

## **Representation and Pay Equity 2021-2022**

\*Ratio of median salary to that of men

NP- Number of Incumbents

NI- Number of Institutions

\*\* The total number of institutions overall and within a gender category will typically be less than the sum of institutions shown by ethnicity for the category due to single institutions reporting multiple incumbents differing by gender or ethnicity.

### **Policies**

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of Institutions contributing data is less than 5 (too few data). Statistics will also not display when one institution's data comprise more than 25% of the total (unbalanced data; only applicable if incumbent—rather than institutional average—salaries are selected). If fewer than 10 institutions have provided data for a position, any percentiles provided are poor estimates at best, and extreme caution should be taken in their interpretation and use.

Data may not be shared or published in its entirety except with the express written permission of CUPA-HR. Select data may be used for the purposes of publication and presentation if cited and referenced appropriately.

[CUPA-HR 2021-22 Higher Education Workforce Surveys](#)

<b>139000 Chief Library Officer</b>	Percent of All	Ratio*	NP	NI**
All Men	36.7	1.06	202	199
American Indian/Alaska Native	0.2		1	1
Asian	0.9	1.94	5	5
Black/African American	1.5		8	7
Hispanic/Latinx	1.1	1.00	6	6
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.5		3	3
White	32.5	1.00	179	178
	Percent of All	Ratio*	NP	NI**
All Women	63.3	0.95	349	336
American Indian/Alaska Native	0.0		0	0
Asian	1.3	1.06	7	7
Black/African American	4.0	1.01	22	22
Hispanic/Latinx	1.6	0.86	9	9
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.7		4	4
White	55.7	0.93	307	296

<b>194160 Deputy Chief Library Officer</b>	Percent of All	Ratio*	NP	NI**
All Men	36.0	1.00	67	58
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	1.6		3	3
Hispanic/Latinx	0.5		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	33.9	1.00	63	55
	Percent of All	Ratio*	NP	NI**
All Women	64.0	0.93	119	88
American Indian/Alaska Native	0.0		0	0
Asian	1.6		3	3
Black/African American	2.7		5	4
Hispanic/Latinx	1.1		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	58.6	0.91	109	83

<b>402010 Librarian - Head of Acquisitions</b>	Percent of All	Ratio*	NP	NI**
All Men	24.7	0.94	22	20
American Indian/Alaska Native	0.0		0	0
Asian	1.1		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	2.2		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.1		1	1
White	20.2	1.00	18	17
	Percent of All	Ratio*	NP	NI**
All Women	75.3	0.80	67	65
American Indian/Alaska Native	3.4		3	3
Asian	2.2		2	2
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.2		2	2
White	67.4	0.78	60	59

<b>402020 Librarian - Head of Technical Services</b>	Percent of All	Ratio*	NP	NI**
All Men	30.1	0.99	66	63
American Indian/Alaska Native	0.0		0	0
Asian	1.8		4	4
Black/African American	0.9		2	2
Hispanic/Latinx	3.2		7	6
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	24.2	1.00	53	52
	Percent of All	Ratio*	NP	NI**
All Women	69.9	0.90	153	133
American Indian/Alaska Native	0.5		1	1
Asian	2.7		6	5
Black/African American	2.7		6	5
Hispanic/Latinx	1.4		3	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.5		1	1
White	62.1	0.90	136	122

<b>402030 Librarian - Head of Public Services</b>	Percent of All	Ratio*	NP	NI**
All Men	28.1	1.00	45	41
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	1.9		3	3
Hispanic/Latinx	1.9		3	3
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	24.4	1.00	39	36
	Percent of All	Ratio*	NP	NI**
All Women	71.9	0.98	115	105
American Indian/Alaska Native	0.0		0	0
Asian	1.9		3	3
Black/African American	5.6	1.31	9	8
Hispanic/Latinx	1.3		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.9		3	3
White	61.3	0.96	98	91

<b>402040 Librarian - Head of Cataloging</b>	Percent of All	Ratio*	NP	NI**
All Men	26.5	1.00	27	25
American Indian/Alaska Native	1.0		1	1
Asian	0.0		0	0
Black/African American	1.0		1	1
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	24.5	1.00	25	23
	Percent of All	Ratio*	NP	NI**
All Women	73.5	0.85	75	69
American Indian/Alaska Native	0.0		0	0
Asian	7.8	1.00	8	8
Black/African American	1.0		1	1
Hispanic/Latinx	1.0		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	63.7	0.85	65	60

