

Association for Learning Technology

Learning Technology Manager Salary Survey

2010



By Dr. Richard A. Ranker

20 February 2011

The salary survey was conducted from 16 to 23 September 2010 with the support of the Association for Learning Technology (ALT) by ALT member, Dr. Rich Ranker, at Lancaster University. The purpose of the survey was to determine:

- 1) The salary ranges of those who report themselves to be managers of learning technology organisations in HE and FE in the UK; and
- 2) If the salary of the LT Managers was related to the following factors:
 - a. Region
 - b. Institutional grouping
 - c. Job titles
 - d. Number of staff supervised
 - e. Operational (i.e., non-salary) budgets managed
 - f. Level of the line supervisor of the managers
 - g. Grade

The survey was initially constructed by the author but, upon consultation, modified, implemented in the web-based survey tool Survey Monkey, and distributed by ALT, with ALT's assurance that it would protect the identity of the participants. A copy of the request for participation was also distributed by the Heads of eLearning Forum (HeLF).

The target population was managers of learning technology units in FE and HE institutions in the UK.

The survey consisted of 12 questions and received a total of 75 responses.

Survey results are reported below in relation to the question number in the survey. Respondents were permitted to 'warm up' to the survey by answering more common demographic questions first and only addressing salary range in the ninth question. Since the response pattern to the salary question is at the heart of the survey and all other response sets are analysed in relation to the salary range distribution, this is reported first below, and subsequent responses are then reported in survey order.

Q9. What is your gross annual salary range inclusive of any "London weighting" or equivalent? (If the range embraces more than one of the options listed, please choose the range that covers the top of your own salary range.)

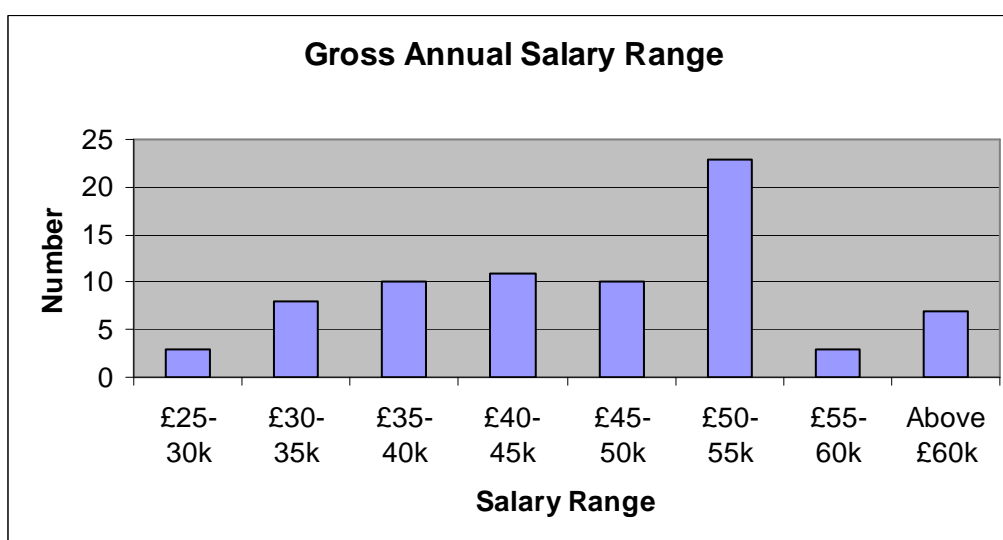
This question is at the heart of the entire survey. All 75 survey respondents replied to this question. The respondents indicated that their salaries ranged from between £25-30k to above £60k. The most frequently chosen response (mode, which is highlighted in green in some tables) however, was the £50-55k range with almost one third (31%) of the respondents reporting it as their gross annual salary, while the middle (median, which is highlighted in yellow throughout this report) was £45-50k, slightly lower. Over 9% reported their salary range as Above £60k. See Table 9 and Chart 9 below.

Table 9 – Gross Annual Salary Ranges of Respondents

Number of respondents selecting each of the eight possible Salary Ranges offered as options. The median is highlighted in yellow.

Salary Range	Number	Percent
£25-30k	3	4.0%
£30-35k	8	10.7%
£35-40k	10	13.3%
£40-45k	11	14.7%
£45-50k	10	13.3%
£50-55k	23	30.7%
£55-60k	3	4.0%
Above £60k	7	9.3%
TOTAL	75	100%

Chart 9 – Gross Annual Salary Ranges and Number of Respondents



The respondent data from each of the following survey questions will each be analysed and then analysed with respect to the salary data above.

Q1. Where is your organisation based?

The first survey question was “Where is your organisation based?” A total of 13 responses were available in a drop-down menu.

All 75 respondents answered this question. There were no respondents from Northern Ireland and only one respondent from Outside the UK. Although these data are presented in Table 1 below, neither Northern Ireland nor Outside the UK will be included in any further analysis. The most represented region was South East (of England) with 13 respondents (17.3%). Several regions had between 6 and 8 respondents.

Table 1 – Where is your organisation based?

Region	Number of Responses	Percent
Outside the UK	1	1.3%
Northern Ireland	0	0.0%
Scotland	6	8.0%
Wales	3	4.0%
North West	8	10.7%
North East	3	4.0%
Yorkshire and the Humber	8	10.7%
West Midlands	8	10.7%
East Midlands	6	8.0%
South West	7	9.3%
South East	13	17.3%
East of England	2	2.7%
London	10	13.3%
Total	75	100%

Combining the data from Q9, Total Annual Salary, with Q1, Where is your Organisation Based (Region), gives some interesting perspectives. This comparison is contained in Table 1/9 in Appendix A.

Table 1/9 suggests that Region has little relationship to Salary Range. While the Total median Salary Range is £45-50k, only three regions share that median: Scotland, North West and South East. Two regions (East of England and London) have a higher median of £50-55k. East of England has only two respondents in their Region and probably should be excluded from consideration as being representative of their Region. On the other hand, six of the ten respondents from London reported a Salary Range above the median for the Total.

Chart 1/9a - Salary Range of Respondents in the London Region

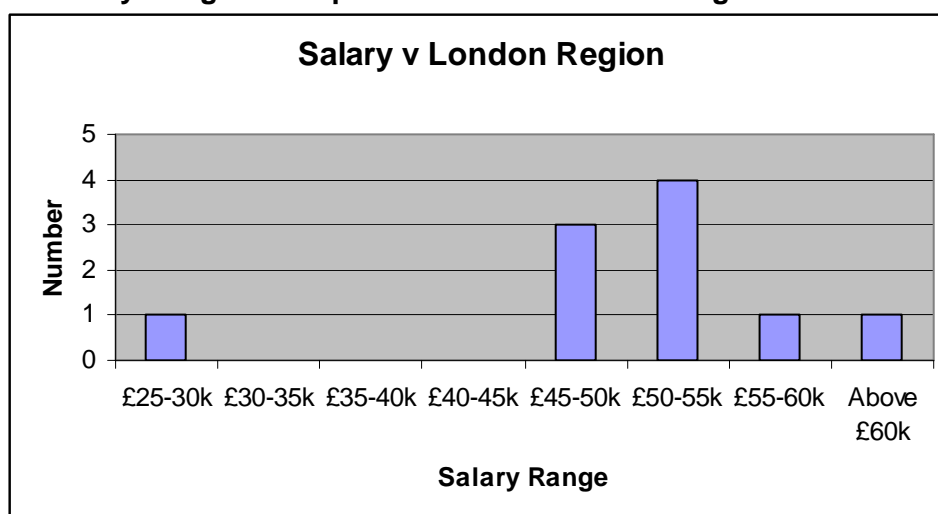


Chart 1/9a above demonstrates being in the London Region does have an effect on Salary Range, as was expected. Salary ranges from the London Region had only one respondent in the four lowest salary ranges. Since this one outlier in the £25-30k range also reported their grade as G8, which has a pay scale above the selected range, it is possible that either this salary range or the grade for this one respondent was mis-reported. Nonetheless this Group reported a median in the £50-55k range, above the median for the entire respondent population. However this is not surprising since the salary description from the survey asked for “gross annual salary range inclusive of any “London weighting” or equivalent”.

