Constituent Universities
Appalachian State University

East Carolina University

Elizabeth City State University

Fayetteville State University

North Carolina Agricultural and Technical State University

North Carolina Central University

North Carolina State University at Raleigh

University of North Carolina at Asheville

University of North Carolina at Chapel Hill

University of North Carolina at Charlotte

University of North Carolina at Greensboro

University of North Carolina at Pembroke

University of North Carolina at Wilmington

University of North Carolina School of the Arts

Western Carolina University

Winston-Salem State University

Constituent High School
North Carolina School of Science and Mathematics

An Equal Opportunity/
Affirmative Action
Employer

MEMORANDUM

TO: Personnel and Tenure Committee Members

FROM: Suzanne Ortega, Senior Vice President for Academic Affairs
               William Fleming, Vice President for Human Resources

SUBJECT: Instructions for Agenda Item #3 – Salary Range Update

The full salary range report is provided to you as information and for context. BOG policy established the protocol for using national salary surveys (annual) of peer data to set the ranges. This is a longstanding process and is closely aligned with the peer groups that the BOG approved.

Your vote is required only for the Chancellor and General Administration ranges. Please note that the approval of the ranges is separate from any individual salary consideration. The Chancellor ranges are shown within the university groupings. The G.A. ranges are at the end of the document; the peer group is identified as "University Systems".

Given that national university salaries have remained relatively unchanged, the salary range update process is projected to be done bi-annually in the future. Therefore, the next projected update will be in 2014.

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Administrative Salary Study
2012-13 Ranges
June 2012

UNC General Administration
Institutional Research

Salary Ranges for Selected Administrative Positions
2011-12 Data

CUPA Position Number	CUPA Position Title	Number of Peers	1-Yr Midpoint 2011-12 Data Highest Salary	Lowest Salary	Midpoint Salary	2012-13 Ranges* Projected Minimum	Projected Maximum
GROUP 1 - (NCSU & UNC-CH)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	13	$840,000	$392,000	$616,000	$492,800	$770,000
1005	Executive Vice President/Vice Chancellor	6	508,800	313,500	411,150	328,920	513,938
1027	Chief Research Officer	17	365,348	202,696	284,022	227,218	355,028
1029	Chief Business Officer	8	375,000	173,811	274,406	219,524	343,007
1036	Chief Legal Affairs Officer (General Counsel)	16	450,000	160,524	305,262	244,210	381,578
1037	Chief Human Resources Officer	23	304,080	150,000	227,040	181,632	283,800
1038	Chief Information Officer (CIO)	17	370,800	200,000	285,400	228,320	356,750
1041	Chief Health Professions Officer	9	800,000	126,480	463,240	370,592	579,050
1043	Chief Student Affairs/Life Officer	20	289,590	173,960	231,775	185,420	289,719
1047	Chief Development Officer	15	468,000	165,398	316,699	253,359	395,874
1201	Dean, Agriculture	11	275,000	215,000	245,000	196,000	306,250
1202	Dean, Architecture	13	281,200	195,000	238,100	190,480	297,625
1204	Dean, Arts and Sciences	13	370,800	223,900	297,350	237,880	371,688
1206	Dean, Business	20	550,000	247,246	398,623	318,898	498,279
1210	Dean, Dentistry	7	415,140	226,468	320,804	256,643	401,005
1212	Dean, Education	15	269,769	211,200	240,485	192,388	300,606
1213	Dean, Engineering	19	383,500	230,000	306,750	245,400	383,438
1217	Dean, Forestry & Environmental Studies	No data					
1218	Dean, Government/Public Affairs/Public Policy	8	305,000	251,691	278,346	222,676	347,932
1219	Dean, Graduate Programs	12	287,238	175,000	231,119	184,895	288,899
1224	Dean, Journalism & Mass Communications	7	284,205	128,184	206,195	164,956	257,743
1225	Dean, Law	14	460,000	279,782	369,891	295,913	462,364
1227	Dean, Mathematics	No data					
1230	Dean, Nursing	11	371,026	215,000	293,013	234,410	366,266
1233	Dean, Pharmacy	9	330,048	178,236	254,142	203,314	317,678
1235	Dean, Public Health	10	498,300	169,666	333,983	267,186	417,479
1238	Dean, Social Work	6	331,580	215,796	273,688	218,950	342,110
1239	Dean, Special Programs	No data					
1240	Dean, Undergraduate Programs	7	257,500	180,144	218,822	175,058	273,528
2050	Library Director (Dean) (previously Director, Library Services)	15	310,417	175,579	242,998	194,398	303,748

