Using ARL Salary Data to Make the Case for Higher Salaries

Webcast
Association of Research Libraries
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Welcome

Martha Kyrillidou

Senior Director

ARL Statistics and Service Quality Programs

Association of Research Libraries

Thank You for Joining Us

- Everyone will be muted to cut down on background noise.
- We welcome questions. Please type your questions, and ARL staff stand ready to answer them.
- Questions and answers that we do not address, as well as the ones we address, will be distributed to attendees after the webcast, along with the recording.

Introductions

- **Martha Kyrillidou,** Senior Director, ARL Statistics and Service Quality Programs, Association of Research Libraries
- **Carla Stoffle,** Dean of Libraries, University of Arizona
- **Arnold Hirshon,** Associate Provost and University Librarian, Case Western Reserve University
- **Jeffrey Trzeciak,** University Librarian, Washington University in St. Louis

Goals

- Discuss how to use the ARL Annual Salary Survey beyond the published data
- Showcase how libraries have used the salary survey custom report services
- Identify how you demonstrate salary issues that need to be addressed
- Think through some of the strategies leaders use to make a case for improved salaries

Agenda

- Beyond the publication
- Job codes and job titles
- Long term strategy at the University of Arizona
- In depth exploration at Case Western
- Strategy from a new director's perspective at Washington University in St Louis
- Conclusions & discussion

Poll Question

- Have you used the ARL Annual Salary Survey to make a case for higher salaries at your institution?
  - Yes
  - No
  - No, but plan to use it

Better salaries with better data

- For a beginning professional salary
- For men and women in ARL libraries
- For minority groups in US ARL libraries
- For specific job categories
- For years of experience
- For geographic regions
- Different type and size libraries
- Beyond the publication … job titles

Arnold Hirshon

Associate Provost and University Librarian,

Case Western Reserve University

Job Categories and Job Titles

- Assistant or Associate University Librarian
- Focus on Information Technology

Poll Question

- Does your library use salary comparative data to make a case for salary increases?
  - Yes, every year
  - Yes, once in a while
  - No, not really

Carla Stoffle

Dean of Libraries,
University of Arizona

Making the Case to Increase Salaries

- 20 years ago, librarian salaries at the University of Arizona were very low.
- When we approached the Provost, he challenged the Libraries to find a benchmark that would be national in scope, annual, and have legitimacy.

Customizing the ARL Salary Survey

- The Libraries worked with ARL to see if the Annual Salary Survey results could be customized to compare UA with salaries at peer libraries (15 institutions identified by the Board of Regents) along a number of dimensions.
- ARL staff looked at a number of possibilities and came up with 14 tables that compared Arizona's low, high, average, and median salaries to peers in the following categories.

Categories Selected for Peer Comparison

- Assistant/Associate Directors
- Average salary by rank order
- Middle management average salary by rank order
- Non-supervisory librarian salary by rank order
- Average salary 0-4 years experience by rank order
- Average salary 5-9 years experience by rank order
- Average salary 10-14 years experience by rank order
- Average salary 15+ years of experience by rank order
- Average salary by ARL position categories
- Average salary for Department Heads by ARL position categories
- Average salary by rank–assistant, associate, full
- Average salary by ethnicity/race
- Average salary by years of professional experience