In summary, Region did not appear to have a relationship to Salary Range reported, with the exception of the London region having a higher average Salary Range.

2. Type of organisation - if a university, ideally please allocate to one of the first three groups below.

Table 2 – Group Membership

Group	Number of Responses	Percentage
Russell Group	18	24%
1994 Group	11	15%
Post 1992	23	31%
157 Group	2	3%
Other	21	28%

Table 2 – Adjusted response received from respondents as to which Group their organisation belonged to. Green highlight indicates changes.

A total of five responses, detailed below, were available in a drop-down menu, representing the groupings most frequently used in ALT to analyse their membership. All 75 respondents answered this question.

There was a minor adjustment to the data reported in Table 2 above. Because of the large size of the Other Group, the author asked ALT to verify Group membership based on the remainder of the data set especially email address. One respondent was moved by ALT from the Other group to the Russell Group.

The **Russell Group** is described at <http://www.russellgroup.ac.uk/> and includes the 20 HE institutions, listed in Appendix B1, often considered to be the top in the UK. A total of 18 respondents or 24% were from the Russell Group.

The **1994 Group** is described at <http://www.1994group.ac.uk/> and includes 19 HE institutions, listed in Appendix B2. A total of 11 respondents or 15% represented themselves as being in the 1994 Group.

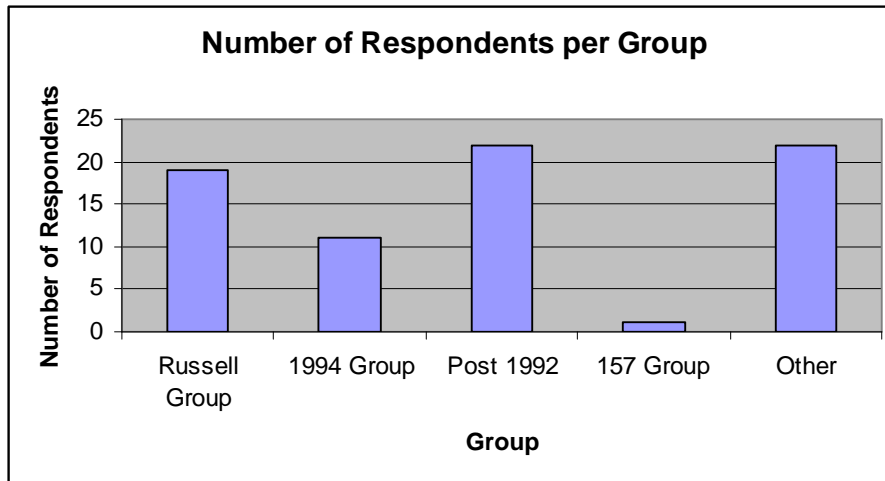
The **Post 1992 Group** is described at http://en.wikipedia.org/wiki/Post-1992_universities includes 65 institutions which are listed in Appendix B3. A total of 23 respondents or 31% represented themselves as being in the Post 1992 Group.

The **157 Group** describes itself as “28 large further education colleges in England.” Members of this group are listed in Appendix B4. See <http://www.157group.co.uk/our-members> for details. Only 2 respondents or 3% represented themselves as being in the 157 Group. This presents a problem for this survey because we have insufficient data on LT managers in FE. ALT recognise this as a task to address in the future survey.

A total of 21 respondents or 28% initially represented themselves as being in the **Other Group**. It is noted that all of the respondents who selected Other also provided some further clarification of their group; those data are contained in Appendix C. While there is no distinct

pattern demonstrated in the Other group, it does include several further education (FE) colleges, some non-profits, the Open University, and a few Guild HE members. However, the Other group, at almost a third of the respondents, is much larger than expected and clouds full understanding of the Group data.

Chart 2 – Number of Respondents per Group



Since at least one respondent apparently did not understand which group they are a member of, in future iterations of this survey it might be better to have a roll-over listing all group members. Another option might be to simply ask respondents what institution they belong to and have the program or author derive the Group information from the institutional name. This may help decrease the size of the Other Group.

Another way of looking at these Group Membership data is to consider the number of respondents as compared to the number of member institutions in each group.

Table 2P – Percentage of respondents responding from each Group

Group	Number of Responses	Percentage of Respondents	Members in Group	Percent Respondents per Group
Russell Group	18	24%	20	90%
1994 Group	11	15%	19	58%
Post 1992	23	31%	65	35%
157 Group	2	3%	28	7%
Other	21	28%		
Total	75	100%	132	57%

Table 2P – Comparing the number of respondents and the percentage of respondents with the number of institutional members in each group.

The total number of respondents, 75, seems rather representative, since there are 132 member institutions in these four groups. But the researcher found this conclusion misleading. The fact that 18 respondents were from the Russell Group which has only 20 member institutions indicates that most of the Russell Group responded to this survey. At the other extreme, only two of the 28-member 157 Group responded. Only the 1994 Group, with 58% of the group membership responding, was close to the reported average 57% response rate. .

Comparing the data from Table 2 with the data from Table 9, which shows the distribution of Salary Ranges of respondents, produces Table 2/9 below, which gives an indication of the number of respondents in each of the Salary Ranges for the Groups of the respondents.

Table 2/9 – Comparison of Salary Range with respondents’ Group membership

Salary Range	157	Post 1992	Russell	1994	Other	Total
£25-30k					3	3
£30-35k		4		1	3	8
£35-40k	1	2	3	1	3	10
£40-45k	1		4	3	3	11
£45-50k		3	2	2	3	10
£50-55k		9	7	3	4	23
£55-60k		1	1	1		3
Above £60k		4	1		2	7
Total	2	23	18	11	21	75

Table 2/9 - compares the Salary Range of respondents with their reported Group membership. Cells highlighted in yellow indicate the median response for that Group.

As demonstrated by Table 2/9, the median Salary Range of the most of the Groups is in line with the median Salary Range for all groups. There are two notable exceptions (the 157 Group data are not notable due to their small number of respondents). The first is the large Post 1992 Group with a median of £50-55 and the majority (4 of 7) of the Above £60k salaries. The second is the Other group with a median slightly lower than the median for all groups. However this relatively large (Other) group is only a group of convenience and not a true identity.

An analysis of Table 2/9 reveals some interesting observations. First and most importantly, with a full 31% of the respondents in the Other group, there must be a considerable margin of error in any generalisations drawn from the data. Nonetheless, the respondents in the Post 1992 Group, whom we know from Table 2P represent about 35% of that Total Group, reported a median salary in the £50-55k range. That was the highest median in the table and was higher than the median for the entire group of respondents. The Post 1992 Group also reported the highest number of salaries (4) in the Above £60k range. The researcher expected the more prestigious Russell Group to report a higher median salary and the largest number of respondents in the Above £60k salary range, both because of the London location of several of the Russell Group institutions and their reputation.

