

HEI	Principal Salary 2009-10 (£pa)	Principal Salary 2010-11 (£pa)	Principal Salary 2011-12 (£pa)
Edinburgh Napier University	202,000	202,000	207,000
Glasgow Caledonian University	182,000	211,000	211,000
Glasgow School of Art	127,000	127,000	127,000
Heriot-Watt University	206,000	162,000	162,000
Queen Margaret University	147,000	160,000	160,000
Robert Gordon University	192,551	191,701	220,000
Royal Conservatoire of Scotland	122,000	122,000	122,000
SRUC	212,000	215,000	195,000
University of Aberdeen	220,000	271,000	242,000
University of Abertay	221,000	323,000	245,000
University of Dundee	211,000	212,000	219,000
University of Edinburgh	229,000	229,000	227,000
University of Glasgow	249,000	250,000	250,000
University of Highlands and Islands	157,600	155,000	185,000
University of St Andrews	225,000	225,000	225,000
University of Stirling	162,000	192,000	192,000
University of Strathclyde	250,000	250,000	250,000
University of the West of Scotland	212,000	213,000	217,000
<b>Totals</b>	<b>3,527,151</b>	<b>3,710,701</b>	<b>3,656,000</b>
<b>Principal's Average Salary (£pa)</b>	<b>195,953</b>	<b>206,150</b>	<b>203,111</b>

\*Notes: University of Abertay (2010-11) - Extraordinary circumstances, and University of Aberdeen's (2010-11) entry on Principal's pay implies exceptional circumstances.

UHI Principal's salary (2010-10) included payment for a 3 month overlap - therefore the total salaries of £197,000 was divided by 15 and then multiplied by 12.

Principals' pay is defined as salaries within the Annual Accounts per HEI, and the EIS has not included pension contributions. SRUC (formerly SAC) Principal's emoluments does not clearly state whether it includes pension or not within SRUC (SAC) accounts.

*Prepared by the Educational Institute of Scotland*