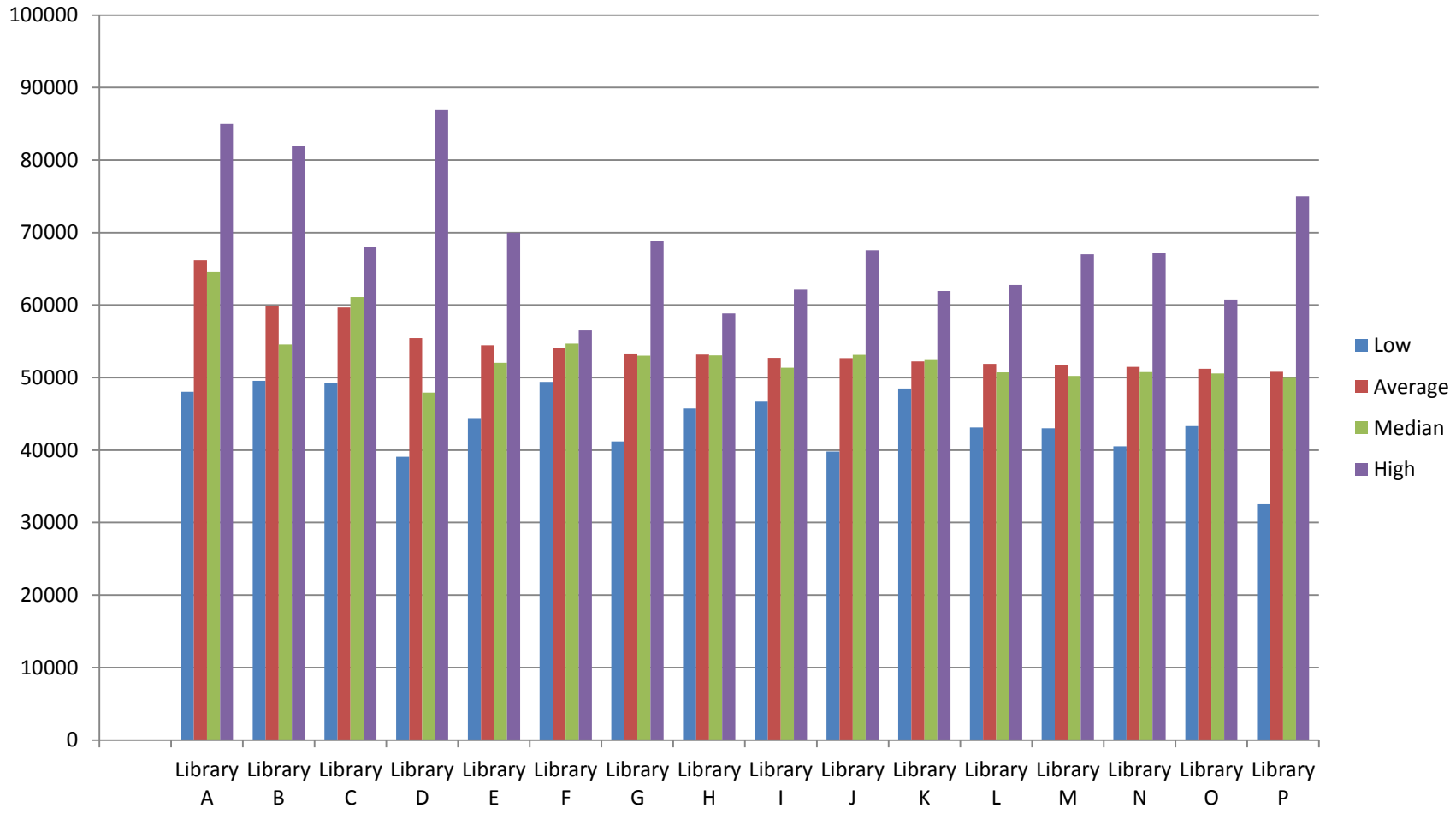
Using ARL Salary Data for Setting Salaries

- These charts allowed us to do a number of comparisons so we could monitor our salary program and its consequences along multiple dimensions.
- Some sample charts are shown in the following slides. We'll describe their benefits as well as issues with the different approaches we used.

5-9 Years Experience by Rank, Sorted on Average Salary

						Years of Experience				
	# Staff	Low	Average	Median	High	# Staff	Low	Average	Median	High
Library A	22	48,030	66,183	64,560	85,000	22	5	7	7	9
Library B	21	49,537	59,910	54,587	82,000	21	5	7	7	9
Library C	10	49,200	59,689	61,097	68,000	10	5	7	8	9
Library D	13	39,094	55,449	47,919	86,982	13	5	8	8	9
Library E	13	44,396	54,446	52,047	70,000	13	5	6	6	8
Library F	6	49,404	54,102	54,678	56,496	6	5	8	9	9
Library G	20	41,200	53,317	53,020	68,802	20	5	7	8	9
Library H	14	45,714	53,167	53,067	58,850	14	5	7	7	9
Library I	8	46,670	52,712	51,359	62,144	8	5	6	7	8
Library J	16	39,804	52,694	53,148	67,572	16	5	8	9	9
Library K	21	48,504	52,245	52,416	61,944	21	5	7	7	9
Library L	20	43,140	51,874	50,706	62,772	20	5	7	7	9
Library M	20	43,000	51,685	50,225	67,000	20	5	8	7	9
Library N	36	40,526	51,457	50,750	67,155	36	5	7	7	9
Library O	9	43,333	51,191	50,552	60,768	9	6	7	7	9
Library P	26	32,552	50,789	49,949	75,000	26	5	7	7	9

5-9 Years Experience by Rank, Sorted on Average Salary



Using Years of Experience Data for Setting Salaries

To set salaries for recruitment purposes and to establish market for staff, the UA began using the number of years of experience data.