In conclusion, there does not appear to be a clear relationship between Group membership and Salary Range despite the observation that 1992 Group does appear to enjoy a higher median salary. Clarity will only be reached when the Other group is more clearly defined.

Q3. Job title - ideally please avoid one-word answers like "Director"

The various titles are all listed in Appendix D. These were examined for the presence of key words in the titles such as 'eLearning', 'Learning Technology', or 'Technology Enhanced Learning.' Some were categorized 'Academic' if they reported typical academic positions such as professor, lecturer, etc. Several titles were grouped as 'Some Technology' if the title described a specific technology such as assistive technology, e-assessment, network, etc. The 'Other Learning-Focused' group includes a wide variety of titles that, in the researcher's view, supported learning but were not included in the previous five headings. This includes Testing Team Manager, CETL Manager, Head of Centre for Educational Development, Head of Learning Resources and the like. Finally, the 'Title Only' category included titles such as team leader, manager, director and the like, without any further indication of what they were leading or managing. There were some trends worth mentioning.

Table 3 – Summary of Job Titles

Category	eLearning	Learning Tech	Tech Enhanced Learning	Academic	Some Tech	Other Learning-Focused	Title only	TOTAL
Number of Job Titles in this Category	22	19	2	9	8	12	7	79*

* The total number of responses from the 75 respondents was 79, since four Academics also had a title which included one of the other categories.

The titles of the respondents were able to be placed in a pattern shown in Table 3 above. A total of 22 titles contained 'eLearning'; 19 contained 'Learning Technology (or Learning Technologist)'; 12 were Other Learning Focused (see Appendix C for details); 9 were Academic, 8 contained Some (specific) Technology; and two contained 'Technology Enhanced Learning'. There were also seven which contained a Title Only. The total number of responses from the 75 respondents was 79, since four Academics also had a title which included one of the other categories. A word map from the titles submitted was composed in Wordle (<http://www.wordle.net/>) is on the cover.

There was no apparent pattern in terms of Salary Range among the duty titles, and it might in future surveys be worth asking if the posts are academic, academic related or administrative and seeing what light that might shine on salary variation.

Q4. Number of direct reports (please enter a whole number to the nearest FTE excluding student employees or placement staff), AND

Q5. Number of direct and indirect reports, that is the total size of the team for which you are responsible (please enter a whole number to the nearest FTE excluding student employees or placement staff)

These two questions were analysed together. They are closely related and received the same data treatment.

Table 4 and 5 – Number of Direct and Indirect Reports

Total Direct Reports (Question 4)	Average Direct Reports	Total Direct and Indirect Reports (Question 5)	Average Direct and Indirect Reports	Total Indirect Reports (Q5 minus Q4)	Average Indirect Reports
386	5.2	655.5	8.7	269.5	3.6

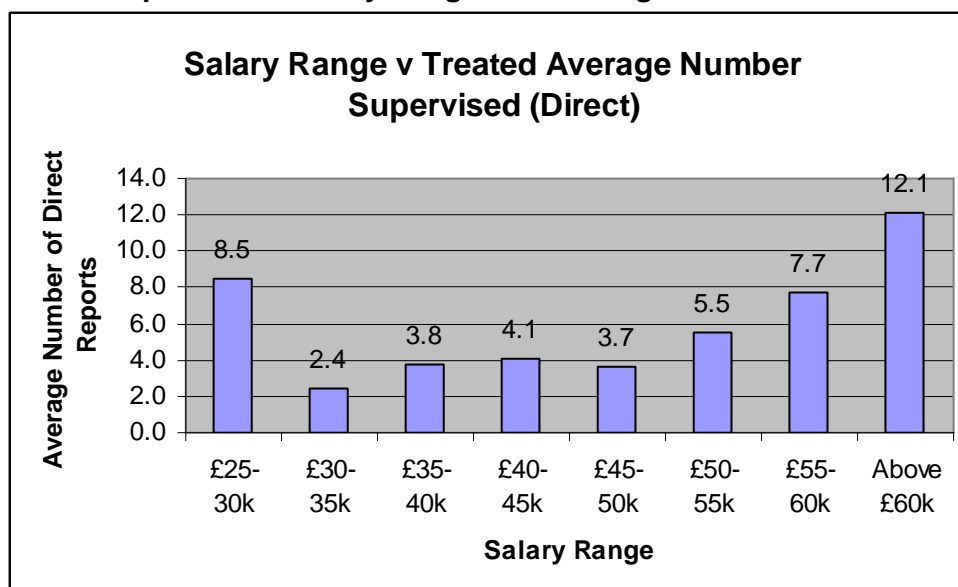
In both the case of the 'direct reports' and the 'direct and indirect reports' data, respondents were asked to "enter a whole number to the nearest FTE excluding student employees or placement staff."

The 'total number of direct reports' was provided in an open response box for Question 4; all 75 respondents answered this question. The 'total number of direct and indirect reports' was provided in an open response box for Question 5; all 75 respondents answered this question as well. The total indirect reports were obtained by subtracting the Question 4 data from the Question 5 data.

It appears that the average respondent supervised 9 FTE, with 5 of them being direct reports and (almost) 4 being indirect reports.

Table 4/9 in Appendix E reports the number of Direct Reports from above for each of the Salary Ranges reported in Table 9. Table 5/9 does much the same for Total Direct and Indirect Reports. Both are contained In the Appendix E. However, Chart 4/9 is derived from that data and immediately follows.

Chart 4/9 – A Comparison of Salary Range with Average Number of Direct Reports



The data from Chart 4/9, after discounting the £25-30k Salary Range data from two respondents as being outliers, more clearly indicates that the Salary Range generally increases as the average number of Direct Reports increases. This indicates a significant relationship between Number of Direct Reports and Salary Range. This is to be expected, as supervisors in most organisations are often paid more as the number of staff directly supervised increases.

Not surprisingly, a similar trend was noticed in analysing the data from Question 5, Number of Direct and Indirect Reports. These data are fully reported in Table 5/9 in Appendix E, and are summarized in the Chart 5/9 on the following page.

