

Worksheets for

**CUPA-HR 2005–06 ADMINISTRATIVE
COMPENSATION SURVEY**

*Use these worksheets to assist with the data collection process.
Actual survey submissions must be online at
<https://surveysonline.cupahr.org>*

INTRODUCTION

This survey collects salary and demographic data for selected administrative positions in colleges and universities.

The primary contact for this survey is **Maria Rodriguez-Calcano** CUPA-HR Senior Research Associate, at 865-862-2840. Secondary contacts are **Suzi Bowen** at 865-862-2842 and **Ray Sizemore** at 865-862-2838

NOTES

- There are **36 new positions** in this year's survey: Dean, Public Affairs [262.00] and 35 Assoc/Asst Dean positions. Also, text for positions 515.00 and 516.00 has been changed from 'Administrator only; not a patient care position,' to 'Administrator position; may or may not include patient care.'

GUIDELINES

The administrative positions chosen for this survey are typical of those found in colleges and universities. Before entering data, review the position descriptions and match them to those at your institution. Valid matches should be based on position description content, not on job title. You may find it useful to print a copy of the position descriptions prior to entering data online.

Go to <http://www.cupahr.org/surveys/salariesurvey2005-06.html> for questionnaire worksheets and position descriptions.

When entering data, please adhere to the following guidelines:

- Report annualized salaries effective as of September 15 of the 2005-06 academic year. Report only current information despite the possibility of future or pending salary changes.
- Report base salary only, except in the case of the four housing positions (508.00, 508.10, 508.20, and 508.30).
- Include only salaries of employees on the institution's payroll. Do not include outsourced positions.
- **Do not report salary data for acting or interim incumbents.**
- Do not include data for a position that is less than half time or for which a stipend is paid in lieu of salary.
- Report all salaries based on 12-month, 100 percent equivalency by annualizing the salary of part-time employees. Please see Annualized Salary directions below.
- If a position currently is vacant but was filled in the prior academic year, report salary and demographic data for the most recent prior-year incumbent. If the position had no incumbents in the prior academic year, do not report data for that position.
- If a person's job responsibilities are reflected in more than one position description, do not report his or her salary twice; instead, report the salary in the position for which the description best fits.
- **Do not report the same salary data in more than one survey.**
- If you do not have a comparable position for a position surveyed, simply skip that position.

SURVEY DESCRIPTION

Specific instructions appear on the questionnaire. Please read these instructions carefully before answering. For each position, please provide the following information as appropriate.

- **Number of incumbents:** Indicate the number of incumbents in the position. If the position has only one incumbent, please enter "1." Also enter "1" if reporting data for the most recent prior-year incumbent.
- **Annualized salary:** Provide the full-time, 12-month salary for each position rounded to the nearest whole dollar. For multiple incumbent positions, use the Calculator Worksheet or report the average of the annualized salaries.

Report all salaries full-time (100 percent) equivalent. For example, if your registrar works part-time, 50 percent for 12 months a year for a salary of \$10,000, enter \$20,000 as the annualized salary. If your director of student housing works 100 percent for 9 months a year for a salary of \$9,000, enter \$12,000 as the annualized salary.

- **Years of service in this position:** If the position has one incumbent, indicate the number of years that the individual has served in this specific position. Round to the nearest year, using six months as your threshold (round 1-6 months down; round 7-11 months up).
- **Hiring source:** If the position has one incumbent, indicate whether the individual was hired from outside your institution (outside hire) or was promoted or transferred to the position from within your institution (internal promotion).
- **Sex:** If the position has one incumbent, indicate the sex of the individual.
- **Minority:** If the position has one incumbent, indicate whether the individual is a member of a minority group. For purposes of this survey, minority is defined as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, or Native Hawaiian or Other Pacific Islander.

CONFIDENTIALITY AND PRIVACY STATEMENT

All possible steps are taken to protect the confidentiality of each institution's salary data. Confidential data are released only in aggregated form. Salary data reported for a given position by three or fewer institutions are neither listed in the survey report nor available in DataOnDemand or special studies. Any attempt to use DataOnDemand for the purpose of violating the confidentiality of survey data are illicit and subject to serious penalty.

