

Worksheets for
CUPA-HR 2007–08 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-Calcagno** 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 – NEW NUMBERING AND ORDERING OF SURVEY POSITIONS

- All positions in the AdComp Survey have been re-numbered and re-ordered; the first to provide greater flexibility when adding new positions and the second to create groupings that more closely resemble the type of organizational structure commonly found in higher education. The Mid-Level Survey has been similarly changed. The grouping of positions in the two surveys is now the same and the numbering complimentary, with the AdComp Survey having the lower half of a given series and the Mid-Level Survey the upper half. The positions in this year's survey are the same as last year.
- To facilitate the transition, this year's worksheets provide a cross-walk that matches last year's position numbers to the new structure. If you participated in last year's survey, the information you entered will show on the lower line of the SOL data entry form as it always has.
- The national-level reports and DataOnDemand have also been modified to reflect the new survey structure.

SALARY UPLOAD OPTION AVAILABLE

An Upload Option is available that allows you to upload a file of salary data to the SurveysOnLine (SOL) database server, saving you the effort of manually keying in each item.

The ***WILL DO*** and ***DONE*** status boxes still need to be checked and Institutional Basics and Pay Practices data still have to be keyed into SOL. The AdComp Upload Option is for salary- and incumbent-related data only.

This process will **most benefit** institutions with HRIS type groups that can create the file for you. If you have to create your upload file manually (e.g. in Excel), this option may not save you time.

Go to <http://www.cupahr.org/surveys/salarysurvey2007-08.html> for directions on how to use the upload option.

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/salarysurvey2007-08.html> for questionnaire worksheets and position descriptions.

When entering data, please adhere to the following guidelines:

- Report annualized salaries effective as of **October 15 of the 2007-08 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 (7076, 7077, 7078 and 7079).
- 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**. Treat all positions currently filled by acting/interim incumbents as vacant.

- 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.
- **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 in positions that are half-time or greater. Please see Annualized Salary directions below.
- 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, report the average of the annualized salaries. Report all salaries as 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).
- **Gender:** If the position has one incumbent, indicate the gender 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 five 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 is illicit and subject to serious penalty. CUPA-HR reports and DataOnDemand are in compliance with Department of Justice "Safe Harbor" Guidelines.

For a complete statement of CUPA-HR policy regarding use of survey data, click the Privacy Policy link under General in the menu at the top of the page in SurveysOnline.

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GENERAL QUESTIONS

INSTITUTIONAL BASICS

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

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 **2007-08 fiscal year**.

- a. **Total Operating Budget:** What is the dollar value of your institution's 2007-08 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 2007-08 academic year**. Please supply FTE enrollment figures by one of the three methods described below, which are listed in descending order of preference. **FTE enrollment should always be less than FT + PT enrollment.**

- 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 2007-08 academic year**. Include **all** full-time and part-time faculty (even if excluded in salary data). Please supply an FTE figure for faculty by one of the three methods described below, which are listed in descending order of preference. **The FTE number of faculty should always be less than the number of FT + PT faculty.**

- 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 provide row d amount, please complete just rows a and c, leave rows b and d blank, and then **hit the “Calculate” button**. FTE figures will be derived as: Number of Full-Time Faculty + 1/3 Number of Part-Time Faculty.
- 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		Yes	No
a. Faculty			b. Staff		

PAY PRACTICES

1. To which position does your **Chief Human Resources Officer [306.00]** report? If none of the available options is appropriate, select "Other."

Drop-down Options
CEO of a System or District [1001]
CEO of a Single Institution [1003]
Executive Vice President [1005]
Chief Academic Officer and Provost [1026]
Chief Business Officer [1029]
Chief Administration Officer [1030]
Chief Financial Officer [1031]
Other (specify below)

If you selected "Other" above, please enter the actual title of the position (and the CUPA-HR position code if applicable) to which the CHRO reports.

2. Do the following positions receive an annual cash bonus or incentive (typically awarded for performance in the previous year)?

Positions	Annual Bonus or Cash Incentive?	IF YES: What was the \$ Amount received this year?
Chief Executive Officer of a System or District (President / Chancellor) [1001]	O Yes O No	
Chief Executive Officer of a Single Institution (President or Chancellor) [1003]	O Yes O No	
Executive Vice President /Vice Chancellor [1005]	O Yes O No	
Chief Academic Affairs Officer and Provost [1026]	O Yes O No	
Chief Business Officer [1029]	O Yes O No	
Chief Financial Officer [1031]	O Yes O No	
Chief Budget Officer [1034]	O Yes O No	
Chief Human Resources Officer [1037]	O Yes O No	
Chief Health Professions Officer [1041]	O Yes O No	
Chief Student Affairs/Life Officer [1043]	O Yes O No	
Chief External Affairs Officer [1046]	O Yes O No	
Chief Development Officer [1047]	O Yes O No	
Dean, Business [1206]	O Yes O No	
Dean, Law [1225]	O Yes O No	
Dean, Medicine [1228]	O Yes O No	

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, Gender, 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 or acting/interim 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.

In the online survey, 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.