- Useful for raising beginning salaries to be more competitive and differentiating among assistant librarians with multiple years of experience to start out with a spread.
- Useful internally to establish where existing individual personnel were far behind peers and to justify the need for market money and money for compression, which we were deliberately creating.

Problems Arising From Using Years of Experience Data

1) The years of experience chart had to be manipulated after we got it because peer averages by year didn't necessarily go up each year and didn't go up by equal amounts. We arranged in five-year categories.
2) Rewarding years of experience did not reward and recognize our values and support our new compensation program.

Peer Average Salary by Rank

		ARIZONA LIBRARIANS' SALARIES					PEER LIBRARIANS' SALARIES				
		# of Staff	Low	Average	Median	Maximum Salary	# of Staff	Low	Average	Median	Maximum Salary
Three -Step	0		.	.	.	.	1	82,750	82,750	82,750	82,750
	1	9	45,919	48,555	47,093	60,136	24	46,164	53,364	50,188	80,000
	2	20	54,479	60,001	57,003	77,141	58	49,404	63,996	64,560	86,533
	3	4	77,108	77,608	77,108	79,108	65	66,200	88,753	88,488	110,028
	9		.	.	.	.	40	50,244	73,303	71,326	107,127
Four-Step	1		.	.	.	.	82	28,692	51,796	47,605	99,497
	2		.	.	.	.	121	46,178	53,686	52,690	80,336
	3		.	.	.	.	176	41,580	64,067	62,500	96,444
	4		.	.	.	.	65	51,540	76,217	73,000	145,488
	9		.	.	.	.	11	43,000	59,091	46,500	113,000
Five-Step	1		.	.	.	.	6	40,000	43,592	43,322	46,725
	2		.	.	.	.	3	45,519	47,394	46,918	49,744
	3		.	.	.	.	28	47,136	53,237	49,997	68,930
	4		.	.	.	.	30	53,084	66,876	63,263	94,036
	5		.	.	.	.	2	84,799	85,445	85,445	86,090
	9		.	.	.	.	27	32,552	57,370	54,152	94,950
All Positions		33	45,919	59,013	57,003	79,108	739	28,692	63,627	60,864	145,488

Using Average Salaries by Rank

We currently use the average salaries by rank–Assistant, Associate, Full–except for administrators and some functional specialists.

- encourages promotion
- more consistent and understood by the campus

Problems from Using Average Salaries by Rank

1) For some specialties, like IT, we couldn’t stick to these salaries and be competitive.
2) Folks from areas like the East coast and major urban centers, who do not work in faculty assignments, often make more than an Assistant Librarian's salary where they are ranked because of our faculty requirements.
3) Have to create administrative salaries because our categories don't match those of ARL.

Benefits of Using ARL Salary Data

- Salaries at the UA are now mostly very competitive. Assistant librarians make at least $56,000; Associate librarians make at least $70,000; and our Full librarians make $85,000+.
- Peer salaries generally go up each year, and the increments are generally pretty consistent.
- The campus now accepts our benchmarks.
- We can check to see where we are versus peers on a number of dimensions and identify potential problems early.

Some Issues

- Market issues are sometimes caused by using just rank salaries.
- We create compression using this system. In years when there is no money, some folks get discouraged.
- Without constantly reminding people of what we are doing and why, individuals don't come in understanding what we are doing and why.

Some Issues

- Promotions bring high jumps in salaries ($10,000 to $15,000), and it is sometimes difficult to come up with the money (having to cut to do it).
- Sometimes the averages drop, especially in the full ranks as people retire. It is hard for folks to accept they might get hired or promoted and get a salary that is less than what was offered the year before.