For a complete statement of CUPA-HR policy regarding use of survey data, please click the Privacy Policy link at the bottom right corner of this page.

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General Questions

This section needs to be completed only once per year by your institution and is then used for all surveys. If someone else has already entered data below, please review and answer any unanswered questions. **If you disagree with any existing entries, please do not edit them until you have first contacted Ray Sizemore, CUPA-HR Director of Research and Information Systems.**

1. Entity Type

Please select the type of entity for which you are reporting data. Your options:

- Single Unit Institution.** Institution that is not part of a college or university system. May offer classes at multiple sites, but these are not separate institutions with their own administration and programs of study.
- Institution within a College or University System.** Associated with one or more other colleges or universities in a group usually headed by a main campus or system office. Has its own administration, full program of study (not just courses), and a unique FICE Code/Unit ID assigned by the Department of Education.
- System Office.** The administrative office that oversees a group of institutions (system) usually comprised of a main campus and several individual campuses. The System Office does not offer courses or programs of study.
- System Summary.** Select this option if you wish to report data in the **aggregate** for all colleges and universities within your system.

IMPORTANT: If you want to select this option, but the words *System Summary is not part* of your institution's name at the top of the survey page (e.g. Demonstration University System Summary), please contact Ray Sizemore at 865-862-2838.

Note: This option may be used for the Benefits Survey only if benefits are the same across all institutions within the system.

For the remaining questions, if you are reporting data for a System Office or System Summary, please supply system-wide figures. Otherwise, supply individual institution figures.

2. Financial Data

Please provide the following data for your **2005-06 fiscal year**.

- a. **Total Operating Budget:** What is the dollar value of your institution's 2005-06 total operating budget for educational and general operations and auxiliary enterprises? **Include** research funds and *funded* student aid. **Do not include** unfunded student aid (discounts) or capital funds. Ask your comptroller for this number. Budget is a required field.
- b. **Total Endowment:** What is the total amount of your institution's endowment? If you are a public institution, include the value of endowments held by your institutionally-affiliated foundation.
- c. **Cost of Benefits:** What is the total cost of benefits as a % of payroll for employees who are eligible for benefits? This number is the total \$ expended on benefits divided by the total \$ expended on salaries for employees eligible for benefits.

3. Student Enrollment

Report student enrollment for **fall of the 2005-06 academic year**.

You must supply FTE enrollment figures by one of the three methods described below, which are listed in descending order of preference.

- If you can completely answer rows 1, 2 and 3, please do so. Then **hit the "Calculate" button** below the grid and row d FTE figures will be derived for you as follows: Number of Full-Time Students + (Fall Part-Time Credit Hours divided by 15 for undergraduates, by 12 for graduates).
- If you are unable to provide row c amounts, please complete just rows a and b, leave row c blank, and then **hit the "Calculate" button**. FTE figures will be derived as: Number of Full-Time Students + 1/3 Number of Part-Time Students.

- If you are unable to provide amounts for at least rows a and b, please just enter your FTE numbers directly in row d and leave rows a – c blank. **Don't hit the "Calculate" button.**

	Undergraduate Students	Graduate Students	Total All Students
a. Number of Full-Time Students			DO NOT ENTER TOTALS. SURVEYS ONLINE WILL CALCULATE THESE AUTOMATICALLY
b. Number of Part-Time Students			
c. Total Number of Fall Credit Hours taken by Part-Time Students			
d. Full-Time Equivalent Enrollment			

4. Faculty Size

Please report faculty size figures for **fall of the 2005-06 academic year**. Include **all** full-time and part-time faculty (even if excluded in salary data).

There are two alternate ways to provide an FTE figure for faculty; the first is preferred:

- If you are able to answer rows a-d completely, Faculty FTE will be derived automatically when you **hit the "Calculate" button** as: Number of Full-Time Faculty + (Total Number of Fall Course Hours Taught by Part-Time Faculty Only / Standard Full-Time Teaching Load in Course Hours).
- If you are unable to supply amounts for all rows a-d, please just enter the FTE figure directly into row e and leave rows a-d blank. **Don't hit the "Calculate" button.**

	Faculty
a. Number of Full-Time Faculty	
b. Standard Full-Time Teaching Load in Course Hours for a regular semester (e.g. 15)	
c. Number of Part-Time Faculty	
d. Total Number of Fall Course Hours Taught by Part-Time Faculty Only	
e. Full-Time Equivalent Faculty	

5. Collective Bargaining

Are your faculty or staff represented by a union for purposes of collective bargaining?