In the online survey, 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

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		SENIOR EXECUTIVE OFFICERS Individuals whose primary assignments require management of a higher education system or institution.				
1001	[101.00]	Chief Executive Officer of a System or District (President / Chancellor) Directs all affairs and operations of a higher education system or district. Each subordinate campus has its own President or Provost, administrative offices and independent programs.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1002	[101.10]	Executive Assistant/Chief of Staff for the CEO of a System or District Senior professional staff assistant to the CEO of a system or district. Manages the administrative, operational, and/or financial affairs of the Office of the CEO. Represents the CEO to senior vice presidents and campus officials. Advises the CEO on policy, procedural and operational issues of the system or district. This is a professional not a secretarial position.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1003	[102.00]	Chief Executive Officer of a Single Institution (President or Chancellor) Directs all affairs and operations of a higher education institution or of a campus within a system.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1004	[102.10]	Executive Assistant/Chief of Staff for the CEO of a Single Institution Senior professional staff assistant to the CEO of an institution or of a campus within a system. Manages the administrative, operational, and/or financial affairs of the Office of the CEO. Represents the CEO to senior vice presidents and campus officials. Advises the CEO on policy, procedural and operational issues of the system or district. This is a professional not a secretarial position.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1005	[103.00]	Executive Vice President/Vice Chancellor Responsible for all or most functions and operations of an institution under the direction of the Chief Executive Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1006	1006	Secretary of the Institution Coordinate the activities of the Board of Governors/Trustees and acts as a liaison between the Board and the institution; maintains policy, governance and related official records (including custody of the institution's seal) and officiates at ceremonial functions, e.g. commencement. May also regulate use of the institution's name, trademarks and insignia.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
CHIEF FUNCTIONAL OFFICERS Individuals whose primary assignments require management of a function or subdivision of an institution. These persons typically report to the CEO or to another Chief Functional Officer. Common titles include Senior Vice President, Vice-President, Vice-Chancellor, Vice Provost, Associate/Assistant Vice President or Associate/Assistant Provost. At some (e.g. smaller) institutions, these individuals may also be Directors. The general order of listed positions is Academic Affairs, Business & Administrative Affairs, Student Affairs and External Affairs.						
1026	[201.00]	Chief Academic Affairs Officer and Provost Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1027	[244.00]	Chief Research Officer Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (Grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1028	[245.00]	Chief Technology Transfer Officer Responsible for managing technology transfer activities relating to scientific discoveries and inventions. Participates in setting and interpreting policy pertaining to technology transfer activities, supervises the licensing and administrative staff engaged in them and has budgetary authority. Also keeps the institution's senior administration or governing board informed about these activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1029	[301.00]	Chief Business Officer Responsible for the combined functions of administrative and financial affairs. Overall responsibilities typically include accounting, purchasing, physical plant and property management, human resources, food services, auxiliary enterprises, investments and related business matters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1030	[301.01]	Chief Administration Officer Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1031	[301.02]	Chief Financial Officer Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets. Report Comptroller in 1040, not here.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1032	[301.03]	Chief Investment Officer Responsible for the direction and management of the institution's investment activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1033	[302.00]	Chief Planning Officer Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically including budget planning, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1034	[303.00]	Chief Budget Officer Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1035	[304.00]	Chief Planning and Budget Officer Combines the major duties and responsibilities of Chief Planning Officer and Chief Budget Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1036	[305.00]	Chief Legal Affairs Officer (General Counsel) Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. 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. This individual is an employee of the institution; do not report if not on the institution's payroll.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1037	[306.00]	Chief Human Resources Officer Responsible for administering institutional human resource policies and practices for staff and/or faculty. Overall responsibilities 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 E I DK	Gender M F DK	Minority Y N DK
1038	[309.00]	Chief Information Officer (CIO) Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1039	[312.00]	Chief Physical Plant/Facilities Officer Responsible for the construction, rehabilitation, and maintenance of physical plant facilities. Overall responsibilities typically include 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	Gender M F DK	Minority Y N DK
1040	[313.00]	Chief Accounting Officer/Comptroller Directs accounting, payroll, cashing and related functions. May also be responsible for office services, such as mail and telephone services.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1041	[202.00]	Chief Health Professions Officer Provides overall leadership and direction for an institution's academic and affiliated healthcare programs, including establishing and facilitating the accomplishment of strategic goals and objectives. In institutions with hospitals and medical schools, typically has responsibility for both. Report the Director of Student Health Services in Student Affairs.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1042	[322.00]	Chief Administrator, Hospital/Medical Center Immediate Administrative head of institution's hospital or medical center. Typically reports to the CEO of the institution or to the Chief Health Professions Officer. Report the Director of Student Health Services in Student Affairs.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1043	[501.00]	Chief Student Affairs/Life Officer Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, student counseling and testing, career development and placement, student housing, 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	Gender M F DK	Minority Y N DK