Chart 5/9 – A Comparison of Salary Range with Average Number of Direct and Indirect Reports

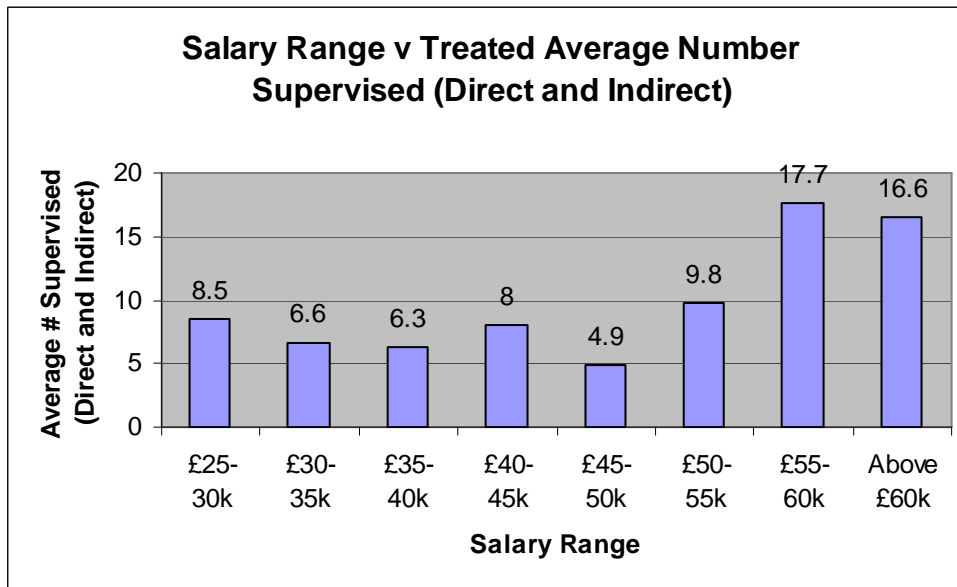


Chart 5/9 indicates the relationship between the total number supervised (Direct and Indirect Reports) and the reported Salary Range.

Together, the Charts and Tables 4/9 and 5/9 indicate that salary levels appear to be related to supervisory responsibility, although there are a number of exceptions to this.

In a follow-on survey, it might be interesting to include student and placement staff to determine what percent of the staff falls into these categories and whether it further contributes toward determination of Salary Range. This might be particularly interesting as the funding for further education and higher education drops with the national UK economy, which is likely to decrease placement staff, and as student fees increase, which is likely to increase the availability of student employees.

Q6. To what level do you report?

This sixth survey question sought to determine the relative position of the responding learning technology managers. It was presented as a simple multiple choice question with five options:

- To "Level 1", that is to the senior manager of the organisation
- To "Level 2", that is, to someone in the Senior Management Team of your organisation
- To "Level 3", that is, to someone who reports to Level 2
- At a lower level
- It is more complicated than that

All 75 answered the question. The data for this question are built into and compiled with respect to the data from Question 9, resulting in Table 6/9 below.

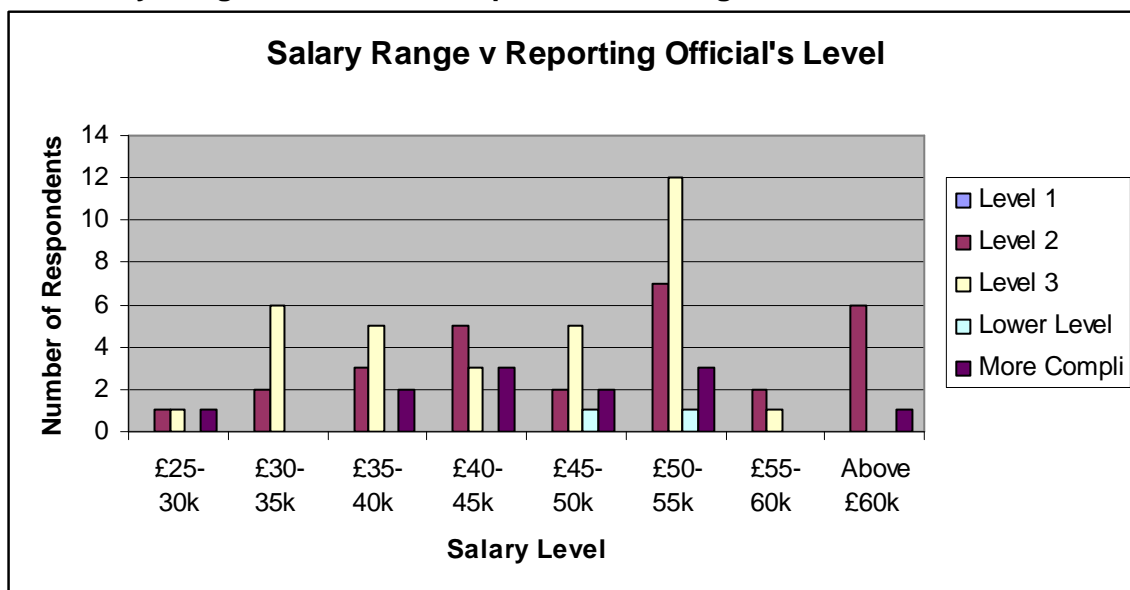
Table 6/9 – Comparison of Level of Respondents’ Manager with Salary Range

Salary Range	Total Pop		Level 1		Level 2		Level 3		Lower Level		More Complicated	
	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
£25-30k	3	4%			1	33%	1	33%			1	33%
£30-35k	8	11%			2	25%	6	75%				
£35-40k	10	13%			3	30%	5	50%			2	20%
£40-45k	11	15%			5	45%	3	27%			3	27%
£45-50k	10	13%			2	20%	5	50%	1	10%	2	20%
£50-55k	23	31%			7	30%	12	52%	1	13%	3	4%
£55-60k	3	4%			2	67%	1	33%				
Above £60k	7	9%			6	86%				14%	1	
TOTAL	75	100%	0	0	28	37%	33	44%	2	4%	12	16%

Table 6/9 compares the respondents’ Salary Range with their Manager’s reporting level. Yellow highlighting indicates the median response for each of the Manager’s Level (in columns). Green highlighting indicates the median for each of the Salary Ranges (in rows).

Looking at the Total line in Table 6/9 above, there were no respondents who reported to a Level 1 manager, 37% who reported to a Level 2 manager, 44% who reported to a Level 3 manager, 4% reported at a Lower Level, and 16% said their reporting lines were More Complicated than that. The median Reporting Official’s Level was Level 3 (either with or without the More Complicated responses).

Graph 6/9 – Salary Range and Level of Respondent’s Manager



It is difficult to assert that there is any relationship between the level of the respondents’ manager and their salary. The median responses for each reporting official’s grade are highlighted in yellow. Since the medians for Levels 1, 2, 3 and Lower Level are ordinal (i.e., proceed in an order), they can be

compared. Lacking any respondents in Level 1, and having only two in Lower Level, all that can be reflected is that the median Salary Range does go up as the Supervisor’s reporting level gets higher (goes from Level 3 to Level 2). However the sparse Lower Level data seems to belie that trend, and the More Complicated data, which is clearly NOT ordinal, cannot be used to support any trend. Even discarding the non-ordinal More Complicated data and highlighting the median for each of the Salary Ranges (shown in green in Table 6/9) only shows a slight pattern toward increasing Salary Range and the median Supervisor’s level increases (i.e., number gets smaller). Perhaps there is a confounding influence of the size of the organisation, which was not collected in this survey.

In summary, there is only a hint of a correlation between manager’s organizational level and Salary Range of the respondent.

Q7. What if any annual non-salary budget are you responsible for, excluding external "bid for" project funding?

Q8. What if any annual non-salary budget are you responsible for, including any external "bid for" project funding?

These seventh and eighth survey questions had the following possible responses:

- I am not responsible for a budget (note: reported below as “None”)
- Under £25k
- £25k-£50k
- £50k-£100k
- £100-£200k
- Over £200k

All 75 respondents answered both questions, resulting in the data for Table 7 + 8 below.