	Yes	No
a. Faculty		
b. Staff		

INSTRUCTIONS FOR ENTERING DATA IN SURVEYS ONLINE

If a position has:

- **One incumbent**

Enter 1 as the number of incumbents and enter the employee's current salary in the Average Annual Salary field. Also enter Years of Service, Hiring Source, Sex, and Minority status.

- **More than one incumbent**

Enter the number of incumbents and the average salary of the incumbents in the Average Annual Salary field. Do not complete the remaining fields.


- **No incumbents, but had one or more incumbents during prior academic year**

Enter 1 as the Number of Incumbents, and enter salary data for the most recent incumbent in the Average Annual Salary field. Also complete the remaining fields.

- **No incumbents since the beginning of prior academic year**

Do **not** report any data; do **not** enter 0 in the Number of Incumbents field; go on to the next position.

Do not report the same salary data in more than one position or in more than one survey. Do not report salary data for acting or interim incumbents.

Click the Copy  icon next to "*Reported last year*" to copy last year's data for a position into this year's fields. Years of Service will be automatically incremented by 1. **You must, however, enter the new Annualized Salary amount.** Though it may not be obvious, the cursor will be in the Salary field after you hit the Copy icon. Once copied, data can be edited if need be.

At your option, use the Internal Reference field to record your institution's identification number for a position.

Click underlined column and row headings for additional instructions and definitions.

Note regarding Hiring Source: E = External hire I = Internal Promotion DK = Don't know

A total of 36 new positions have been added to the survey: Dean, Public Affairs [262.00] and 35 Assoc/Asst Dean positions. Also, text for positions 515.00 and 516.00 has been changed from 'Administrator only; not a patient care position,' to 'Administrator position; may or may not include patient care.'

EXECUTIVE, ASSISTANT TO CEO AND EVP

Chief Executive Officer of a System or District (President / Chancellor) [101.0] Principal administrative official responsible for the direction of all operations of a system or district structure. Each subordinate campus has its own President or Provost administrative offices and independent programs						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assistant to the CEO of a System or District [101.10] Senior professional staff assistant to the President/Chancellor. Manages the administrative, operational, and/or financial affairs of the Office of the President. Represents the president to senior vice presidents and campus officials. Advises the president on policy and procedural and operational issues of the institution. Senior professional assistant; not a secretarial position.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
CEO of a Single Institution (President or Chancellor) [102.00] Principal administrative official responsible for the direction of all operations of a campus or an institution of higher education (Chief Campus Officer in a system).						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Assistant to the CEO of a Single Institution [102.10] Senior professional staff assistant to the President/Chancellor. Manages the administrative, operational, and/or financial affairs of the Office of the President. Represents the president to senior vice presidents and campus officials. Advises the president on policy and procedural and operational issues of the institution. Senior professional assistant; not a secretarial position.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Executive Vice President [103.00] Principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution of higher education. Reports to the Chief Executive Officer.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