1044	[502.00]	Chief Admissions Officer Responsible for the admission of undergraduates. May also be responsible for recruitment and selection and 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	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1045	[523.00]	Chief, Enrollment Management Officer 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	Gender M F DK	Minority Y N DK
1046	1046	Chief External Affairs Officer Responsible for such functions as development, communications/ public relations, alumni relations and government affairs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1047	[401.00]	Chief Development Officer Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1048	[402.00]	Chief Public Relations Officer Responsible for communications/public relations programs. Overall responsibilities 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	Gender M F DK	Minority Y N DK
1049	[403.00]	Chief Development and Public Relations Officer Position combines the major duties and responsibilities of both a Chief Development and Chief Public Relations Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
		ACADEMIC DEANS Individual who serves as the principal administrator/head of an academic program, which may be a school, college or department. Include individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their fulltime responsibilities.				
1201	[211.00]	Dean, Agriculture				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1202	[210.00]	Dean, Architecture				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1203	[212.00]	Dean, Arts and Letters				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1204	[213.00]	Dean, Arts and Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1205	1205	Dean, Biological & Life Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1206	[214.00]	Dean, Business				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1207	1207	Dean, Computer and Information Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1208	[216.00]	Dean, Continuing Education				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1209	[251.00]	Dean, Cooperative Extension				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1210	[217.00]	Dean, Dentistry				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1211	1211	Dean, Divinity / Theology				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1212	[218.00]	Dean, Education				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1213	[219.00]	Dean, Engineering				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1214	[221.00]	Dean, External Degree Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1215	[225.00]	Dean, Family and Consumer Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1216	[222.00]	Dean, Fine Arts				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1217	1217	Dean, Forestry & Environmental Studies				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1218	[262.00]	Dean, Government/Public Affairs/Public Policy				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1219	[223.00]	Dean, Graduate Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1220	[224.00]	Dean, Health-Related Professions				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1221	[250.00]	Dean, Honors Program				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1222	[226.00]	Dean, Humanities				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1223	[227.00]	Dean, Instruction				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1224	[215.00]	Dean, Journalism & Mass Communications				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1225	[228.00]	Dean, Law				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1226	[229.00]	Dean, Library and Information Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1227	[230.00]	Dean, Mathematics				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1228	[231.00]	Dean, Medicine				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1229	[232.00]	Dean, Music				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1230	[233.00]	Dean, Nursing				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1231	[234.00]	Dean, Occupational Studies/Vocational Education/Technology				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1232	1232	Dean, Performing Arts				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1233	[235.00]	Dean, Pharmacy				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1234	1234	Dean, Public Administration				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1235	[236.00]	Dean, Public Health				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1236	[237.00]	Dean, Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1237	[238.00]	Dean, Social Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1238	[239.00]	Dean, Social Work				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1239	[240.00]	Dean, Special Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1240	[241.00]	Dean, Undergraduate Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1241	[242.00]	Dean, Veterinary Medicine				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
		ACADEMIC ASSOCIATE / ASSISTANT DEANS Individual who reports to and supports the Dean in administration of an institutional program, which may be a school, college or department. Include individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their fulltime responsibilities.				
1401	[211.10]	Assoc/Asst Dean, Agriculture				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1402	[210.10]	Assoc/Asst Dean, Architecture				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1403	[212.10]	Assoc/Asst Dean, Arts and Letters				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1404	[213.10]	Assoc/Asst Dean, Arts and Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1405	1405	Assoc/Asst Dean, Biological & Life Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1406	[214.10]	Assoc/Asst Dean, Business				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1407	1407	Assoc/Asst Dean, Computer and Information Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1408	[216.10]	Assoc/Asst Dean, Continuing Education				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1409	[251.10]	Assoc/Asst Dean, Cooperative Extension				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007-08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1410	[217.10]	Assoc/Asst Dean, Dentistry				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1411	1411	Assoc/Asst Dean, Divinity / Theology				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1412	[218.10]	Assoc/Asst Dean, Education				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1413	[219.10]	Assoc/Asst Dean, Engineering				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1414	[221.10]	Assoc/Asst Dean, External Degree Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1415	[225.10]	Assoc/Asst Dean, Family and Consumer Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1416	[222.10]	Assoc/Asst Dean, Fine Arts				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1417	1417	Assoc/Asst Dean, Forestry & Environmental Studies				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1418	[262.10]	Assoc/Asst Dean, Government/Public Affairs/Public Policy				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1419	[223.10]	Assoc/Asst