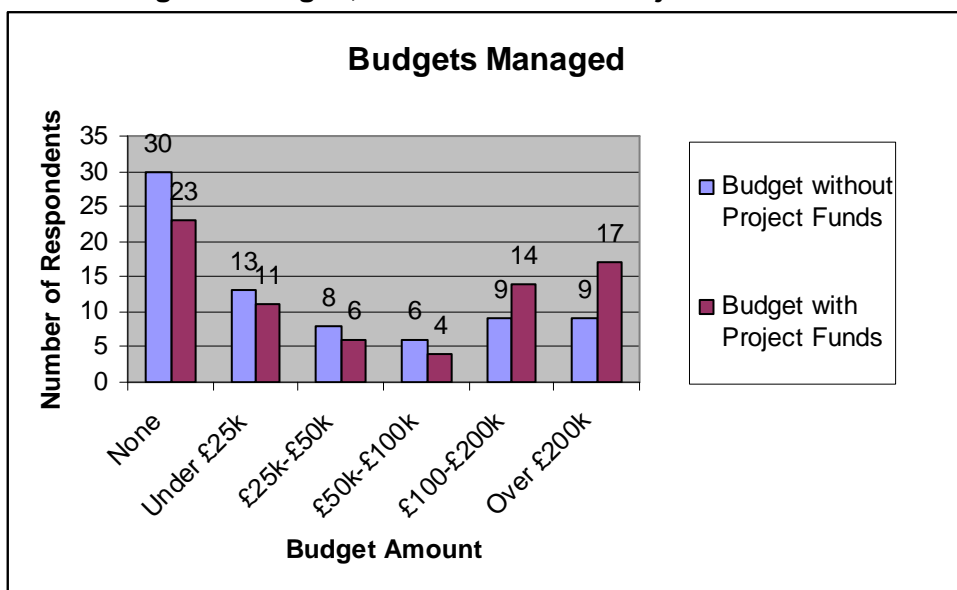
Table 7 + 8 – Size of Budgets Managed, without and with Project Funds

	Budget without Project Funds	%	Budget with Project Funds	%
None	30	40.0%	23	30.7%
Under £25k	13	17.3%	11	14.7%
£25k-£50k	8	10.7%	6	8.0%
£50k-£100k	6	8.0%	4	5.3%
£100-£200k	9	12.0%	14	18.7%
Over £200k	9	12.0%	17	22.7%

Table 7+ 8 – Size of budgets managed, without and with Project Funds included. Median responses are highlighted in yellow.

There are some important observations. First, the median budget managed without Project Funds among the respondents was Under £25k, but this increased slightly (to £25-50k) when project funds were included. Second, when looking at the budgets without project money, a full 40% of the respondents said they were not responsible for a budget at all, and another 17% were responsible for a budget Under £25k. While those decreased to 31% and 15% (for a total decrease of 11% in the two lowest categories), the top two budget categories increased by 18%. This indicates a higher degree of reliance on Project Funds than expected. Third, as clearly illustrated in Chart 7 + 8 below, these data – especially the data which included project funds - paint a bimodal distribution, the opposite of the normative curve, having large groups in the extremes and few in the middle is unusual.

Chart 7 + 8 – Size of Budgets Managed, without and with Project Funds



The number of respondents – self-defined learning technology managers - who managed no budget was unexpectedly high in the author’s experience, which is largely based on experience gained in LT in the USA. Presenting a bimodal distribution of respondents, especially once project funds are included, also was unexpected. Similarly, the high reliance on project funds for LT budgets was not expected. Perhaps all of this is a reflection of the degree of maturity of LT in the UK. The researcher recalls a similar time in the USA when most LT staff posts and budgets were driven by grants and research projects. As the LT products managed by members of our field grew in use and gained recognition as an integral part of the educational landscape, permanent budgets became more the norm. It will be interesting to see if the same will happen here in the UK.

Table 7+8/9 – Salary Range compared to Budget, with and without Project Funds Managed

Salary Range	Total Pop		None		Under £25k		£25-50k		£50-100k		£100-200k		Over £200k	
	Num	%	w/o	with	w/o	with	w/o	with	w/o	with	w/o	with	w/o	with
£25-30k	3	4%	1	1	1	2	1							
£30-35k	8	11%	7	5	1	2					1			
£35-40k	10	13%	3	2	5	2		1	1		2	2		2
£40-45k	11	15%	4	2	2	2	2	2	1		1	4	1	1
£45-50k	10	13%	7	6	1	1					1		1	3
£50-55k	23	31%	8	7	3	2	3	3	4	4	3	4	2	3
£55-60k	3	4%					1				1	1	1	2
Above £60k	7	9%					1				2	1	4	6
TOTAL	75	100%	30	23	13	11	8	6	6	4	10	13	9	17

Note: Cells highlighted in yellow, as in other tables, indicate the median for that column. Cells highlighted in green indicate the median for that Salary Range row. When the median for the Salary Range falls in the yellow median for the column, the font is green.

Table 7+8/9 demonstrates a clear relationship between salary and budgets managed. As Salary Ranges increased, so did the amounts they managed. All but one of the Above £60k respondents

managed at least £100k budgets, and the majority managed budgets over £200k. The median – in green highlight – for each of the budget amounts managed reside mostly in the lower Salary Ranges.

Q10. Grade. Please choose the most applicable of the following, and if you choose "other" use the text box to explain.

The response set provided to this tenth survey question was:

- G7
- G8
- G9
- G10, and
- Other.

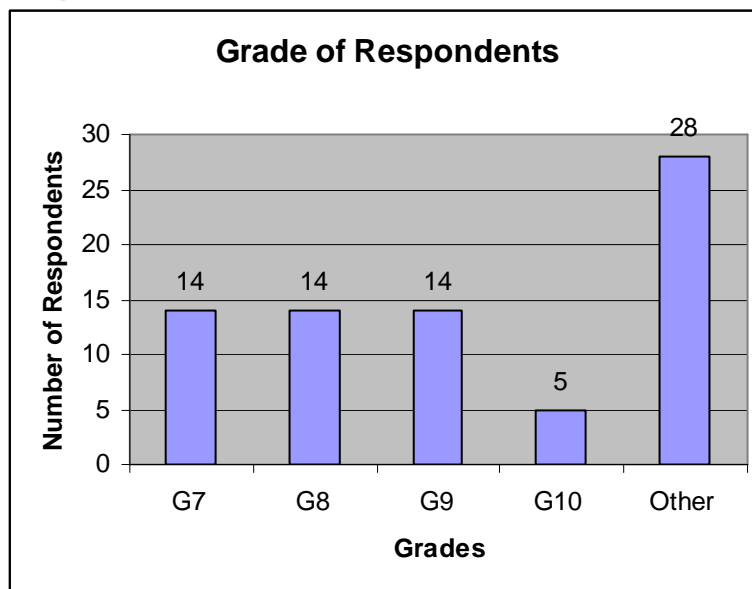
As seen in the bold question above, respondents who chose "Other" were encouraged to explain further in a provided text box.

All 75 respondents answered this question. The data is organized in Table 10 below:

Table 10 – Grades of Respondents

Grade	Number	Percent
G7	14	18.7%
G8	14	18.7%
G9	14	18.7%
G10	5	6.7%
Other	28	37.3%

Chart 10 – Grades of Respondents



The most obvious observations include:

1. The large number of respondents choosing Other – over one third of the total respondents - makes it ill-advised once more to make firm generalisations about this group.
2. The number of respondents in the grades of G7s, G8s and G9s was the same – 14;
3. There were only 5 G10s;
4. The number of respondents choosing Other (28) was twice the size of the G7s, G8s or G9s(14 each), and represents over 37% of the respondent;

5. A true median response cannot be determined because of the non-ordinal nature of the Other response. However, if the Other respondents were eliminated – a questionable approach since they represent 37% of the respondents – the median grade would be G8.