Arnold Hirshon

Associate Provost and University Librarian,

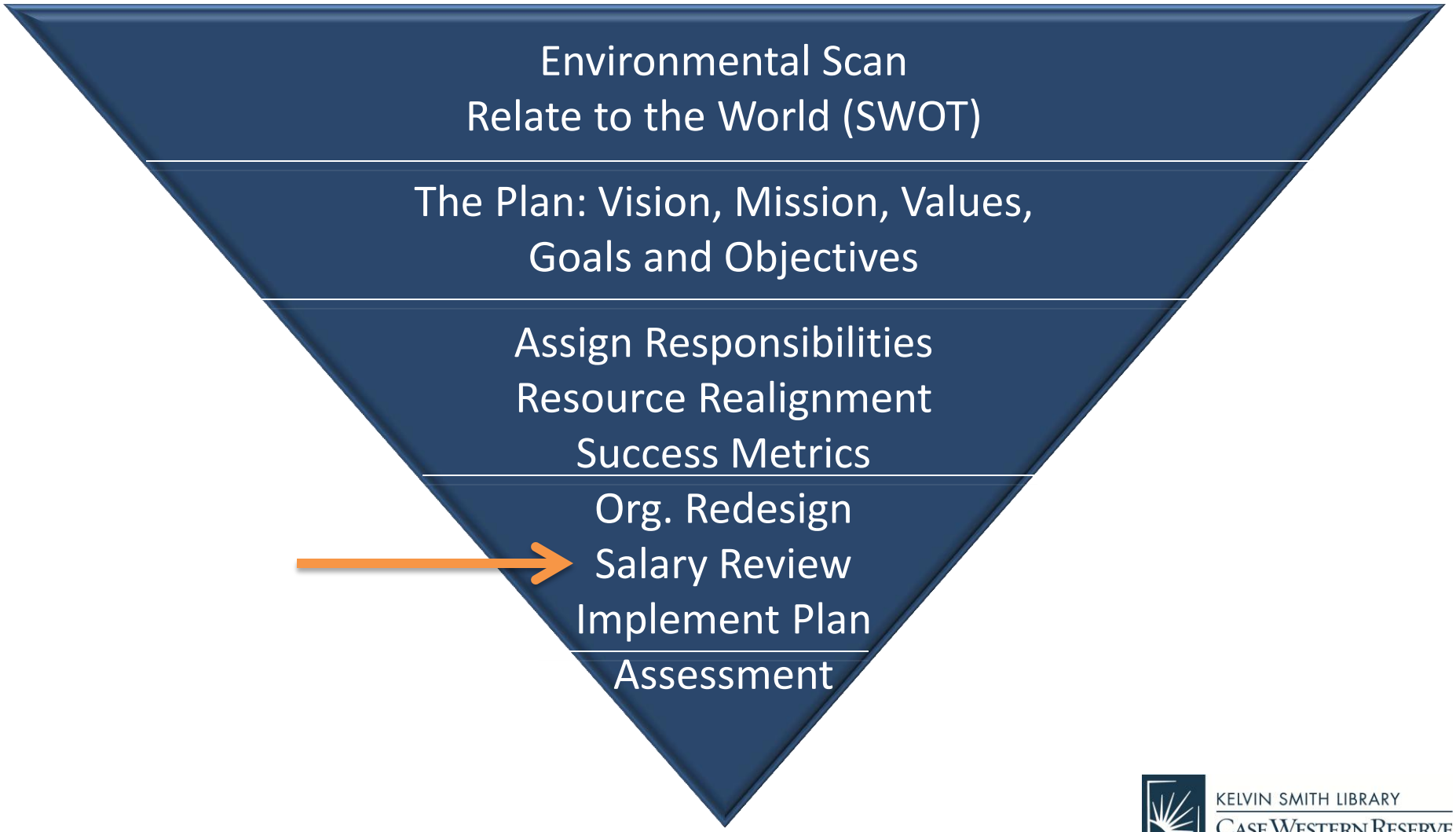
Case Western Reserve University

Case Western Reserve University Salary Market Equity Study

"In recognition of your many years of service, we'd like to offer you a salary."