Dean, Graduate Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1420	[224.10]	Assoc/Asst Dean, Health-Related Professions				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1421	[250.10]	Assoc/Asst Dean, Honors Program				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1422	[226.10]	Assoc/Asst Dean, Humanities				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1423	[227.10]	Assoc/Asst Dean, Instruction				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1424	[215.10]	Assoc/Asst Dean, Journalism & Mass Communications				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1425	[228.10]	Assoc/Asst Dean, Law				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1426	[229.10]	Assoc/Asst Dean, Library and Information Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1427	[230.10]	Assoc/Asst Dean, Mathematics				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1428	[231.10]	Assoc/Asst Dean, Medicine				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1429	[232.10]	Assoc/Asst Dean, Music				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1430	[233.10]	Assoc/Asst Dean, Nursing				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1431	[234.10]	Assoc/Asst Dean, Occupational Studies/Vocational Education/Technology				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1432	1432	Assoc/Asst Dean, Performing Arts				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1433	[235.10]	Assoc/Asst Dean, Pharmacy				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
1434	1434	Assoc/Asst Dean, Public Administration				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1435	[236.10]	Assoc/Asst Dean, Public Health				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1436	[237.10]	Assoc/Asst Dean, Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1437	[238.10]	Assoc/Asst Dean, Social Sciences				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1438	[239.10]	Assoc/Asst Dean, Social Work				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1439	[240.10]	Assoc/Asst Dean, Special Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1440	[241.10]	Assoc/Asst Dean, Undergraduate Programs				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
1441	[242.10]	Assoc/Asst Dean, Veterinary Medicine				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
		SENIOR ADMINISTRATORS Individuals whose primary assignments require management of an area or areas within a function or a customarily recognized department, including directing the work of other professional employees. Common titles include Director or Department Head and in some instances VP-level titles. Positions are organized under seven headings: <u>Academic Affairs</u> , <u>Business & Administrative Affairs</u> , <u>Human Resources</u> , <u>Information Technology</u> , <u>Athletics</u> , <u>Student Affairs</u> and <u>External Affairs</u> .				
		ACADEMIC AFFAIRS				
		Senior Staff, Program Directors				
2001	2001	Vice Provost Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
2002	[201.10]	Associate Provost Previously, Associate Chief Academic Affairs Officer. Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO or another Provost. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2003	2003	Assistant Provost Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO or another Provost. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2004	[204.00]	Director of Institutional Research Conducts research and studies on the institution, including design of studies, data collection, analysis and reporting.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2005	[204.10]	Associate Director, Institutional Research Conducts research and studies on the institution under the supervision of the IR Director. Responsibilities typically include the design of studies, data collection, analyses and reporting				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2006	2006	Director of Institutional Diversity Responsible for the institution's programs relating to diversity. Typically works with all areas of the university.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2007	[207.00]	Director, International Education Directs all activities of the institution's international education programs. Responsibilities typically include international study, English study, international visitors, visa certification, education abroad, and international student admission functions.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2008	[207.10]	Director, International Studies Education 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	Gender M F DK	Minority Y N DK
2009	[209.00]	Director, Sponsored Research and Programs Directs administrative activities for externally funded grants and contracts, including funding source identification, institutional review, and sign-off of proposals. Also negotiates contracts; and develops research policy.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
2010	[243.00]	Director, Continuing Education Directs all activities of the institution's continuing education operation, including both on- and off-campus programs. Report Dean, Continuing Education in 1208.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2011	[245.10]	Senior Technology Licensing Officer 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	Gender M F DK	Minority Y N DK
2012	[260.00]	Director, Distance Learning Develops and promotes distance learning initiatives. Plans, schedules, and coordinates compressed video programs. Plans and develops Internet courses and provides training for faculty and staff on distance teaching.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2013	[261.00]	Director, Teaching Center 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 E I DK	Gender M F DK	Minority Y N DK
Medical School Administrators						
2026	2026	Chief Operating Officer (non-faculty), Medical School Responsible for the overall management, operation and administration of the Medical School.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2027	2027	Chief Financial Officer, Medical School Responsible for the financial affairs of the Medical School, typically including budgets, accounting and investments.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2028	2028	Chief Admissions Officer, Medical School Responsible for admissions to the medical school. May include recruitment and selection.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2029	2029	Chief Financial Aid Officer, Medical School Responsible for administration of the medical school's financial aid programs.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
2030	2030	Chief Student Affairs Officer, Medical School Responsible for student life/services within the medical school.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2031	2031	Chief Development Officer, Medical School Responsible for the medical school's development programs/fundraising.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2032	2032	Chief IT Officer, Medical School Responsible for the medical schools academic and administrative computing activities, including voice and data communications.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2033	2033	Chief Research Officer, Medical School Oversees the medical school's scientific research.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2034	2034	Chief Librarian, Medical School Directs all activities of the medical school's libraries.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2035	2035	Chief Human Resources Officer, Medical School Provides human resource services for the Medical School's faculty and staff.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