Salary Ranges for Selected Administrative Positions
2011-12 Data

CUPA Position Number	CUPA Position Title	Number of Peers	1-Yr Midpoint 2011-12 Data Highest Salary	Lowest Salary	Midpoint Salary	2012-13 Ranges* Projected Minimum	Projected Maximum
			Highest Salary	**Lowest Salary**	**Midpoint Salary**	**Projected Minimum**	**Projected Maximum**
GROUP 2 - (ECU, NCA&T, UNCC, UNCG)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	41	$463,500	$227,656	$345,578	$276,462	$431,973
1026	Chief Academic Affairs Officer and Provost	41	350,000	181,125	265,563	212,450	331,953
1027	Chief Research Officer	37	310,000	155,547	232,774	186,219	290,967
1029	Chief Business Officer	33	275,000	162,690	218,845	175,076	273,556
1036	Chief Legal Affairs Officer (General Counsel)	36	227,500	120,000	173,750	139,000	217,188
1037	Chief Human Resources Officer	40	216,739	55,474	136,107	108,885	170,133
1038	Chief Information Officer (CIO)	34	270,000	103,035	186,518	149,214	233,147
1041	Chief Health Professions Officer	6	640,800	63,961	352,381	281,904	440,476
1043	Chief Student Affairs/Life Officer	38	237,036	113,300	175,168	140,134	218,960
1047	Chief Development Officer	27	315,000	122,400	218,700	174,960	273,375
1049	Chief Development and Public Relations Officer	6	295,260	146,000	220,630	176,504	275,788
1201	Dean, Agriculture	11	255,000	94,937	174,969	139,975	218,711
1202	Dean, Architecture	12	245,000	136,505	190,753	152,602	238,441
1204	Dean, Arts and Sciences	26	275,000	130,547	202,774	162,219	253,467
1206	Dean, Business	38	367,155	150,000	258,578	206,862	323,222
1207	Dean, Computer & Information Sciences	No data					
1208	Dean, Continuing Education	11	164,138	68,610	116,374	93,099	145,468
1212	Dean, Education	38	226,600	122,400	174,500	139,600	218,125
1213	Dean, Engineering	36	315,000	148,920	231,960	185,568	289,950
1215	Dean, Family and Consumer Sciences/Human Sciences	No data					
1219	Dean, Graduate Programs	24	245,000	104,055	174,528	139,622	218,159
1220	Dean, Health-Related Professions	19	220,000	115,236	167,618	134,094	209,523
1221	Dean, Honors Program	24	195,000	55,283	125,142	100,113	156,427
1228	Dean, Medicine	12	556,592	195,050	375,821	300,657	469,776
1229	Dean, Music	7	187,769	98,362	143,066	114,452	178,832
1230	Dean, Nursing	27	258,625	106,125	182,375	145,900	227,969
1231	Dean, Occupational Studies/Vocational Education/Technology	No data					
1240	Dean, Undergraduate Programs	12	237,350	68,295	152,823	122,258	191,028
1413	Assoc/Asst Dean, Engineering	27	196,344	103,177	149,761	119,808	187,201
2034	Chief Librarian, Medical School	7	143,322	101,513	122,418	97,934	153,022
2050	Library Director (Dean) (previously Director, Library Services)	15	175,765	107,687	141,726	113,381	177,158
6001	Director of Athletics	43	384,065	108,727	246,396	197,117	307,995
7002	Assistant VP for Student Affairs	14	132,192	75,564	103,878	83,102	129,848
7003	Dean of Students	19	153,798	66,211	110,005	88,004	137,506
7027	Assistant Director, Student Activities	19	63,911	34,865	49,388	39,510	61,735