ACADEMIC: ACADEMIC OFFICERS, DIRECTORS AND DEANS

Chief Academic Officer or Provost) [201.00] Senior administrative official responsible for the direction of the academic program of the institution. Responsible for teaching and research, extension, admissions, registrar, and library activities. Reports to the Chief Executive Officer.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Associate Chief Academic Officer [201.10] Second senior administrative official responsible for the direction of the academic program of the institution.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Health Professions Officer [202.00] Senior administrative official responsible for administration of academic health programs, hospitals, clinics, and affiliated health care programs. Not director of student health.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Director, Library Services [203.00] Directs all activities of the institution's libraries. Typically directs personnel, public service, collection development, acquisition, technical service, and special collection functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Acquisitions Librarian [203.20] Senior person responsible for managing the ordering and receipt of library materials in all formats.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Technical Services Librarian [203.30] Senior person responsible for planning and management of library services involving acquisitions, processing, bibliographic control, cataloging, and preservation.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Public Services Librarian [203.40] Senior person responsible for planning and management of library services involving patron interaction (reference, interlibrary loan, circulation, bibliographic instruction).						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Director, Institutional Research [204.00] Senior administrative staff official responsible for the conduct of research and studies on the institution itself. Typically performs or supervises data collection, analysis, reporting, and related staff work in support of decision making.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Institutional Research [204.10] Second senior administrative official responsible for the conduct of research and studies on the institution itself.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Educational Media Services [205.00] Directs the support of audio-visual services, which include the purchase of hardware, generation of software, and encouragement of use of multimedia learning devices.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Learning Resources Center [206.00] Administrative official with principal responsibility for audio-visual services. Report library director as 203.00 Director, Library Services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, International Education [207.00] Senior administrative official who directs all activities of the institution's international education programs. Typically directs international study, English study, international visitor, visa certification, education abroad, and international student admission functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, International Studies Education [207.10] Coordinates academic studies conducted outside the United States; advises students and faculty on international study and travel; and promotes campus activities of an international nature.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Academic Computing [208.00] Directs the institution's academic/research computing activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Academic Computing [208.10] Second senior administrative official responsible for the institution's academic computing activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Sponsored Research and Programs [209.00] Directs the administrative activities for externally funded grants and contracts, including funding source identification, institutional review, and sign-off of proposals; negotiates contracts; and develops research policy.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Dean, Architecture [210.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Agriculture [211.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Arts and Letters [212.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Arts and Sciences [213.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Business [214.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Communications [215.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Continuing Education [216.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated. Report director-level position as 243.00 Director, Continuing Education.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Dentistry [217.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Education [218.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Engineering [219.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Dean, External Degree Programs [221.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Fine Arts [222.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Graduate Programs [223.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Health-Related Professions [224.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Family and Consumer Sciences [225.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated. Previously call Home Economics.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Humanities [226.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Instruction [227.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Law [228.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Library and Information Sciences [229.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Mathematics [230.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Dean, Medicine [231.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Music [232.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Nursing [233.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Occupational Studies/Vocational Education/Technology [234.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Pharmacy [235.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Public Health [236.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Sciences [237.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Social Sciences [238.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Social Work [239.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Special Programs [240.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Dean, Undergraduate Programs [241.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Veterinary Medicine [242.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Continuing Education [243.00] Directs all activities of the institution's continuing education operation, including both on- and off-campus programs. Report dean-level position as 216.00 Dean, Continuing Education.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Research Officer [244.00] Senior administrative official responsible for overall institutional scientific research. Typically administers research policy, sponsored liaison, intellectual properties (patents), and grants and contracts.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Technology Transfer Officer [245.00] Senior administrative official responsible for managing technology transfer activities relating to scientific discoveries and inventions. Participates in the setting and interpretation of policy pertaining to these activities and supervises the licensing and administrative staff engaged in them. Has budgetary authority for the activities. Communicates information about the activities to the institution's senior administration or governing board.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Senior Technology Licensing Officer [245.10] Senior administrative official responsible for managing licensing projects and cases, including identifying and evaluating technologies with commercial potential and licensees for the technologies. Prepares invention summaries for marketing purposes and develops and implements marketing strategies for each technology. Drafts and negotiates licenses and other types of agreements, including material transfer, collaboration, and nondisclosure agreements.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Honors Program [250.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Dean, Cooperative Extension [251.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Distance Learning [260.00] Develops and promotes distance learning initiatives. Plans, schedules, and coordinates compressed video programs. Plans and develops Internet courses and provides faculty and staff training for distance teaching.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Teaching Center [261.00] Responsible for promoting innovative college teaching; providing a venue for sharing pedagogical strategies across disciplines; introducing advances in teaching and curricular improvement; strengthening graduate students' teaching skills; and enhancing and facilitating undergraduate and graduate student learning.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Dean, Public Affairs [262.00] Dean or equivalent administrative title, serving as the principal administrator of the instructional division indicated. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

ACADEMIC II: ASSOCIATE AND ASSISTANT DEANS**These positions are new to the survey.**