Library & Media Services						
2050	[203.00]	Director, Library Services Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the College/University; serves as primary advocate for the library. At some institutions, position may be referred to as Chief Librarian or have the title of Dean. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2051	[203.20]	Head Librarian, Acquisitions Responsible for managing the ordering, paying, receiving and processing of library materials in all formats. Collaborates with Collection Development librarian on resource budgeting; negotiates licensing agreements with vendors and monitors electronic invoicing; implements policies and procedures to improve work flow. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
2052	[203.30]	Head Librarian, Technical Services (Previously, Chief Technical Services Librarian) Responsible for planning and program development; manages cataloging, serials and binding and electronic licensing; helps to develop and oversee materials acquisition budget; implements creative use of technology for technical services operations; works with various library vendors. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2053	[203.40]	Head Librarian, Public/Access Services (Previously, Chief Public Services Librarian) Manages all aspects of Public Services including some or all of the following: circulation, reserves, ILL, reference, instruction and outreach; accountable for service quality, innovation and creative use of available technology in support of Public Service operations. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2054	2054	Head Librarian, Cataloging Responsible for original, complex and copy cataloging of materials in all formats including electronic resources; Reviews and implements new workflows as technologies change; Provides training to staff and student assistants in cataloging support tasks; Reviews cataloging policies and procedures and makes recommendations for improvement. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2055	2055	Head Librarian, Collection Development Responsible for the ongoing assessment of collections and their use; works with potential donors of library resources. Collaborates with librarians and faculty members on collection development policies for all formats of resources. Degree requirement: ALA Accredited Masters.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2056	2056	Head Librarian, Archives and Records Management Responsible for the handling of documents/ records generated by the institution. Specific responsibilities typically include document storage, retrieval of stored document and destruction of confidential materials and advising/training of institutional personnel on document/records retention.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2057	[205.00]	Director, Educational Media Services Responsible for providing audio-visual/media services and equipment in support of the institution's instruction/learning process, research and public service programs.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2058	[206.00]	Director, Learning Resources Center Directs all activities of the institution's Learning Resources Center for students.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		Enrollment Services				
2076	[502.10]	Associate Director, Admissions Responsible for one or several areas of student admissions. Reports to the Director of Admissions.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2077	[503.00]	Director, Admissions and Registrar Combines the major duties and responsibilities of the admissions director and registrar.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2078	[504.00]	Registrar Responsible for student registrations and records. Specific responsibilities 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	Gender M F DK	Minority Y N DK
2079	[504.10]	Associate Registrar Responsible for one or several areas of student registration and records. Reports to the Registrar.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2080	[504.20]	Assistant Registrar Responsible for a specific area of student registration (e.g., military/VA registration or international registration). Reports to the Associate Registrar or Registrar.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2081	[505.00]	Director, Admissions and Financial Aid Combines the major duties and responsibilities of the admissions director and financial aid director.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
2082	[506.00]	Director, Student Financial Aid Directs the administration of all forms of student aid. Responsibilities 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	Gender M F DK	Minority Y N DK
2083	[506.10]	Associate Director, Student Financial Aid Responsible for one or several areas student financial aid. Reports to the Director of Financial Aid.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		BUSINESS & ADMINISTRATIVE AFFAIRS				
		Selected Directors				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3001	[321.00]	Director, Risk Management and Insurance 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.				
3002	[322.10]	Director, Medical Center Public Relations/External Affairs Responsible for planning and executing the Medical Center's programs for relating to the public and for promoting its relationship with the media.				
3003	[322.20]	Director, Medical Center Human Resources Responsible for administering Medical Center human resource policies and practices for staff. Overall responsibilities typically include personnel records, benefits, staff employment, wage and salary administration and (where applicable) labor relations.				
3004	3004	Director, University Research Park Responsible for overseeing a property-based venture which commonly has master-planned property and buildings designed primarily for private/public research and development facilities, high technology, sciences based companies and support services, a contractual, formal or operational relationship with one or more science/research institutions of higher education, a role in promoting the institution's research and development through industry partnerships, a role in aiding the transfer of technology and business skills between institution and industry teams and a role in promoting technology-led economic development for the community or region.				
3005	3005	Director, Contracts and Grants Responsible for advising the institution on matters relating to laws, rules, regulations and policies pertaining to fiscal management of contracts and grants; for insuring that the business interest of the institution are protected; for monitoring compliance with all provisions of contracts, grants and agreements and for maintaining auditable records of charges to contracts and grants.				
3006	3006	Director, College/University Press Directs the activities of the college/university press including editorial, production, marketing, sales, order fulfillment, warehousing, and accounting operations.				