KELVIN SMITH LIBRARY
CASE WESTERN RESERVE UNIVERSITY

the salary equity review was an integral part of our strategic planning process, not an independent exercise



Market Equity Peer Review: Cohorts

ARL Salary Survey Data

Exempt: Library Broadband Family

Exempt: University Classification

Non-exempt: Library Broadband

Non-exempt: University Classification

Library Job Family: Revision of "Broadband Classifications"

the library job family includes all exempt positions (librarian and non-librarian) that are unique to the library (i.e., for which there are no comparable positions elsewhere in the university)

“Broadband” = Academic Status

- Moved to “generic” job descriptions that are applicable across multiple jobs throughout the library
- Library job family positions are classified in four ranks (Librarian 1, 2, 3, 4)

Broadbands:

four standards for evaluation and promotion

Job Performance

- Competency and consistency of performance
- Specific requirements are outlined in the job description and annual goals

Professional Knowledge, Abilities, Skills

- Education and training
- Experience
- Grasp of professional methods
- Command of one's subject
- Continued growth

Professional Contributions

- Service in professional organizations (positions held, etc.) – regional, national, international
- Publication
- Presentation
- Consulting (non-remunerated)

Professional Qualities

- Academic excellence and impact
- Inclusiveness and diversity
- Integrity and transparency
- Effective stewardship
- Openness
- Collaborativeness
- Personalized service
- Innovation through experimentation

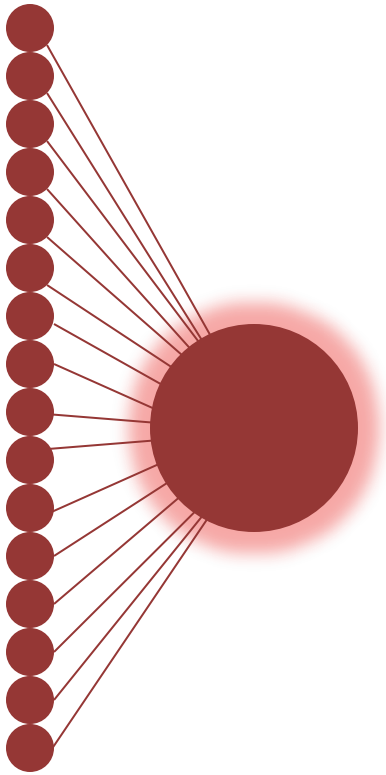
Broadband with No Steps

As staff move up the ladder, the expectations for performance and promotion increase

	Librarian 1	Librarian 2	Librarian 3	Librarian 4
Job Performance	+	++	+++	++++
Professional Knowledge, Abilities and Skills	+	++	+++	++++
Professional Contributions	+	++	+++	++++
Professional Qualities	+	++	+++	++++

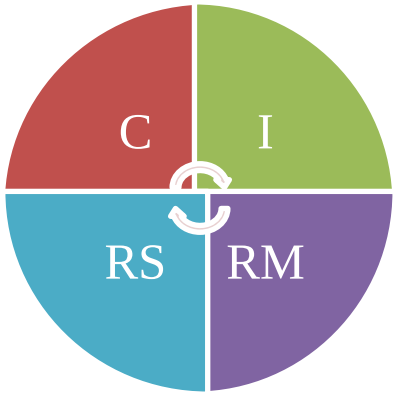
Replaced Individual Job-Specific Position Descriptions with One Generic Library Position Description

- Provided increased organizational flexibility
- Description included
  - General position objectives
  - Sample list of functions
  - Qualifications (required and desirable)
- Supplemented generic description with
  - Small number of “specialist” descriptions
  - Separate Team Leader descriptions



Research Services Librarians (RSL)
the balanced portfolio

- All RSL's have four key areas of responsibility
  1. Collection management
  2. Instruction
  3. Research support
  4. Relationship management with faculty and students

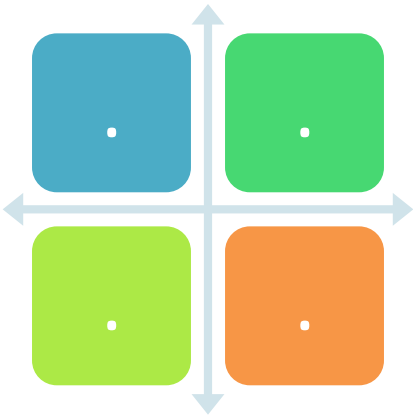


- These four are a "minimum" set of responsibilities
  - Individuals may have additional or specialized responsibilities based upon organizational needs (e.g., subject discipline assignment)