A further combination of the Table 10 data and the Table 9 Salary Range data gives us the following strong relationship.

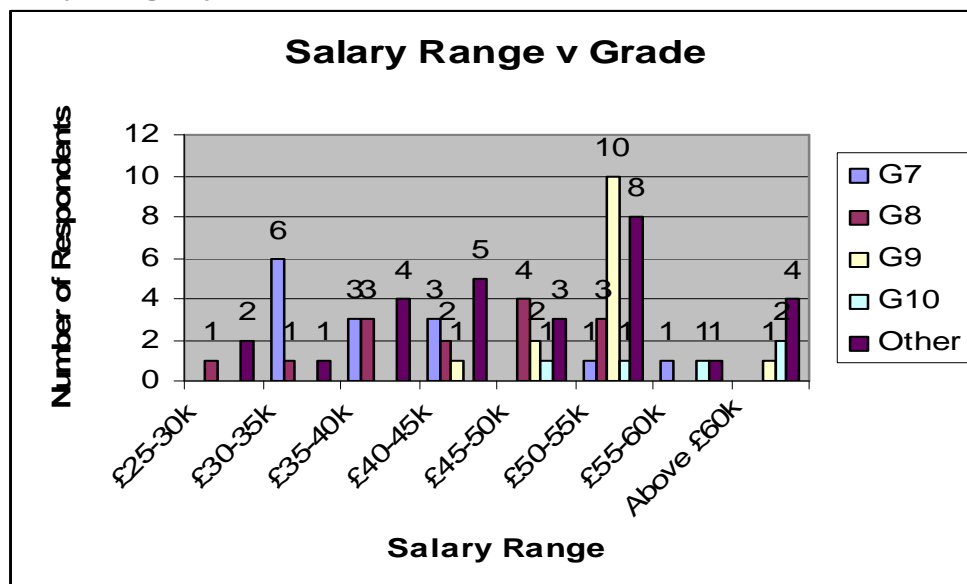
Table 10/9 – Salary Range by Grade

Salary Range	G7	G8	G9	G10	Other	Total Pop
£25-30k		1			2	3
£30-35k	6	1			1	8
£35-40k	3	3			4	10
£40-45k	3	2	1		5	11
£45-50k		4	2	1	3	10
£50-55k	1	3	10	1	8	23
£55-60k	1			1	1	3
Above £60k						7
Total	14	14	14	5	28	75

Table 10/9 – The Grade of each respondent as compared to Salary Range. Cells highlighted in yellow are the medians for the grades (in columns).

The author was surprised to see that there are G7s who reported they are paid in the £50-55k and the £55-60k ranges, as well as a G10 reportedly in the £45-50k range. This suggests there was a problem in the way respondents answered the question, or perhaps in the way it was asked.

Chart 10/9 – Salary Range by Grade



As seen in Table and Chart 10/9 above, the median responses for each of the ordinal data (i.e., G7, G8, G9 and G10) show a clear relationship between Salary Range and Grade. As Grade increases so does the Salary Range. Published pay scales indicate the same relationship.

The explanations provided in the text box by respondents who selected Other are provided in Appendix F after it was reviewed to assure privacy of the respondents.

In summary, there is a strong relationship between Salary Range and Grade. This should be expected.

Q11. If you provide your email address in the field below this will firstly enable ALT to send you the summary from the survey, and secondly provide ALT with greater confidence that the data is provided in good faith rather than by someone other than the role-holder. However, we acknowledge that respondents may wish their response to be anonymous, notwithstanding the confidentiality commitment we make at the start of the survey. Therefore this field is optional.

This question was answered by 57 respondents and 18 skipped it.

Note: Data were intentionally excluded from this report.

12. Points to note (optional), including any constraints you wish to place on ALT's use/presentation of the data.

This question was answered by 14 respondents and 61 skipped it.

Note: Data were intentionally excluded from this report.

Executive Summary

The salary survey was conducted from 16 to 23 September 2010 on behalf of the Association for Learning Technology (ALT) by ALT member, Dr. Rich Ranker, at Lancaster University. The purpose of the survey was to shed light on the following questions:

- 1) What are the salary ranges of those who report themselves to be managers of learning technology organisations in HE and FE the UK?
- 2) Is salary related to Region, Institutional Grouping, Job Titles, Number of Staff Supervised, Operational (i.e., non-salary) Budgets Managed, Level of the Line Supervisor, or Grade?

The survey was distributed under the auspices of ALT and was also kindly distributed to the HE-based members of the Heads of eLearning Forum (HeLF). It contained 11 questions. There were 75 respondents.

The median (middle) salary of respondents was in the range of £45 to 50K, but the mode (most frequent response) was £50-55K (Question 9).

The regions of the respondents were fairly well distributed throughout the UK, although there was no respondent from Northern Ireland; however there was a generous number of respondents from in and immediately around London (Question 1), just as the educational organizations abound in that area. The salaries from that area are slightly higher as well.

There were insufficient respondents from FE to provide an analysis; only 2 respondents were from the 157 Group (Table 2R), a group of FE institutions, and a few of the respondents listed themselves as from FE in clarifying remarks to that question (Appendix C). Thus the conclusions are best considered an analysis of salaries of learning technologists from HE in the UK. ALT recognises the need to analyse FE salaries as a challenge for the future.

While the largest number of respondents was from the Post 1992 Group (Table 2), a disproportionate number of respondents were from the Russell Group (Table 2P). Respondents in the Post 1992 Group reported a median salary in the £50-55k range. That was the highest median in the table and was

higher than the median for the entire group of respondents. The Post 1992 Group also reported the highest number of salaries in the Above £60k range (Table 2/9). Nonetheless, in general Group appeared to have only a limited relationship to the respondents' salary.

Job Titles were extremely varied, with the most popular containing the terms eLearning and Learning Technology (Table 3). Job Titles had no apparent relationship to salary.

The average number of Direct Reports for the respondents was 5 and the average number of Direct and Indirect Reports was 9. (Table 4 and 5). There was a relationship between the average number of Direct Reports and Salary Range (Chart 4/9) and a relationship between the average number of Direct and Indirect Reports and Salary Range (Chart 5/9), although there were some exceptions.

Level of Respondent's Manager was interesting. None of the respondents reported to Level 1, 37% reported to Level 2, and 44% to Level 3 (Table 6/9), and there was only slight correlation between Manager's Grade and respondent's Salary Range.

The median budget managed without Project Funds among the respondents (Table 7 + 8) was Under £25k, but this increased slightly (to £25-50k) when project funds were included. Yet a full 40% of the respondents said they were not responsible for a budget at all, and another 17% were responsible for a budget under £25k. While those decreased to 31% and 15% (for a total decrease of 11% in the two lowest categories), the top two budget categories increased by 18%. This indicates a current reliance on Project Funds for learning technology activity amongst a proportion of the organisations represented. Still, Budget Managed, both without and with project funds, does appear to correlate to Salary; and in over 40% of the organisations represented, heads of LT units are responsible for total budgets of at least £100k.