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		Budget & Accounting				
3026	[303.10]	Associate Budget Director Responsible for one or several areas of current budgetary operations. Reports to the Budget Director.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3027	[313.20]	Assistant Comptroller Responsible for one or several areas of accounting, payroll, cashiering and related functions. Reports to the Comptroller.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3028	[313.30]	Restricted Funds Accountant 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	Gender M F DK	Minority Y N DK
3029	[314.00]	Director, Accounting Responsible for the daily operation of institution's budgetary accounting system.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3030	[315.00]	Bursar Custodian of institutional funds. Oversees tuition and fees, bill payment, and tax credits. For students, responsible for the assessment of student tuition, financial aid disbursement, and billing. For faculty and staff, responsible for accounts receivable, petty cash, and payments.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3031	[315.10]	Associate/Assistant Bursar Responsible for one or several areas of institutional funds. Reports to the Bursar.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3032	[313.10]	Director/Manager, Payroll Supervises operation of the institution's payroll system.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3033	[316.00]	Director, Purchasing/Materials Management 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	Gender M F DK	Minority Y N DK
3034	[316.10]	Associate Director, Purchasing/Materials Management Responsible for one or several areas of purchasing/materials management. Reports to the Director of Purchasing/Materials Management.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
3035	[318.00]	Director, Internal Audit 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	Gender M F DK	Minority Y N DK
Auxiliary Services (Safety, Mail, Bookstore, Printing, Food/Dining)						
3050	[319.00]	Director, Auxiliary Services Responsible for the 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	Gender M F DK	Minority Y N DK
3051	[409.20]	Director/Manager, Printing Services Responsible for operation of campus printing services, including offset printing and bulk xerographic reproduction/copying.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3052	3052	Director/Manager, Mail Services Responsible for ensuring the timely and accurate handling, distribution and processing of messenger and U.S. Mail throughout the institution, and for keeping faculty and staff informed regarding changes in mailing rates, requirements and regulations.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3053	[317.00]	Director, Bookstore Directs the operation of the campus bookstore. Responsibilities 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	Gender M F DK	Minority Y N DK
3054	[317.10]	Associate Director, Bookstore Responsible for one or several areas of bookstore operations. Reports to the Director.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3055	[507.00]	Director, Food/Dining Services Administers all institutional food/dining services, whether directly managed and operated or catered.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3056	[507.10]	Associate Director, Food /Dining Services Responsible for one or several areas of institutional food/dining services. Reports to the Director of Food/Dining Services.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3076	[301.10]	Director, Environmental Health and Safety Responsible for the campus environment and/or occupational health and safety program.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
3077	[320.00]	Director, Campus Security/Safety 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	Gender M F DK	Minority Y N DK
3078	3078	Director, Parking and Transportation Responsible for campus parking and transportation functions. Must effectively manage daily operations and solve short-term problems while consistently planning for program modifications as a result of campus growth, construction and change.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
Facilities						
3101	3101	Director, Real Estate and Space Management Oversees all real estate transactions of the institution and manages space allocation decisions on campus.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3102	3102	Architect for the Institution Responsible for the long-range development of the campus. Makes continuous studies of the physical needs of the institution and coordinates the planning and construction of physical facilities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3103	[312.10]	Associate Director, Physical Plant/Facilities Management Responsible for one or several areas of facilities maintenance and operation. Reports to the Chief Physical Plant/Facilities Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3104	3104	Director, Energy and Utilities Responsible for managing the institution's complex utility infrastructure, managing the purchase and operation of energy resources, and providing specialized engineering and technical services for the institution, including oversight of utility infrastructure projects.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
3105	[312.20]	Manager, Landscape and Grounds 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	Gender M F DK	Minority Y N DK
3106	[312.30]	Manager, Building Maintenance Trades 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	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
3107	[312.40]	Manager, Technical Trades 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	Gender M F DK	Minority Y N DK
3108	[312.50]	Manager, Custodial Services 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	Gender M F DK	Minority Y N DK
3109	[312.60]	Manager, Power Plant 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	Gender M F DK	Minority Y N DK
HUMAN RESOURCES						
4001	[306.10]	Associate Director, Human Resources Responsible for one or several areas of human resources. Reports to the CHRO.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
4002	[306.20]	Director/Manager, Employee Benefits 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 E I DK	Gender M F DK	Minority Y N DK
4003	[306.30]	Director/Manager, Training and Development 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 E I DK	Gender M F DK	Minority Y N DK
4004	[306.40]	Director/Manager, Employee Relations 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 E I DK	Gender M F DK	Minority Y N DK
4005	[306.50]	Director/Manager, Labor Relations 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	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
4006	[306.60]	Director/Manager, Employment Responsible for recruiting, interviewing, placement, and other personnel office functions.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
4007	[306.70]	Director/Manager, Compensation and Classification (Previously, Wage and Salary/ Compensation). 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	Gender M F DK	Minority Y N DK
4008	[306.80]	Director/Manager, Human Resources Information Systems (HRIS) (Previously, Manager Personnel Information Systems). Responsible for developing, implementing and maintaining systems to support key human resources initiatives, for ensuring the integrity of employee demographic and employment data and for maintaining all personnel, benefits and payroll information.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
4009	[307.00]	Director, Affirmative Action/Equal Employment Responsible for the university-wide programs 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	Gender M F DK	Minority Y N DK
4010	[307.10]	Associate Director, Affirmative Action/Equal Employment Responsible for one or several areas institution-wide programs designed to ensure equality of employment opportunity. Reports to the Director of Affirmative Action/Equal Employment.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
4011	[308.00]	Director, Human Resources and Affirmative Action Position combines the major duties and responsibilities defined in 1037 and 4009.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
INFORMATION TECHNOLOGY						