Assoc/Asst Dean, Architecture [210.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Agriculture [211.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Arts and Letters [212.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Arts and Sciences [213.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Business [214.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Communications [215.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Continuing Education [216.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Dentistry [217.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Assoc/Asst Dean, Education [218.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Engineering [219.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, External Degree Programs [221.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Fine Arts [222.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Graduate Programs [223.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Health-Related Professions [224.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Family and Consumer Sciences [225.10] or equivalent administrative title; second senior administrator. Previously call Home Economics. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Humanities [226.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Instruction [227.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Law [228.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Library and Information Sciences [229.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Assoc/Asst Dean, Mathematics [230.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Medicine [231.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Music [232.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Nursing [233.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Occupational Studies/Vocational Education/Technology [234.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Pharmacy [235.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Public Health [236.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Sciences [237.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Social Sciences [238.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Social Work [239.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Special Programs [240.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Undergraduate Programs [241.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Assoc/Asst Dean, Veterinary Medicine [242.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Honors Program [250.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Cooperative Extension [251.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Assoc/Asst Dean, Public Affairs [262.10] or equivalent administrative title; second senior administrator. NEW						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

ADMINISTRATIVE: BUSINESS, HR, TECHNOLOGY, FACILITIES, AUX SERVICES, MEDICAL AND SECURITY

Chief Business Officer [301.00] Senior administrative official responsible for the combined functions of administrative and financial affairs. Functions typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, and accounting.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Administration Officer [301.01] Senior administrative official responsible for administrative affairs. Typically supervises purchasing, physical plant management, property management, personnel services, administrative computing, and auxiliary enterprises.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Financial Officer [301.02] Senior administrative official responsible for the direction of financial affairs. Typically supervises investments, accounting, and budgets. Report Comptroller as 313.00 Comptroller.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Investment Officer [301.03] Senior administrative official responsible for the direction and management of the institution's investment activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Director, Environmental Health and Safety [301.10] Senior administrative official responsible for the campus environment and/or occupational health and safety program.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Director, Telecommunications/ Networking [301.20] Administrative official responsible for the institution's telecommunication system, including planning and coordination of voice and data system modifications, equipment installation, and operating procedures.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Chief Planning Officer [302.00] Senior administrative official responsible for the direction of long-range planning and resource allocation. Functions typically include budget planning, institutional research, and facilities planning. May be responsible for planning and budgeting and for compliance with state and federal regulations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Budgeting Officer [303.00] Senior administrative officer responsible for current budgetary operations. May be responsible for long-range planning in the absence of a planning officer.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Associate Budget Director [303.10] Second senior administrative official responsible for current budgetary operations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Planning and Budget Officer [304.00] Position combines the major duties and responsibilities 302.00 & 303.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
General Counsel [305.00] Senior administrative official responsible for managing the institution's legal affairs. Typically provides legal advice to the corporate board and President/Chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts, and attorneys general. (Do Not report unless on institution's payroll).						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Chief Personnel/Human Resources Officer [306.00] Senior administrative official responsible for administering institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration, and (where applicable) labor relations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Associate Director, Personnel/Human Resources [306.10] Second senior administrator responsible for administering institutional personnel policies and practices for staff and/or faculty.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Manager, Benefits [306.20] Responsible for implementing staff and/or faculty benefits, such as medical, dental, long-term disability, retirement, and accidental death benefits.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Manager, Training and Development [306.30] Directs and coordinates employee training, which may include in-house training for management and faculty as well as staff.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Manager, Employee Relations [306.40] Advises and assists staff and/or faculty with respect to general personnel policies and procedures regarding grievances, employee relations, affirmative action, and equal opportunity in a nonunion setting.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK

Manager, Labor Relations [306.50] Advises management, faculty, and staff on administration of labor union contracts. Negotiates and interprets union contracts, resolves grievances, and recommends policies.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Employment [306.60] Responsible for recruiting, interviewing, placement, and other personnel office functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Wage and Salary/Compensation [306.70] Responsible for maintaining classification and pay schedules for the institution. Conducts job audits and salary surveys and monitors the pay plan.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Personnel Information Systems [306.80] Responsible for the payroll/personnel database, including preparation of specifications for database improvements/enhancements; establishment and monitoring of production schedules; and coordination of report generation, modifications, and development.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Affirmative Action/Equal Employment [307.00] Senior administrative official responsible for the university-wide program designed to ensure equality of opportunity on an individual basis without preferential treatment of any group.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Affirmative Action/Equal Employment [307.10] Second senior administrative official responsible for the institution-wide program to ensure equality of employment opportunity.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Personnel and Affirmative Action [308.00] Position combines the major duties and responsibilities defined in 306.00 and 307.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Information Systems Officer [309.00] Directs the institution's major academic and administrative computing activities and voice and data communications.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Information Systems [309.10] Second senior administrative official responsible for directing the institution's major computing activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Database Administrator [309.20] Senior person responsible for developing and implementing standards, procedures, and controls that ensure the security, reliability, and availability of databases.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Systems Analyst (Highest Level) [309.30] Responsible for designing and structuring the appropriate flow of complex computer systems requiring considerable independent judgment. Position involves no programming responsibility.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Administrative Computing [310.00] Directs the institution's administrative computing activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Administrative Computing [310.10] Second senior administrative official responsible for the institution's administrative computing activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Physical Plant/Facilities Management Officer [312.00] Senior administrative official responsible for the construction, rehabilitation, and maintenance of physical plant facilities. Typically supervises new construction and remodeling, grounds and building maintenance, power plant operation, and parking.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Physical Plant/Facilities Management [312.10] Second senior administrative official responsible for maintenance and operation of all facilities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Landscape and Grounds [312.20] Responsible for administration of the institution's landscape and grounds programs. Reevaluates and redesigns existing landscaping.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Building Maintenance Trades [312.30] Manages operation of building craft areas, which usually include carpentry, locksmith, painting, sheet metal, welding, masonry, and roof and road functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Technical Trades [312.40] Manages operation of the technical trade areas, which usually include plumbing, heating, electrical, refrigeration and air conditioning, preventative maintenance, and water plant functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Custodial Services [312.50] Responsible for the management of institutional custodial services. Report managerial-level position.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Power Plant [312.60] Directs operation and maintenance of high-pressure steam and electrical generating plants and central refrigeration plants and all utility distribution systems.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Comptroller [313.00] Directs accounting, payroll, cashiering, and related functions. Also may be responsible for office services, such as mail and telephone services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Payroll [313.10] Supervises operation of the institution's payroll system.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Assistant Comptroller [313.20] Second senior administrator responsible for accounting, payroll, cashiering, and related functions, which may include office services, such as mail and telephone.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Restricted Funds Accountant [313.30] Coordinates the budget portion of the pre-award cycle and manages the post-award cycle of sponsored projects, grants, contracts, and special funds. Position often reports to the Comptroller.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Accounting [314.00] Responsible for the daily operation of the institution's budgetary accounting system.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Bursar [315.00] Custodian of institutional funds.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Bursar [315.10] Second senior administrative official serving as custodian of institutional funds.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Purchasing/Materials Management [316.00] Directs central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, and approval of invoices.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Purchasing/Materials Management [316.10] Second senior administrative official responsible for the institution's central purchasing operations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Bookstore [317.00] Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies, and equipment; advertising; employment and supervision of sales staff; and maintenance of sales and inventory records.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Associate Director, Bookstore [317.10] Second senior administrative official responsible for bookstore operations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Internal Audit [318.00] Directs the advisory function for internal auditing and systems accounting, which serves as an independent appraisal/review of the physical and administrative operations of the institution's financial areas.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Auxiliary Services [319.00] Responsible for management and operation of college support and auxiliary services, which typically include food service, bookstore, housing, vending, student union, and printing services and which may include a variety of other services and operations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Campus Security [320.00] Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Risk Management and Insurance [321.00] Responsible for the protection of the institution from fortuitous loss. Advises senior management on all potential sources of loss and on how to best reduce or eliminate loss. Represents the institution to the insurance market.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Administrator, Hospital Medical Center [322.00] If your institution has its own hospital or medical center, this administrator is the immediate head of that facility. (If 322.00 is the same official as 202.00, Chief Health Professions Officer, please ignore 322.00.) Hospital administrator; not director of student health.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Medical Center Public Relations/Affairs [322.10] Plans and executes the medical center's program of relating to the institution's external public. Promotes the institution's relationship with the media.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Medical Center Personnel [322.20] Senior administrative official responsible for personnel programs and staff in a medical center facility.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