It was interesting to note that there were an equal number of respondents in the grades of G7, G8 and G9 and almost a third that number of G10 (Table 10). However, the Other category represented over 37% of the respondents, making it difficult to draw generalizations. Nonetheless, after the Other category was eliminated, there was a strong relationship between Grade and Salary Range (Table 10/9). This is to be expected. The large size of the Other category seems to be related to the fact that FE uses a different pay scale, based on the comments provided in Appendix D. However, it is the large size of the Other category which mitigates against drawing any conclusions about a possible relationship between Grade and Salary Range, even though pay scales make such a relationship obvious.

Responses to Questions 11 and 12 were not analysed or reported, just respected.

In conclusion, the data does confirm that salary is a complex issue which is affected by several factors, but cannot be attributed to any one. Rather, the factors examined here are intertwined with the salary variations which have many causes.

This was the first study of salary among learning technology managers. The follow-on study should use the questions which provided strong data as well as make some improvements. It should address the lack of FE data, consider eliminating the Grade question, consider adding a question about institutional size, and modify some response sets to assure more ordinal data.

About the Author

Dr. Rich Ranker is the Manager of the Learning Technology Group (LTG) at Lancaster University in Lancaster, England. LTG were the winner of the ALT Learning Technologist of the Year Team Award in 2008. Rich has been a learning technologist for over 25 years, having served in organisations in military

(the US Air Force), corporate and academic environments. His interests include instructional design, research, British history and architecture, poetry and punmanship. He intends to complete this survey again next year, if there is interest.

Appendix A – Table 1/9, Comparison of Salary with Region

Table 1/9 – Salary v Region

Salary Range	Total		Out UK		N Ire		Scot		Wale		NW		NE		York +Hum		W Midl		E Midl		SW		SE		East		Lond	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
£25-30k	3	4																			1	33	1	33			1	33
£30-35k	8	10.7					1	13	2	25					2	25	2	25					1	13				
£35-40k	10	13.3									1	10	1	10	1	10	1	10	2	20	3	30	1	10				
£40-45k	11	14.7					1	9			2		1	9	1	9	1	9	1	9	1	9	3	27				
£45-50k	10	13.3					1	10			2	20	1	10	1	10	1	10					1	10			3	30
£50-55k	23	30.7	1	4			3	13	1	4	2	9			1	4	1	4	3	13	1		4	17	2	9	4	17
£55-60k	3	4																			1	33	1	33			1	33
Above £60k	7	9.3									1	14			2	28.6	2	29					1	14			1	14
TOTAL	75	100	1	1	0	0	6	8	3	4	8	11	3	4	8	11	8	11	6	8	7	9	13	17	2	3	10	13

Table 1/9 – A comparison of the Salary Ranges of respondents for each of their reported Regions, showing both the number of respondents and the percentage within that Salary Range. Median responses for each region (column) are highlighted in yellow

Appendix B – Tables Listing Group Membership

Appendix B1 – Group Membership, Russell Group

The **Russell Group** is described at <http://www.russellgroup.ac.uk/> and includes the following 20 institutions often considered to be the top in the UK:

• University of Birmingham	• London School of Economics & Political Science
• University of Bristol	• University of Manchester
• University of Cambridge	• Newcastle University
• Cardiff University	• University of Nottingham
• University of Edinburgh	• University of Oxford
• University of Glasgow	• Queen's University Belfast
• Imperial College London	• University of Sheffield
• King's College London	• University of Southampton
• University of Leeds	• University College London
• University of Liverpool	• University of Warwick

Appendix B2 – Group Membership, 1994 Group

The **1994 Group** is described at <http://www.1994group.ac.uk/> and includes the following 19 institutions:

• University of Bath	• University of Leicester
• Birkbeck, University of London	• Loughborough University
• Durham University	• Queen Mary, University of London
• University of East Anglia	• University of Reading
• University of Essex	• University of St Andrews
• University of Exeter	• School of Oriental and African Studies
• Goldsmiths, University of London	• University of Surrey
• Institute of Education, University of London	• University of Sussex
• Royal Holloway, University of London	• University of York
• Lancaster University	

Appendix B3 – Group Membership, Post-1992 Group

The **Post 1992 Group** is described as any of the former polytechnics, central institutions or colleges of higher education that were given university status by John Major's government in 1992 (through the Further and Higher Education Act 1992) — as well as colleges that have been granted university status since then. It currently includes 35 former polytechnics and 30 that are not former polytechnics. See http://en.wikipedia.org/wiki/Post-1992_universities for a list of their current and former names.

Former Polytechnics	Not Former Polytechnics
• Anglia Ruskin University	• University of Abertay Dundee
• Birmingham City University	• University of the Arts London
• University of Brighton	• Bath Spa University
• Bournemouth University	• University of Bedfordshire
• University of Central Lancashire	• Bishop Grosseteste University College Lincoln

• Coventry University	• University of Bolton
• De Montfort University	• Buckinghamshire New University
• University of East London	• Cranfield University
• Edinburgh Napier University	• Canterbury Christ Church University
• University of Glamorgan	• University of Chester
• Glasgow Caledonian University	• University of Chichester
• University of Greenwich	• University of Cumbria
• University of Hertfordshire	• University of Derby
• University of Huddersfield	• Edge Hill University
• Kingston University	• University of Gloucestershire
• Leeds Metropolitan University	• Glyndŵr University
• University of Lincoln	• Liverpool Hope University
• Liverpool John Moores University	• Newman University College
• London Metropolitan University	• University of Wales, Newport
• London South Bank University	• University of Northampton
• Manchester Metropolitan University	• Queen Margaret University
• Middlesex University	• Robert Gordon University
• Northumbria University	• Roehampton University
• Nottingham Trent University	• Southampton Solent University
• Oxford Brookes University	• Swansea Metropolitan University
• University of Plymouth	• University of Wales Institute, Cardiff
• University of Portsmouth	• University of the West of Scotland
• Sheffield Hallam University	• University of Winchester
• Staffordshire University	• University of Worcester
• University of Sunderland	• York St John University
• Teesside University	
• Thames Valley University	
• University of the West of England	
• University of Westminster	
• University of Wolverhampton	

Appendix B4 – Group Membership, 157 Group

The **157 Group** is a term that describes itself as “a membership organisation that represents 28 large, highly successful and regionally influential further education colleges in England.” See <http://www.157group.co.uk/our-members> for details.