5001	[309.10]	Deputy Chief Information Officer The explicit second-in-command in many large campus IT organizations, often with responsibilities for day-to-day management of technical operations (e.g. COO). Previously called Associate Director, Information Systems.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5002	[208.00]	Director, Academic Computing Directs the institution's academic/research computing activities and labs for faculty, staff and students.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
5003	[208.10]	Associate Director, Academic Computing Assists the Director in managing the institution's academic/research computing activities and labs for faculty, staff and students.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5004	[310.00]	Director, Administrative Computing Directs the institution's administrative computing activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5005	[310.10]	Associate Director, Administrative Computing Assists the Director in managing the institution's administrative computing activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5006	[301.20]	Director, Telecommunications/ Networking Administrative official responsible for the institution's telecommunication system and physical cable plant, including planning and coordinating voice and data system modifications, equipment installation, maintenance, monitoring, network management, and operating procedures. Responsible for networking policy.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5007	5007	Director, Enterprise Information Systems Directs the development and maintenance of the institution's enterprise applications. This would include tradition "administrative" applications like HR-payroll, finance, etc. but also includes academic information systems, notably course management systems.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5008	5008	Director, Research Computing Directs the provision and support of high performance computing, scientific visualization, large scale data management, visualization, mass storage, and other specialized functions associated with the application of IT to research.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5009	5009	Director, Enterprise Data Center Directs the strategic and day-to-day operations of the institution's data center, including hardware acquisition, server operating system management, server configurations, tuning, and performance, and center power and environment management. Often responsible for server standards for the enterprise.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5010	5010	Director, IT Security Directs the institution's IT security policy, operations, and frequently oversees compliance with the institution's IT security policies, including IT security training.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
5011	5011	Director, Instructional Technology Liaises with faculty and helps set agendas for faculty development and promotes the effective integration of IT into teaching and learning related activities. Often responsible for instructional/education media as well as for campus computer laboratories. (Note: at many institutions, this position (and the director of research computing) exists in lieu of a director of academic computing)				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5012	5012	Director, User Services Directs IT training and help desk services.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5013	5013	Director, Information Management Responsible for enterprise data warehousing, information management, business analytics/intelligence, corporate reporting, authority control (taxonomy, search engines), workflow, and data management.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5014	[309.20]	Principal Database Administrator Senior person responsible for developing and implementing standards, procedures, and controls that ensures the security, reliability, and availability of databases.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
5015	[309.30]	Principal Systems Analyst Senior person 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	Gender M F DK	Minority Y N DK
ATHLETICS						
6001	[518.00]	Director of Athletics 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	Gender M F DK	Minority Y N DK
6002	6002	Associate Athletic Director Responsible for one or several areas of the Athletic organization. Reports to the Director of Athletics.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6003	[519.00]	Assoc/Asst Athletic Director, Sports Information/Communications Institutional representative to the media for all athletic activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
6004	[520.00]	Assoc/Asst Athletic Director, Men’s Athletic Programs Directs intramural and intercollegiate athletic programs for men only. Responsibilities 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	Gender M F DK	Minority Y N DK
6005	[521.00]	Assoc/Asst Athletic Director, Women’s Athletic Programs Oversees women’s athletic programs. Responsibilities typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance. May also have responsibility for intramural athletic programs and other additional management responsibilities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6006	6006	Assoc/Asst Athletic Director for Finance & Business Serves as chief financial officer for the Athletic Department. Typically responsible for day-to-day operations, budget planning and reporting, contracts, human resources and information technology.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6007	6007	Assoc/Asst Athletic Director for Operations Responsible for oversight of the facilities and game/event management. May also have additional management responsibilities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6008	6008	Assoc/Asst Athletic Director for External Affairs Responsible for marketing and promotions, development and licensing programs, and contract oversight relative to broadcasting, sponsorship and internet partners. May also have additional management responsibilities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6009	6009	Assoc/Asst Athletic Director for Development Responsible for all fund raising for athletic programs/association including major gift cultivation and solicitation. Typically includes such things as capital campaigns, major gift programs, athletic club, premium seating programs, private suites, etc.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6010	6010	Assoc/Asst Athletic Director for Academic Affairs Responsible for supervising the academic counseling unit and monitoring institutional compliance with NCAA/conference eligibility regulations for student-athletes in all sports.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
6011	6011	Assoc/Asst Athletic Director for Compliance Responsible for developing, administering and monitoring the compliance system for maintaining institutional control for the school’s athletics program				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		STUDENT AFFAIRS				
		Senior Staff & Selected Directors				
7001	[501.10]	Associate VP for Student Affairs (Previously, Associate Chief Student Affairs Officer). Responsible for one or several broad-based areas within Student Affairs. Reports to the Chief Student Affairs Officer. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7002	7002	Assistant VP for Student Affairs Responsible for one or several broad-based areas within Student Affairs. Reports to the Chief Student Affairs Officer or the Associate VP. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7003	[501.50]	Dean of Students Responsible for functions such as student activities, housing, conduct and orientation. Reports to the Chief Student Affairs Officer				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7004	7004	Director, Greek Life Responsible for assisting fraternities and sororities in upholding their founding principles of scholarship, community service, campus involvement and sisterhood/brotherhood.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7005	[510.00]	Director, Foreign Students 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	Gender M F DK	Minority Y N DK
7006	[517.00]	Director, Campus Ministries 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	Gender M F DK	Minority Y N DK
7007	[524.00]	Director, Minority Affairs 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 E I DK	Gender M F DK	Minority Y N DK
7008	[525.00]	Director, Conferences 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 E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