EXTERNAL AFFAIRS: ADVANCEMENT, EXTERNAL RELATIONS AND PUBLICATIONS

Chief Development Officer [401.00] Senior administrative official responsible for institutional development programs. Incumbent typically leads institutional fundraising. Also leads public relations, alumni relations, and information office activities if no organizational co-equal is assigned to the function.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Annual Giving [401.10] Plans and executes the institution's campaign for annual gift support from all constituents, including alumni.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Corporate/Foundation Relations [401.20] Plans and carries out the institution's program of soliciting gifts and grants from corporations and foundations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Planned Giving [401.40] Plans, organizes, and conducts a comprehensive estate planning and deferred giving program pursuant to the developmental goals of the college or university.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Public Relations Officer [402.00] Senior administrative official responsible for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations, and information office services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Governmental/Legislative Relations [402.10] Senior administrative official responsible for developing and maintaining effective relations with the state legislature and coordinating college/university lobbying efforts.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Development and Public Relations Officer [403.00] Position combines the major duties and responsibilities defined in 401.00 and 402.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Alumni Affairs [404.00] Coordinates contacts and services to alumni, develops and maintains alumni mailing lists and mailings, organizes receptions and other special alumni activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Development and Alumni Affairs [405.00] Position combines the major duties and responsibilities defined in 403.00 and 404.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Major Gifts [406.00] Directs institutional fundraising in the areas of special and deferred gifts.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Church Relations [407.00] Senior administrative official responsible for relationships between the institution and the ministers and laypersons of support church(es). (Does not include Chaplain.)						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Community Services [408.00] Directs or coordinates the conduct of special (usually noncredit) educational, cultural, and recreational services to the community.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Publications [409.00] Directs the planning, budgeting, writing, design, production, and distribution of institutional publications.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Publications [409.10] Second senior administrative official responsible for institutional publications.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Manager, Printing Services [409.20] Responsible for operation of campus printing services, including offset printing and bulk xerographic reproduction						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Information Office [410.00] Directs the provision of information about the institution to students, faculty, and the public. Functions typically include news media relations; preparation or review of news releases and photographs; and preparation and distribution of newsletters, magazines, and other publications.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, News Bureau [411.00] Prepares and writes news and publicity releases and writes feature stories about institutional events and programs.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director of Marketing [412.00] Provides marketing leadership to the university community. Advises and assists the President, Vice Presidents, and the heads of academic and administrative units in establishing goals, developing suitable strategies and tactics, implementing programs, and evaluating results. Designs, coordinates and evaluates the effectiveness of university-wide marketing programs and projects.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

