	29,720	21,000	31,000	25,868
	11+	31,000	35,524	53,000	28,000	60,200	40,304

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Proprietary

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	11+	125,000	130,000	135,000	125,000	135,000	130,000
Director	< 2	55,200	55,200	55,200	55,200	55,200	55,200
	2 - 5	39,520	45,000	52,300	25,000	57,000	43,970
	6 - 10	34,000	40,500	65,000	32,000	85,000	49,500
	11+	54,168	61,800	67,000	38,400	120,000	63,261
Assistant Director	6 - 10	34,000	37,000	40,000	34,000	40,000	37,000
Manager/Supervisor/Division Chief	< 2	31,200	31,200	31,200	31,200	31,200	31,200
	2 - 5	28,500	34,250	40,000	28,500	40,000	34,250
	6 - 10	37,592	46,296	55,000	37,592	55,000	46,296
Counselor/Advisor/Officer/Coordinator	< 2	25,500	33,000	33,000	20,000	43,000	29,958
	2 - 5	27,500	34,000	35,000	22,000	44,000	32,812
	6 - 10	34,000	37,500	41,489	22,500	50,000	37,310
	11+	26,000	29,000	38,000	26,000	38,000	31,000
Other Professional	< 2	22,000	26,500	32,400	20,000	35,000	26,994
	2 - 5	30,000	32,240	36,000	29,000	37,400	33,141
	6 - 10	26,540	29,790	36,750	25,000	42,000	31,645
Adm. Asst. /Receptionist/Clerk/Processor	< 2	22,000	28,500	35,000	22,000	35,000	28,500
	6 - 10	40,000	40,000	40,000	40,000	40,000	40,000
Other Clerical	< 2	20,500	29,600	31,000	20,500	35,000	27,821
	2 - 5	28,000	31,500	35,000	28,000	35,000	31,500

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Two-year Public Institutions

		P25*	P50**	P75***	Min	Max	Average
Dean/VP/Assoc. VP/Asst. VP	< 2	117,000	117,000	117,000	117,000	117,000	117,000
	6 - 10	75,384	75,384	75,384	75,384	75,384	75,384
	11+	62,975	72,500	82,312	59,000	95,355	74,428
Director	< 2	40,000	48,500	51,254	38,000	55,359	46,936
	2 - 5	37,674	52,500	67,000	30,235	89,000	55,511
	6 - 10	49,100	57,665	65,691	32,284	106,206	57,780
	11+	55,000	62,897	77,000	33,730	135,000	67,559
Associate Director	< 2	36,000	36,000	36,000	36,000	36,000	36,000
	2 - 5	33,000	37,072	50,412	32,000	52,600	40,359
	6 - 10	35,995	36,999	58,000	34,000	60,000	43,099
	11+	46,000	52,306	60,484	42,000	117,419	58,847
Assistant Director	2 - 5	33,750	38,561	44,256	32,000	51,000	39,220
	6 - 10	35,640	43,260	45,444	26,581	73,947	43,210
	11+	44,675	50,234	58,500	25,953	99,000	53,953
Manager/Supervisor/Division Chief	2 - 5	52,000	52,000	52,000	52,000	52,000	52,000
	6 - 10	27,824	39,072	68,999	24,000	69,000	44,926
	11+	38,753	54,400	73,000	35,000	82,350	55,550
System or Program Analyst	< 2	20,000	20,000	20,000	20,000	20,000	20,000
	2 - 5	40,000	40,000	40,000	40,000	40,000	40,000
	6 - 10	42,000	43,464	44,928	42,000	44,928	43,464
Counselor/Advisor/Officer/Coordinator	< 2	24,586	29,831	33,309	22,204	58,000	31,035
	2 - 5	27,486	34,000	40,000	21,000	60,000	34,546
	6 - 10	29,000	36,000	43,377	20,700	64,000	36,790
	11+	33,996	40,000	52,000	23,000	83,000	42,924
Other Professional	< 2	29,000	35,000	40,000	20,508	50,000	33,678
	2 - 5	26,500	27,750	31,000	22,000	39,828	29,122
	6 - 10	27,000	28,000	37,160	25,000	74,000	34,891
	11+	29,902	39,508	48,910	21,000	92,700	42,846
Adm. Asst. /Receptionist/Clerk/Processor	< 2	23,250	26,000	28,250	21,000	40,000	27,000
	2 - 5	22,805	26,370	31,975	20,178	43,409	28,155
	6 - 10	26,000	28,500	30,999	22,859	39,000	28,689
	11+	28,445	34,647	35,848	23,183	36,108	32,146
Other Clerical	< 2	22,290	27,158	34,932	20,800	43,392	29,729
	2 - 5	23,000	26,314	34,000	21,000	53,968	29,532
	6 - 10	31,500	37,412	45,768	23,016	50,000	37,558
	11+	29136	30726	36956	22111	65000	34501

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also known as the median.