• Barnet College	• Lambeth College
• Bedford College	• Leeds City College
• Birmingham Metropolitan College	• Lewisham College
• The Bournemouth & Poole College	• New College Nottingham
• Chichester College	• Newcastle College
• City of Bristol College	• Newham College of FE
• City & Islington College	• St Helens College
• City of Sunderland College	• Stoke on Trent College
• College of Haringey, Enfield and North	• Sussex Downs College
• Cornwall College	• The Manchester College
• Derby College	• The Sheffield College
• Ealing, Hammersmith & West London College	• Warwickshire College
• Highbury College Portsmouth	• West Nottinghamshire
• Hull College	• York College

Appendix C - Comments from Respondents Who Chose “Other” in Q2

2. Type of organisation - if a university, ideally please allocate to one of the first three groups below. In "Other", please explain briefly. (24 respondents did)

1. 1960's 'Plateglass' University
2. HE Specialist College
3. {institution name removed} and although our head office is in London we have locations all over the UK
4. {institution name removed}
5. {institution name removed} HE
6. Welsh institution part of {institution name removed} Group
7. HEI recently merged
8. FE College
9. FE College
10. FE College
11. University college (ex college of higher education)
12. {institution name removed}
13. {institution name removed}
14. HEI
15. 3rd sector
16. Not-for-profit registered educational charity
17. Non-Governmental Public Sector Organisation
18. {institution name removed}
19. {institution name removed}
20. {institution name removed}
21. University Alliance
22. {institution name removed}
23. University
24. {institution name removed}

Appendix D – Titles of Respondents Categorized by Words They Contain in Q3

	eLearning	Learning Tech	Tech Enhanced Learning	Academic	Some Tech	Other Learning-Focused	Title
eLearning Training Team Manager	1						
Testing Team Manager						1	
CETL Manager						2	
Senior Learning Technologist		1					
eLearning Manager	2						
Head of Centre for Educational Development						3	
Curriculum Development Manager						4	
Team Leader							1
Head of Learning Technology		2					
eLearning Manager	3						
E-learning, Flexible and Distance Learning Coordinator	4						
Faculty eLearning Manager	5						
Network Manager					1		
Alternative Format Suite manager					2		
Head of Learning Resources						5	
Faculty E-learning Officer	6						
Learning Resources Manager							
Learning and Teaching Support Manager						6	
Learning Resources Manager and Learning Technologist		3					
Professor				1			
Team Leader							2
Media production team manager					3		
e-Learning Co-ordinator	7						
Senior lecturer in elearning	8			2			
Learning Technology Manager		4					
E-Learning Manager	9						
Online Learning Technologist		5					
Head of Media & Learning Technologies		6					
Head of Learning Services						7	
Learning Technologist		7					
Manager - overall control of the centre							3
Senior Learning Technologist		8					
Head of Learning Systems Development						8	
Flexible Learning Manager						9	
Research Fellow				3			
Head of eLearning Group	10						
CAA Officer					4		
Learning Enhancement Officer						10	
E-Learning Team Manager	11						
Principal Lecturer in Learning Technologies		9		4			
Head of e-Learning	12						
Learning Systems Developer						11	

Head of e-Learning	13						
Principal Lecturer in Academic Innovation				5			
Head of E-Learning (but also Deputy of my department)	14						
Manager of the Learning Technology Group		10					
Head of Technology Enhanced Learning			1				
Head of Infrastructure & Learning Technologies		11					
Head of Learning Technologies		12					
e-Learning Advisor	15						
Learning Technologies Team Leader		13					
Reader in ICT in Education, and Head of the Learning Technology Unit		14		6			
Head of Learning and Technology		15					
Learning Technology Support Manager		16					
Head of Learning Technologies Group		17					
Manager E-learning Development Unit	16						
Principal lecturer				7			
Head of Learning & Technology Unit		18					
Assistive Technology Officer					6		
Director							4
Project manager							5
E-Learning Manager	17						
Project Manager - E-Assessment and Learning					7		
Learning and Teaching Systems Manager						12	
Reader in Inquiry-based Learning				8			
ILT Manager					8		
E-learning Services Manager	18						
E-learning Development Officer	19						
Head of e-Learning	20						
Director, Centre for Learning Technology		19					
Senior eLearning Developer	21						
Principal lecturer, head of e-learning	22			9			
Director							6
Head of Technology Enhanced Learning			2				
Director							7
	eLearning	Learning Tech	Tech Enhanced Learning	Academic	Some Tech	Other Learning-Focused	Title
Total	22	19	2	9	8	12	7

Appendix E – Tables 4/9 and 5/9

Table 4/9 – A Comparison of Salary Range with Number of Direct Reports

Salary Range	Number	Percent																										Total	Avg	
			0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	25	30	35	38			
£25-30k	3	4%	1							1																		17	5.7	
£30-35k	8	11%	1	2	2	2		1																				17	2.1	
£35-40k	10	13%	1	1	2		4	1			1																	34	3.4	
£40-45k	11	15%		2	1	2	3		1						1	1												55	5.0	
£45-50k	10	13%	1	3		2	1	1		1	1																	33	3.3	
£50-55k	23	31%	1		6		2	5	2	1	1	2	2		1													122	5.3	
£55-60k	3	4%							1	1			1															23	7.7	
Above £60k	7	9%								1																		85	12.1	
TOTAL	75	100%	5	8	#	6	10	8	5	4	5	4	4	0	1	1	1	1	0	0	0	0	0	0	0	1	0	0	386	5.1

Table 5/9 – A Comparison of Salary Range with Number of Direct and Indirect Reports

Salary Range	Number	Percent																										Total	Avg
			0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	25	30	35	38		
£25-30k	3	4%	1								1																	17	5.7
£30-35k	8	11%		2	1	3		1																		1		53	6.6
£35-40k	10	13%	2			1	4	1			1										1							50	5.0
£40-45k	11	15%		1		1	1		1		1	1	1	1	1		1											92	8.4
£45-50k	10	13%			3	1		2		2	2																	49	4.9
£50-55k	23	31%			3		1	3	2	3	1	1	2		2			1		1			1	1	1			226	9.8
£55-60k	3	4%							1											1						1		53	17.7
Above £60k	7	9%																										116	16.6
TOTAL	75	100%	3	3	7	6	6	7	4	6	7	2	4	1	3	1	1	3	1	3	1	0	1	1	2	1	1	656	8.7

Tables 4/9 and 5/9 both compare the Average Number of Direct (Table 4/9) or the Direct plus Indirect (Table 5/9) Reports with Salary Range from Question 9. In both tables the number of reports are shown and the Average computations are to the right of the table. Data highlighted in yellow are the medians for the respective Salary Ranges.

Appendix F
Comments from Respondents Who Chose "Other" in Q10

10. Grade. Please choose the most applicable of the following, and if you choose "other" use the text box to explain. In "Other", please explain briefly. (27 respondents did)

1. On lowest tier of College Management spine
2. I am on level 4 in my institution
3. Professorial scale Wed
4. Independent College
5. Position 36 on the HERA list
6. G6
7. G7 + market supplement
8. Local Management
9. I don't know what this means
10. Band D (with Band E being Department Heads and Band F being Directors)
11. These grade distinctions mean nothing to me. Internal post-HERA grade for the role is Grade H - surely the salary range will indicate the grade any way?
12. My organisation does not follow this grade pattern
13. I'm paid at {institution name removed} rate
14. We do not have a grading system like HE, but have the following broad levels - Mine is at the middle Exec Mngr level. Member of the Board - Director - Executive Manager - Team Leader – Team Member
15. Internal grading system
16. Senior Lecturer level 5 (non UK grading)
17. I've no idea what those grades mean. I'm academic-related on level 5 at {institution name removed} which is a middle management grade.
18. H4
19. Question doesn't relate to local pay scales so cannot compare. Current role pay scale is calculated using a HERA comparison. For this role the HERA point score 450 - 550. Hopefully this will allow you to compare against the grades above
20. It is called Professional Services Grade 7 at my workplace, though this may not map across
21. The grade is PL/Manager 3 on the 1992 NFA scale. {Other institutional specific data removed}.
22. Not familiar with this scale. We have 7 levels, I am on a level 6 (£45,155 - £53,913)
23. Point 50. Top of grade I
24. Use different grades in FE.
25. Grade 5 - professional which I think is probably equivalent to grade 9.
26. Senior Management Scale
27. On Academic point