Market Equity Process for Library Broadband Positions

ARL compiled salary data for four cohorts

1. CWRU-defined institutional peers [n=8]
2. Other (library-defined) ARL private universities [n=6]
3. CWRU + Other Peers (combined) [n=14]
4. Ohio ARL libraries [n=4]



Raw Format of Data as Provided by ARL

Tables

Notes

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Case Western and Peer Libraries - All Staff With 0-4 Years of Experience - Rank Order by Average

						Years of Experience				
	# Staff	Low	Average	Median	High	# Staff	Low	Average	Median	High
Chicago	3	*	*	*	*	3	2	3	3	4
MIT	11	52,884	56,091	54,673	64,294	11	1	2	2	4
Johns Hopkins	13	46,920	52,659	50,645	68,000	13	1	3	3	4
Emory	21	43,000	51,485	50,825	72,000	21	0	2	2	4
Rochester	13	34,452	50,921	44,911	90,000	13	0	2	3	4
Vanderbilt	6	44,000	48,116	46,916	55,163	6	1	3	3	4
Northwestern	18	35,098	46,836	45,105	75,000	18	1	2	2	4
Washington U.-St. Louis	16	40,000	42,599	42,286	45,178	16	0	3	3	4
Case Western Reserve	4	37,485	40,800	40,856	44,002	4	1	2	2	3

ARL Reported Data Elements: *part 1*

	CWRU	Institutional-Defined Peers	Library-Defined Peers	Ohio ARL
Associate and Assistant Directors only	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
All staff: Average and Median Salaries	A, M	A, M	A, M	A, M
Middle Management: Average and Median Salaries	A, M	A, M	A, M	A, M
Non-Supervisory Librarians: Average	A	A	A	A
All Staff With 0-4 Years of Experience	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
All Staff With 5-9 Years of Experience	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
All Staff With 10-14 Years of Experience	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
All Staff With 15+ Years of Experience	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Race/Ethnicity - General Library Staff	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
General Library Staff - by Academic Rank				
Three step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Four step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Five Step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Non-Supervisory Library staff - by Academic Rank	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Three step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Four step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Five Step system	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M

L = low salary H = high salary A = average salary M =median salary

ARL Reported Data Elements: *part 2*

	CWRU	Institutional-Defined Peers	Library-Defined Peers	Ohio ARL
Position type (incl. by years of experience, if available)				
Head, Branch	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Functional Specialist	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Subject Specialist	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Dept. Heads	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Acquisitions	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Reference	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Cataloging	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Serials	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Documents/Maps	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Circulation	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Rare Books/Manuscripts	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Computer Systems	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M
Other	L, H, A, M	L, H, A, M	L, H, A, M	L, H, A, M

L = low salary H = high salary
A = average salary M = median salary

From Raw to Refined Data:

Sample of CWRU's Standardized Display Format

Case Western and Peer Libraries - Middle Management - Rank Order by Average - Average and Median Salaries										
	# Staff	Low	Average	Median	High	Years of Experience				
						# Staff	Low	Average	Median	High
[institution1]	14	82,712	99,701	101,176	110,469	14	11	24	21	39
[institution 2]	10	65,834	83,590	84,040	106,305	10	7	20	22	33
[institution 3]	9	49,060	81,460	77,730	121,800	9	4	19	19	32
[institution 4]	27	40,066	73,543	72,910	101,657	27	1	17	16	41
[institution 5]	11	57,940	71,522	72,031	94,053	11	7	21	18	36
[institution 6]	24	42,101	67,441	66,117	116,496	24	3	22	22	37
[institution 7]	19	42,230	67,353	68,679	105,836	19	2	19	15	41
Case Western Reserve	**14**	**52,010**	**67,066**	**68,911**	**88,230**	**14**	**7**	**22**	**23**	**39**
[institution 8]	24	37,776	64,967	64,494	100,848	24	5	20	21	38
Total	152					152	1	20	19	41
Average (excluding CWRU)		**52,215**	**76,197**	**75,897**	**107,183**	**17**	**5**	**20**	**19**	**37**
CWRU difference as %		**-0.4%**	**-13.6%**	**-10.1%**	**-21.5%**					

Salary Equity Approaches: *What Did Not Work?*

- × Inclusion of too many variables
- × Set salary by function or specific position
- × Adjust salary for cost of living of our geographic location
  - Recruitment is national, not regional
  - Comparisons must factor in actual residence of employees in suburban areas
  - Most peers have higher salaries, but lower costs of living
  - Effect on the ARL Index score
- × Calculating years of experience year-by-year
  - Had to cluster years instead, and max out number of years of credit for each academic rank

What Did Work?