<b>402050 Librarian - Head of Collection Development</b>	Percent of All	Ratio*	NP	NI**
All Men	25.2	1.00	28	25
American Indian/Alaska Native	0.0		0	0
Asian	1.8		2	2
Black/African American	0.0		0	0
Hispanic/Latinx	0.9		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	22.5	1.00	25	25
	Percent of All	Ratio*	NP	NI**
All Women	74.8	0.88	83	68
American Indian/Alaska Native	0.0		0	0
Asian	2.7		3	3
Black/African American	4.5	0.78	5	5
Hispanic/Latinx	2.7		3	3
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.7		3	3
White	62.2	0.90	69	62



<b>402060 Librarian - Head of Special Collections and Archives</b>	Percent of All	Ratio*	NP	NI**
All Men	34.4	1.00	84	75
American Indian/Alaska Native	0.8		2	2
Asian	0.8		2	2
Black/African American	0.0		0	0
Hispanic/Latinx	0.4		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.4		1	1
White	32.0	1.00	78	70
	Percent of All	Ratio*	NP	NI**
All Women	65.6	0.93	160	130
American Indian/Alaska Native	1.2		3	3
Asian	1.2		3	3
Black/African American	2.5	1.00	6	6
Hispanic/Latinx	1.6		4	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.2		3	3
White	57.8	0.92	141	117

<b>402065 Librarian - Systems - Digital Resources</b>	Percent of All	Ratio*	NP	NI**
All Men	41.9	0.99	104	86
American Indian/Alaska Native	0.0		0	0
Asian	2.0	0.90	5	5
Black/African American	0.4		1	1
Hispanic/Latinx	1.2		3	3
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.8		2	2
White	37.5	1.00	93	79
	Percent of All	Ratio*	NP	NI**
All Women	58.1	0.92	144	109
American Indian/Alaska Native	0.4		1	1
Asian	5.2	1.10	13	11
Black/African American	2.0		5	4
Hispanic/Latinx	0.4		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.8		2	2
White	49.2	0.91	122	97

<b>402170 Librarian - Head of Reference &amp; Instruction (Ref Level II)</b>	Percent of All	Ratio*	NP	NI**
All Men	31.5	0.98	125	91
American Indian/Alaska Native	0.0		0	0
Asian	1.0		4	4
Black/African American	0.3		1	1
Hispanic/Latinx	0.3		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.3		1	1
White	29.7	1.00	118	90
	Percent of All	Ratio*	NP	NI**
All Women	68.5	1.02	272	160
American Indian/Alaska Native	0.3		1	1
Asian	3.3	1.09	13	11
Black/African American	2.8	1.05	11	10
Hispanic/Latinx	1.3		5	3
Native of Hawaii or Other Pacific Islander	0.3		1	1
Two or More Races/Ethnicities	1.3	1.12	5	5
White	59.4	1.02	236	142

<b>402180 Librarian - Research and Instruction (Ref Level I)</b>	Percent of All	Ratio*	NP	NI**
All Men	24.8	1.00	259	151
American Indian/Alaska Native	0.3		3	3
Asian	0.5	1.18	5	5
Black/African American	0.9	0.89	9	9
Hispanic/Latinx	1.0	0.93	10	9
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.3		3	2
White	21.9	1.00	229	140
	Percent of All	Ratio*	NP	NI**
All Women	75.2	0.97	786	276
American Indian/Alaska Native	0.1		1	1
Asian	2.6	1.04	27	23
Black/African American	3.5	1.02	37	32
Hispanic/Latinx	3.5	0.91	37	24
Native of Hawaii or Other Pacific Islander	0.2		2	2
Two or More Races/Ethnicities	1.6	0.98	17	14
White	63.6	0.97	665	262

<b>402190 Librarian - Cataloger - Metadata (Level II)</b>	Percent of All	Ratio*	NP	NI**
All Men	23.3	1.02	45	35
American Indian/Alaska Native	0.0		0	0
Asian	0.5		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.6		3	3
White	21.2	1.00	41	32
	Percent of All	Ratio*	NP	NI**
All Women	76.7	1.08	148	103
American Indian/Alaska Native	0.5		1	1
Asian	4.1		8	6
Black/African American	1.0		2	2
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.5		1	1
Two or More Races/Ethnicities	0.5		1	1
White	69.9	1.07	135	99