*** P75 = 75th percentile, also known as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Two-year Private

		P25*	P50**	P75	Min	Max	Average
Director	2 - 5	54,000	54,000	54,000	54,000	54,000	54,000
	6 - 10	45,000	45,000	45,000	45,000	45,000	45,000
	11+	50,000	58,000	71,000	42,000	75,000	59,729
Associate Director	2 - 5	37,000	37,000	37,000	37,000	37,000	37,000
	11+	40,500	40,500	40,500	40,500	40,500	40,500
Assistant Director	2 - 5	28,000	28,000	28,000	28,000	28,000	28,000
Manager/Supervisor/Division Chief	2 - 5	38,771	38,771	38,771	38,771	38,771	38,771
Counselor/Advisor/Officer/Coordinator	< 2	26,000	31,000	36,000	26,000	36,000	31,000
	2 - 5	31,235	31,235	31,235	31,235	31,235	31,235
	6 - 10	41,500	41,500	41,500	41,500	41,500	41,500
	11+	35,500	39,700	53,576	31,000	60,188	43,593
Adm. Asst. /Receptionist/Clerk/Processor	6 - 10	20,400	20,400	20,400	20,400	20,400	20,400

* P25 = 25th percentile, also known as the first quartile. It indicates that 25% of all the salaries are below that number and 75% of all the salaries are above that number.

** P50 = 50th percentile, also know as the median.

*** P75 = 75th percentile, also know as the 3rd quartile. It indicates that 25% of the salaries were below this number.

Appendix F NASFAA Regions

The EASFAA Region

Connecticut
Delaware
District of Columbia
Maine
Maryland
Massachusetts
New Hampshire
New Jersey
New York
Pennsylvania
Puerto Rico
Rhode Island
Vermont

The MASFAA Region

Illinois
Indiana
Iowa
Michigan
Minnesota
Missouri
Ohio
West Virginia
Wisconsin

The RMASFAA Region

Colorado
Kansas
Montana
Nebraska
North Dakota
South Dakota
Utah
Wyoming

The SASFAA Region

Alabama
Florida
Georgia
Kentucky
Mississippi
North Carolina
South Carolina
Tennessee
Virginia

The SWASFAA Region

Arkansas
Louisiana
New Mexico
Oklahoma
Texas

The WASFAA Region

Alaska
California
Idaho
Nevada
Oregon
Pacific Islands
Washington

Appendix G.

NASFAA 2007 Salary Survey

The NASFAA Research Committee asks you to complete this anonymous survey to help us determine average financial aid administrator salaries. We will publish the results of this study to NASFAA members and we will use the responses to update the 2003 salary model.

Instructions: We ask that each staff member of your financial aid office complete one survey. All responses will remain completely confidential. If, however, you believe there is a question that is objectionable, you may skip it and answer the remaining questions. Please make sure that all staff at your financial aid office complete this survey (except student interns, work-study employees, or unpaid volunteers).

About Yourself

1) Please choose the functional title that best describes your main role within the financial aid office at your institution. If your position covers multiple roles, select the first one listed (highest level) which appropriately describes your authority:

- Chief Financial Aid Administrator (e.g., Vice President, Executive Director, Director)
- Second-in-Command (e.g., Director, Associate/Assistant Director)
- Associate director (not second-in-command)
- Manage grant, scholarship, loan or work program or staff
- Manage systems or program computer systems
- Directly assist students and authorize financial aid awards (Assistant Director, Counselor, Officer, Advisor)
- Perform data entry or other clerical task
- Perform secretarial or receptionist functions
- Other (please specify)

2) Actual job title:

- 3) Highest degree earned:
- Associate's Degree
 - Bachelor's Degree
 - Master's Degree
 - First Professional Degree (J.D., etc.)
 - Doctorate Degree (Ph.D., Ed.D. etc.)
 - Other (please specify)

4) Number of years of experience in financial aid:

- 5) Gender Male Female

- 6) Race:
- African American or Black
 - American Indian or Alaska Native
 - Asian
 - Hispanic/Latino
 - Native Hawaiian or Pacific Islander
 - White
 - Multi-racial or Other

Your Salary

7) Annual salary amount for the FY 2007-08:

8) The percentage of salary increase from 2006-07 to 2007-08 was:

Continued >

Employer Paid Benefits

9) Retirement Plan: percent of salary contributed by your employer to your plan:

10) Short-Term Disability:

11) Long-Term Disability:

12) Tuition Remission/Exchange for Employees: Yes No

13) FICA (leave it blank if your institution does not pay FICA):

14) Unemployment:

15) Group Life:

16) Worker's Compensation:

17) Number of Annual Vacation Day Leaves:

Note: This section is for the Chief Financial Aid Administrator at your school to fill out.

18) Total number of students calculated by adding your answers from Part II, Section D, questions #7a and #7b on the 2006-2007 FISAP

19) Total Campus-based funds spent from Part VI, Section B, question #4 on the 2006-2007 FISAP

20) Total Federal Pell Grant expenditures from Part II, Section E, question #23 on the 2006-2007 FISAP

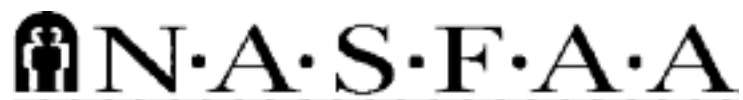
21) Total Stafford (subsidized and unsubsidized) and PLUS funds disbursed in the Federal Family Education Loan Program and Federal Direct Loan Program for the 2006-2007 Award Year

22) Total aid disbursed from all sources (including but not limited to aid programs reported above) for the 2006-2007 Award Year

23) Please provide your institution's six-digit Federal School Code (OPE ID), taken from your Eligibility and Certification Acknowledgement Report (ECAR)

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Thank you for completing this survey. If you have questions or comments about this survey instrument, please contact Dr. Meihua Zhai, NASFAA's Director of Research & Policy Analysis, at (202) 785-6952 or by email to zhaim@nasfaa.org.



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