- ✓ Created a normalized peer cohort
  - i.e., did not use any one standardized peer cohort or statistical derivation
- ✓ Created a new base salary table based upon normalized interpretation of ARL data
- ✓ Within each of our four broadband ranks we added to base salary by “years of experience” clusters
- ✓ For individuals with managerial/administrative assignments we added a stipend

Librarian Broadband: Salary Table to Calculate Base Salary

	USED TO CALCULATE NEW BASE			PROPOSED CHANGE vs. CURRENT		
	Minimum	Median	Maximum	Minimum	Midpoint	Maximum
Librarian 1	$40,000	$52,500	$65,000	+ $4,300	+ $6,199	+ $8,099
Librarian 2	$45,000	$62,500	$80,000	+ $2,568	+ $7,431	+ $12,294
Librarian 3	$52,000	$71,000	$90,000	+ $1,510	+ $5,465	+ $9,420
Librarian 4	$62,000	$81,000	$100,000	+ $1,922	+ $3,027	+ $4,132

+

Adjusted for Years of Experience

1. a minimum number of years of experience is expected before moving to a higher rank
2. There is a maximum after which one gets no further credit
3. The "years of experience" table is a ***one-time adjustment*** to rebalance the CWRU salary table against the market

KELVIN SMITH LIBRARY
CASE WESTERN RESERVE UNIVERSITY

Library Exempt Staff Broadband: Adjustment for Years of Experience

	Add to the Baseline Minimum for Rank: Percentages			
	Lib 1	Lib 2	Lib 3	Lib 4
0 - 5 years	0.0%	0.0%	0.0%	0.0%
6 - 10 years	14.5%	14.5%	7.5%	0.0%
11 -15 years	0.0%	26.4%	14.5%	14.5%
16 - 20 years	0.0%	26.4%	26.4%	26.4%
21 - 25 years	0.0%	26.4%	31.8%	31.8%
25 - 30 years	0.0%	26.4%	31.8%	36.1%
31 - 35 years	0.0%	26.4%	31.8%	36.1%
36 - 40+ years	0.0%	26.4%	31.8%	36.1%

	Min. Baseline + Experience Adjustment: Dollars			
	Lib 1	Lib 2	Lib 3	Lib 4
0 - 5 years	$40,000	$45,000	N/A	N/A
6 - 10 years	$45,795	$51,519	$55,900	$62,000
11 -15 years	$45,795	$56,898	$59,534	$70,982
16 - 20 years	$45,795	$56,898	$65,749	$78,393
21 - 25 years	$45,795	$56,898	$68,543	$81,724
25 - 30 years	$45,795	$56,898	$68,543	$84,399
31 - 35 years	$45,795	$56,898	$68,543	$84,399
36 - 40+ years	$45,795	$56,898	$68,543	$84,399

Team Leader Stipends

- Not calculated into individual's base salary
- Computed as an increase to compensation (salary + benefits)
- A standardized dollar amount for all affected positions, not a percentage of individual base salary
- Paid on an annual, funding-permitting, basis beginning FY2013
  - Management reserved the right to adjust stipend amounts annually (increase or decrease)

Other Findings

- For individuals are currently above market (i.e., *over*-compensated), no salary reductions were made
- Our most significant salary discrepancies:
  - Team leader salaries (primarily because of stipends)
  - Lower two ranks (Librarian 1 & 2) require greater remediation than the higher two ranks
- No base salary changes made in FY2013 (except to raise an individual to the new minimum of a salary level)
  - Base salary changes will occur no earlier than July 1, 2013
  - Base changes will occur after July 1, 2013 if funding permits
  - If funding permits only partial adjustments, KSL will develop priorities and an implementation schedule

Closing the Salary Gaps: Funding

- Always told staff that this investigation would establish the extent of the problem, not necessarily that there would be sufficient funding to address under-compensation
  - Set priorities to address greatest needs as funds become available
- Thus far, library funded all salary changes from existing budget
- Through the stipends and a few other adjustments, we have probably addressed about 30% of the originally identified market equity gaps
- Hope to fund an additional 10%-20% of the original gaps in FY2014
- Still requesting additional funding from the University to try to close the remaining gaps

Poll Question

- Our salary increases / adjustments are basically happening through
  - flat percent increases
  - flat dollar amount increases
  - merit increases
  - variable adjustment methods
  - no increases in recent history

Jeffrey Trzeciak,

University Librarian,

Washington University in St. Louis

Washington University in St. Louis

- University Librarian since July 2012
- 11 Library locations, not including Law, Medicine or Social Work
- Did not conduct an internal review of all libraries, only the UL.
- My request to the university is for the University Library only.