<b>402200 Librarian - Cataloger (Level I)</b>	Percent of All	Ratio*	NP	NI**
All Men	24.2	1.00	37	24
American Indian/Alaska Native	0.0		0	0
Asian	2.0		3	2
Black/African American	0.0		0	0
Hispanic/Latinx	0.7		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	21.6	1.00	33	23
	Percent of All	Ratio*	NP	NI**
All Women	75.8	0.92	116	65
American Indian/Alaska Native	1.3		2	2
Asian	2.6		4	4
Black/African American	5.2		8	7
Hispanic/Latinx	5.2	0.68	8	8
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.7		1	1
White	60.8	0.92	93	56

<b>402210 Librarian - Electronic Resources - Serials</b>	Percent of All	Ratio*	NP	NI**
All Men	30.8	1.00	52	50
American Indian/Alaska Native	0.0		0	0
Asian	1.2		2	2
Black/African American	0.6		1	1
Hispanic/Latinx	0.6		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.6		1	1
White	27.8	1.00	47	46
	Percent of All	Ratio*	NP	NI**
All Women	69.2	0.95	117	108
American Indian/Alaska Native	0.0		0	0
Asian	4.1	1.06	7	7
Black/African American	3.0	0.85	5	5
Hispanic/Latinx	3.6	1.02	6	6
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.8		3	3
White	56.8	0.95	96	91

<b>402255 Librarian - Head of IT - Systems</b>	Percent of All	Ratio*	NP	NI**
All Men	64.0	1.00	16	16
American Indian/Alaska Native	0.0		0	0
Asian	4.0		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	4.0		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	56.0	1.00	14	14
	Percent of All	Ratio*	NP	NI**
All Women	36.0	1.01	9	9
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	36.0	1.01	9	9



<b>402260 Librarian - Head of Branch Library</b>	Percent of All	Ratio*	NP	NI**
All Men	26.8	1.00	42	32
American Indian/Alaska Native	0.0		0	0
Asian	0.6		1	1
Black/African American	0.6		1	1
Hispanic/Latinx	2.5		4	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.6		1	1
White	22.3	1.00	35	29
	Percent of All	Ratio*	NP	NI**
All Women	73.2	0.92	115	71
American Indian/Alaska Native	0.0		0	0
Asian	4.5		7	5
Black/African American	1.3		2	2
Hispanic/Latinx	2.5		4	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.6		1	1
White	64.3	0.91	101	65

<b>402265 Librarian - Head of Access Services</b>	Percent of All	Ratio*	NP	NI**
All Men	30.7	1.02	43	42
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	0.7		1	1
Hispanic/Latinx	2.9		4	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.7		1	1
White	26.4	1.00	37	36
	Percent of All	Ratio*	NP	NI**
All Women	69.3	0.92	97	90
American Indian/Alaska Native	0.0		0	0
Asian	1.4		2	2
Black/African American	4.3	1.04	6	6
Hispanic/Latinx	1.4		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.9		4	3
White	59.3	0.89	83	78

<b>402267 Librarian - Access Services</b>	Percent of All	Ratio*	NP	NI**
All Men	23.5	0.99	52	41
American Indian/Alaska Native	0.0		0	0
Asian	0.5		1	1
Black/African American	1.4		3	3
Hispanic/Latinx	1.4		3	3
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.5		1	1
White	19.9	1.00	44	35
	Percent of All	Ratio*	NP	NI**
All Women	76.5	0.99	169	115
American Indian/Alaska Native	0.5		1	1
Asian	1.8		4	4
Black/African American	2.7	1.03	6	6
Hispanic/Latinx	1.8		4	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.7		6	5
White	67.0	1.02	148	104

<b>402270 Librarian - Special Collections and Archives</b>	Percent of All	Ratio*	NP	NI**
All Men	28.4	1.00	82	61
American Indian/Alaska Native	0.3		1	1
Asian	0.3		1	1
Black/African American	0.7		2	2
Hispanic/Latinx	0.7		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.3		1	1
White	26.0	1.00	75	56
	Percent of All	Ratio*	NP	NI**
All Women	71.6	0.95	207	119
American Indian/Alaska Native	0.0		0	0
Asian	2.4	0.85	7	7
Black/African American	2.1	1.13	6	6
Hispanic/Latinx	3.1	0.96	9	9
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.0		3	3
White	63.0	0.95	182	110