STUDENT SERVICES: STUDENT AFFAIRS & SERVICES, REGISTRAR, FINANCIAL AID, FOOD/HOUSING, ATHLETICS AND STUDENT HEALTH

Chief Student Affairs Officer [501.00] Senior administrative official responsible for the direction of student services and student life programs. Typically supervises student counseling and testing, career development and placement, student union, campus/student activity, minority student support program, residence life, and related functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Chief Student Affairs Officer [501.10] Second senior official responsible for the direction of student services and student life programs.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Dean of Students [501.50] Reports to the Chief Student Affairs Officer and is responsible for functions such as student activities, housing, discipline, and orientation.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief Admissions Officer [502.00] Administrative official with primary responsibility for the admission of undergraduates. Also may be responsible for the admission of graduate and professional students or for scholarship administration or similar functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Admissions [502.10] Second senior administrative official responsible for student admissions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Academic Advising [502.15] Administrative official with primary responsibility for ensuring that all undergraduate students receive accurate and timely advising services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Admissions and Registrar [503.00] Position combines the major duties and responsibilities defined in 502.00 and 504.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Registrar [504.00] Administrative official with principal responsibility for student registrations and records. Functions typically include registration, classroom scheduling, maintenance of student records, graduation clearance, and related matters.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Registrar [504.10] Second senior administrative official with principal responsibility for the performance of the Registrar's duties.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Assistant Registrar [504.20] Subordinate to the Associate Registrar with responsibility for one substantively related area (e.g., military/VA registration or international registration).						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Admissions and Financial Aid [505.00] Position combines the major duties and responsibilities defined in 502.00 and 506.00.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Financial Aid [506.00] Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state, or federal loan programs; award of scholarships and fellowships; and maintenance of appropriate records.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Associate Director, Student Financial Aid [506.10] Second senior administrative official responsible for student financial aid activity.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Food Services [507.00] Administers all institutional food services, whether directly managed and operated or catered.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Food Services [507.10] Second senior administrative official responsible for administering all institutional food services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Housing [508.00] Senior official responsible for the direction of all residence hall operations for students. Also may administer off-campus housing programs. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, fulltime equivalent salary.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Student Housing [508.10] Second senior official responsible for all residence hall operations for students. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, full-time equivalent salary.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Housing Officer/Administrative Operations [508.20] Responsible for all administrative and fiscal functions in student housing. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12- month, full-time equivalent salary.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Housing Officer/Residence Life [508.30] Responsible for the supervision and direction of residence life, staff, and student housing. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, full-time equivalent salary.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director of Union and Student Activities [509.00] Directs the total operation of a student union building and student activities program. Functions typically include supervision of food facilities, guest rooms, information desk, and recreational facilities; arrangement of special functions; coordination of student activities; and supervision of student organizations.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Foreign Students [510.00] Recruits and advises foreign students and coordinates academic studies for foreign students on campus.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Student Union [511.00] Directs the total operation of a student union building and its personnel. May coordinate related student activities or make arrangements for special activities or functions.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Student Union [511.10] Second senior official responsible for operation of the student union building and related student activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Activities [512.00] Responsible for coordinating all campus student activities, including special events, student organizations, publications, and student government activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Assistant Director, Student Activities [512.10] Second senior administrator responsible for coordinating all campus student activities, including special events, student organizations, publications, and student government activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Career Development and Placement [513.00] Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates, and alumni. Also may be responsible for placement of students in part-time jobs or jobs outside the institution.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Counseling [514.00] Directs the provision of counseling and testing services for students. Report Director, Academic Advising as 502.15.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Associate Director, Student Counseling [514.10] Second senior administrative official responsible for student counseling services.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Health Services (Physician Administrator) [515.00] Physician who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator position; may or may not include patient care.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Student Health Services (Nurse Administrator) [516.00] Nurse who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator position; may or may not include patient care.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Student Health Services (Non Medical Administrator) [516.10] Senior administrator (who is neither a physician or nurse) with overall responsibility for medical/counseling unit of an institution.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Campus Ministries [517.00] Plans, coordinates, and directs the pastoral ministry and religious activities of the campus; advises on policies and issues affecting the well-being of the campus community.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Athletics [518.00] Directs intramural and intercollegiate athletic programs for men and women. Functions typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Sports Information [519.00] Institutional representative to the media for all athletic activities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Men's Athletic Programs [520.00] Directs intramural and intercollegiate athletic programs for men only. Functions typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Women's Athletic Programs [521.00] Directs intramural and intercollegiate athletic programs for women only. Functions typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Director, Campus Recreation/Intramurals [522.00] Directs all non-varsity and club sports and has responsibility for some facilities, including recreational facilities.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Assistant Director, Campus Recreation/Intramurals [522.10] Assists the director in the day-to-day administration of all non-varsity and club sports.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK
Chief, Enrollment Management [523.00] Administrative official responsible for development of marketing plans for recruitment and retention of students. Also coordinates institutional efforts in admissions, financial aid, records and registration, and advising.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Sex M F DK	Minority Y N DK

Director, Minority Affairs [524.00] Responsible for direction of counseling programs, cultural affairs, and remedial and support programs. Also invites minority speakers to campus. In addition, may be responsible for minority housing and intercultural centers.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Director, Conferences [525.00] Responsible for development, promotion, and implementation of institutional (on- and off-campus) noncredit conferences and seminars.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK
Director, Woman's Center [526.00] Responsible for helping women achieve their full potential in the college and university setting. Facilitates women-focused educational programs, provides resources on women's issues, and a safe environment for discussion of women's concerns. Advocate for women students to other administrators on creating policies and a campus climate responsive to women's needs.						
Internal Ref #	# Incumbents	Annualized Salary	Years in Position	Hiring Source	Sex	Minority
				E I DK	M F DK	Y N DK