7009	[526.00]	Director, Woman’s Center 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 E I DK	Gender M F DK	Minority Y N DK
Student Activities, Student Union, Student Advising & Counseling						
7026	[512.00]	Director, Student Activities 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	Gender M F DK	Minority Y N DK
7027	[512.10]	Assistant Director, Student Activities Responsible for one or several areas of coordinating all campus student activities, including special events, student organizations, publications, and student government activities. Reports to the Director of Student Activities.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7028	[522.00]	Director, Campus Recreation/Intramurals 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	Gender M F DK	Minority Y N DK
7029	[522.10]	Assistant Director, Campus Recreation/Intramurals 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	Gender M F DK	Minority Y N DK
7030	[509.00]	Director of Union and Student Activities 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	Gender M F DK	Minority Y N DK
7031	[511.00]	Director, Student Union 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	Gender M F DK	Minority Y N DK
7032	[511.10]	Associate/Assistant Director, Student Union Responsible for one or several areas of relative to the operation of the student union building and related student activities. Reports to the Director of the Student Union.				
Internal Ref#	# Incumbents	Annualized	Years in	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
		Salary	Position			
7050	[502.15]	Director, Academic Advising Responsible 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	Gender M F DK	Minority Y N DK
7051	[513.00]	Director, Career Development and Placement Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates, and alumni. May also 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	Gender M F DK	Minority Y N DK
7052	[514.00]	Director, Student Counseling Directs the provision of counseling and testing services for students. Report to Director, Academic Advising as 7050.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7053	[514.10]	Associate Director, Student Counseling Responsible for one or several areas of student counseling services. Reports to the Director of Student Counseling.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
Student Housing, Student Health Services						
7076	[508.00]	Director, Student Housing Manages student housing operations. 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	Gender M F DK	Minority Y N DK
7077	[508.10]	Associate Director, Student Housing Responsible for one or several areas of 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. Reports to the Director of Student Housing.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7078	[508.20]	Housing Officer/Administrative Operations 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	Gender M F DK	Minority Y N DK
7079	[508.30]	Housing Officer/Residence Life 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	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
7101	[515.00]	Director, Student Health Services (Physician Administrator) Physician who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator only; not a patient care position.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7102	[516.00]	Director, Student Health Services (Nurse Administrator) Nurse who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator only; not a patient care position.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7103	[516.10]	Director, Student Health Services (Non Medical Administrator) Senior administrator (who is neither a physician nor nurse) with overall responsibility for medical/counseling unit of an institution.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
7104	7104	Director, Counseling and Psychological Services Oversees the provision of brief counseling/ therapy services for students with troubles ranging from development issues to problems with family and friends to serious psychological concerns. Staff typically includes psychologists, clinical social workers, and psychiatrists experienced in working with college-age adults.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
EXTERNAL AFFAIRS						
Development, Giving, Alumni Affairs						
8001	8001	Associate/Assistant Vice President/Chancellor for Development Responsible for one or several areas of fund raising within Development, which may be defined in the position title. Typically reports to the Chief Development Officer. Only report individuals that do not serve as a Chief Functional Officer.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8002	[401.10]	Director, Annual Giving 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	Gender M F DK	Minority Y N DK
8003	[401.20]	Director, Corporate/Foundation Relations 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	Gender M F DK	Minority Y N DK
8004	[401.40]	Director, Planned Giving 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	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
8005	[404.00]	Director, Alumni Affairs 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	Gender M F DK	Minority Y N DK
8006	[405.00]	Director, Development and Alumni Affairs Position combines the major duties and responsibilities defined in 1049 and 8005.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8007	[406.00]	Director, Major Gifts Directs institutional fundraising in the areas of special and deferred gifts.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8008	8008	Director of Development for an Institutional School/College Responsible for fund-raising efforts within schools, colleges and units of the institution. Also referred to as constituency-based giving.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8009	8009	Director, Donor Relations Responsible for “stewarding” the institution’s philanthropic constituencies. Selected responsibilities include preparation of special gift acknowledgements and memory/in honor of condolences, preparation of pledge reminders and endowment reports, etc.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8010	8010	Director, Advancement Research/Prospect Management Responsible for conducting research using public information to identify potential funding sources for projects at the institution. May also coordinate/facilitate relationships with those funding sources.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
Government Relations, Community Relations, Communications						
8026	[402.10]	Director, Governmental/Legislative Relations Responsible for developing and maintaining effective relations with local, state and federal government and for coordinating college/university lobbying efforts.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8027	8027	Director, Federal Relations Responsible for developing and maintaining effective relations with the federal government, including coordinating college/university lobbying efforts.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK

2007-08 Number	2006-07 Number	2007–08 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS				
8028	8028	Director, State Government Relations Responsible for developing and maintaining effective relations with the state government, including coordinating college/university lobbying efforts.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8029	[407.00]	Director, Church Relations 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	Gender M F DK	Minority Y N DK
8030	[408.00]	Director, Community Services 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	Gender M F DK	Minority Y N DK
8050	[409.00]	Director, Publications 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	Gender M F DK	Minority Y N DK
8051	[409.10]	Associate Director, Publications Second senior administrative official responsible for institutional publications.				
Internal Ref#	# Incumbents	Annualized Salary	Years in Position	Hiring Source E I DK	Gender M F DK	Minority Y N DK
8052	[410.00]	Director, Information Office Responsible for providing 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	Gender M F DK	Minority Y N DK
8053	[411.00]	Director, News Bureau/Service 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	Gender M F DK	Minority Y N DK
8054	[412.00]	Director of Marketing 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	Gender M F DK	Minority Y N DK