<b>402275 Librarian - Data Services</b>	Percent of All	Ratio*	NP	NI**
All Men	37.9	1.03	36	21
American Indian/Alaska Native	0.0		0	0
Asian	4.2		4	4
Black/African American	0.0		0	0
Hispanic/Latinx	3.2		3	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	30.5	1.00	29	18
	Percent of All	Ratio*	NP	NI**
All Women	62.1	1.01	59	34
American Indian/Alaska Native	0.0		0	0
Asian	4.2		4	4
Black/African American	2.1		2	2
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.1		2	2
White	53.7	1.01	51	30

<b>402280 Librarian - Digital Initiatives</b>	Percent of All	Ratio*	NP	NI**
All Men	37.0	1.00	37	36
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	2.0		2	2
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	35.0	1.00	35	34
	Percent of All	Ratio*	NP	NI**
All Women	63.0	0.90	63	49
American Indian/Alaska Native	1.0		1	1
Asian	5.0	1.07	5	5
Black/African American	3.0		3	2
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.0		2	2
White	52.0	0.89	52	41

<b>402283 Librarian - User Experience - Assessment</b>	Percent of All	Ratio*	NP	NI**
All Men	30.4		31	24
American Indian/Alaska Native	0.0		0	0
Asian	1.0		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	2.0		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.0		2	2
White	25.5		26	20
	Percent of All	Ratio*	NP	NI**
All Women	69.6		71	47
American Indian/Alaska Native	0.0		0	0
Asian	3.9		4	2
Black/African American	2.0		2	2
Hispanic/Latinx	5.9		6	4
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	57.8		59	43

<b>402290 Librarian - Acquisitions</b>	Percent of All	Ratio*	NP	NI**
All Men	24.1	1.00	19	17
American Indian/Alaska Native	0.0		0	0
Asian	1.3		1	1
Black/African American	1.3		1	1
Hispanic/Latinx	2.5		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	19.0	1.00	15	13
	Percent of All	Ratio*	NP	NI**
All Women	75.9	0.98	60	43
American Indian/Alaska Native	0.0		0	0
Asian	2.5		2	2
Black/African American	2.5		2	2
Hispanic/Latinx	2.5		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	1.3		1	1
White	67.1	0.97	53	39



<b>402300 Librarian - Open Educational Resources</b>	Percent of All	Ratio*	NP	NI**
All Men	25.0		7	6
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	25.0		7	6
	Percent of All	Ratio*	NP	NI**
All Women	75.0		21	17
American Indian/Alaska Native	0.0		0	0
Asian	3.6		1	1
Black/African American	7.1		2	1
Hispanic/Latinx	7.1		2	2
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	57.1		16	13

<b>402310 Librarian - Digital Scholarship</b>	Percent of All	Ratio*	NP	NI**
All Men	33.3	1.01	11	11
American Indian/Alaska Native	0.0		0	0
Asian	3.0		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	3.0		1	1
White	27.3	1.00	9	9
	Percent of All	Ratio*	NP	NI**
All Women	66.7	0.99	22	16
American Indian/Alaska Native	0.0		0	0
Asian	3.0		1	1
Black/African American	3.0		1	1
Hispanic/Latinx	3.0		1	1
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	57.6	1.02	19	15

<b>402320 Librarian - Scholarly Communications</b>	Percent of All	Ratio*	NP	NI**
All Men	26.5	0.97	9	9
American Indian/Alaska Native	0.0		0	0
Asian	0.0		0	0
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	2.9		1	1
White	23.5	1.00	8	8
	Percent of All	Ratio*	NP	NI**
All Women	73.5	0.91	25	23
American Indian/Alaska Native	0.0		0	0
Asian	2.9		1	1
Black/African American	0.0		0	0
Hispanic/Latinx	0.0		0	0
Native of Hawaii or Other Pacific Islander	0.0		0	0
Two or More Races/Ethnicities	0.0		0	0
White	70.6	0.91	24	22