July 1, 2012

- Significant number of vacancies (app 9)
- Many were in high priority areas (e-resource management, copyright, digital library services, digital archivist, etc)
- At least 5 left for comparable positions at other institutions with higher salaries

Challenge

- Relative to our peers WUSTL is underfunded which affects our ability to recruit and retain staff at all levels

	Peer 1	Peer 2	Peer 3	Peer 4	WUSTL
2007	$31,966,296	$35,769,252	$33,741,980	$27,457,411	$27,424,013
2008	$34,585,402	$37,330,588	$31,936,414	$29,147,141	$27,347,597
2009	$35,646,147	$38,013,641	$34,720,327	$30,270,763	$28,230,503
2010	$35,293,147	$40,696,213	$33,592,247	$29,933,068	$26,757,893
2011	$36,153,527	$39,297,158	$36,651,350	$30,948,218	$27,440,983

Opportunity

- Call from A. Hirshon
- Initial review of ARL stats

	# Staff	Low	Average	Median	High
Peer 1	67	55,000	77,458	72,828	164,520
Peer 2	87	44,627	69,769	68,668	123,643
Peer 3	73	43,475	67,083	62,547	128,775
Peer 4	87	42,561	66,785	65,124	108,953
Peer 5	123	45,000	65,054	63,261	127,950
Peer 6	58	46,150	62,828	59,679	140,703
Peer 7	64	34,765	59,017	57,608	103,615
WUSTL	54	40,800	57,515	55,422	105,906

Note: While examining this data we were also conducting searches to fill some of our existing vacancies. Three of the most qualified candidates turned down our offers due to low salary, which gave us additional data.

Process

- Requested data from ARL for peers
- Requested all levels of professional staff

Process

- Budget year: July-June
- This year: requested to submit possible 5% reduction.
- February – Add on submission
- Requested $150,000 add-on request to enhance librarian salaries

Process

- Request forwarded to HR for review
  - Used ARL data
  - Conducted their own market analysis

Process

- Worked with HR to identify distribution
- HR factored in the 2.5% we would already receive for annual increases and reduced the actual add-on request but increased total to $158,000
- Chose to limit it to librarians at the lowest ranks (Grades 10,11, 12).
- Distribution would be based on qualifications, skills, performance and comp ratio.

Criteria Distribution

- In priority order
  - Skills: Language proficiency, technical, etc
  - Qualifications: Dual degree
  - Performance: part of annual process
  - Comp ratio

Process

- Request, once reviewed by HR was forwarded to Provost's office for approval to be moved to next step.
- Provost's office approved the process, forwarded request to the Personnel Review Committee, also approved the process.
- Next step: Budget approval (June)

Poll Question

- One of our challenges was that the ARL data was not specific enough. What alternative classifications could be used by ARL to provide that level of specificity?
  - Data Support Services
  - Digital Library Services
  - Copyright
  - E-resources Manager
  - Other

Questions?

- **Martha Kyrillidou,** Senior Director, ARL Statistics and Service Quality Programs, Association of Research Libraries
- **Carla Stoffle,** Dean of Libraries, University of Arizona
- **Arnold Hirshon,** Associate Provost and University Librarian, Case Western Reserve University
- **Jeffrey Trzeciak,** University Librarian, Washington University in St. Louis

Effectively Using ARL Salary and Demographic Data

- **March 5:** Better Salaries with Better Data: Introduction to the ARL Salary Survey
- **May 21:** Using ARL Salary Data to Make the Case for Higher Salaries
- **September 10:** Case Study: Using ARL Salary Data to Establish and Maintain an Equitable Salary Structure for Faculty Librarians
- **November 5:** Analyzing Age and Race/Ethnicity Demographics

THANK YOU

www.youtube.com/arlvideo