Salary Ranges for Selected Administrative Positions
2011-12 Data

| | | | 1-Yr Midpoint | | | | |
| | | | 2011-12 Data | | | 2012-13 Ranges* | |
CUPA Position Number	CUPA Position Title	Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum	Projected Maximum
GROUP 3 - (ASU, NCCU, UNCW, WCU)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	35	$420,400	$197,949	$309,175	$247,340	$386,468
1026	Chief Academic Affairs Officer and Provost	34	267,000	150,000	208,500	166,800	260,625
1027	Chief Research Officer	7	280,871	84,274	182,573	146,058	228,216
1029	Chief Business Officer	27	242,050	112,000	177,025	141,620	221,281
1036	Chief Legal Affairs Officer (General Counsel)	18	195,656	99,034	147,345	117,876	184,181
1038	Chief Information Officer (CIO)	30	191,178	97,998	144,588	115,670	180,735
1043	Chief Student Affairs/Life Officer	37	200,788	108,069	154,429	123,543	193,036
1046	Chief External Affairs Officer	No data					
1047	Chief Development Officer	24	230,000	110,000	170,000	136,000	212,500
1204	Dean, Arts and Sciences	16	225,000	110,000	167,500	134,000	209,375
1206	Dean, Business	34	290,400	116,280	203,340	162,672	254,175
1212	Dean, Education	29	188,694	110,000	149,347	119,478	186,684
1213	Dean, Engineering	8	246,500	127,720	187,110	149,688	233,888
1216	Dean, Fine Arts	10	189,000	60,952	124,976	99,981	156,220
1219	Dean, Graduate Programs	16	162,216	109,600	135,908	108,726	169,885
1220	Dean, Health-Related Professions	7	190,000	115,236	152,618	122,094	190,773
1221	Dean, Honors Program	8	160,000	56,034	108,017	86,414	135,021
1225	Dean, Law	No data					
1229	Dean, Music	No data					
1232	Dean, Performing Arts	No data					
1236	Dean, Sciences	14	181,596	115,124	148,360	118,688	185,450
1237	Dean, Social Sciences	No data					
1240	Dean, Undergraduate Programs	No data					
1420	Assoc/Asst Dean, Health-Related Professions	7	120,874	72,628	96,751	77,401	120,939
2001	Vice Provost	9	189,000	105,000	147,000	117,600	183,750
2050	Library Director (Dean) (previously Director, Library Services)	17	147,504	73,130	110,317	88,254	137,896
6001	Director of Athletics	38	193,800	81,495	137,648	110,118	172,059
7002	Assistant VP for Student Affairs	10	125,073	79,020	102,047	81,637	127,558
8026	Director, Governmental/Legislative Relations	10	150,000	75,674	112,837	90,270	141,046

Salary Ranges for Selected Administrative Positions
2011-12 Data

			1-Yr Midpoint				
			2011-12 Data			2012-13 Ranges*	
CUPA Position Number	CUPA Position Title	Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum	Projected Maximum
GROUP 4 - (FSU, UNCP, WSSU)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	23	$304,814	$164,127	$234,471	$187,576	$293,088
1026	Chief Academic Affairs Officer and Provost	23	231,000	124,360	177,680	142,144	222,100
1027	Chief Research Officer	No data					
1029	Chief Business Officer	19	230,000	114,020	172,010	137,608	215,013
1036	Chief Legal Affairs Officer (General Counsel)	7	160,000	70,040	115,020	92,016	143,775
1038	Chief Information Officer (CIO)	17	166,300	87,135	126,718	101,374	158,397
1043	Chief Student Affairs/Life Officer	22	190,100	81,200	135,650	108,520	169,563
1045	Chief, Enrollment Management Officer	10	141,750	72,000	106,875	85,500	133,594
1047	Chief Development Officer	12	189,108	66,586	127,847	102,278	159,809
1204	Dean, Arts and Sciences	12	155,723	102,400	129,062	103,249	161,327
1206	Dean, Business	17	174,182	108,000	141,091	112,873	176,364
1212	Dean, Education	18	138,171	100,041	119,106	95,285	148,883
1219	Dean, Graduate Programs	8	130,825	100,000	115,413	92,330	144,266
1230	Dean, Nursing	5	125,000	97,105	111,053	88,842	138,816
1240	Dean, Undergraduate Programs	No data					
2050	Library Director (Dean) (previously Director, Library Services)	17	122,079	56,100	89,090	71,272	111,362
6001	Director of Athletics	19	144,200	61,915	103,058	82,446	128,822

Salary Ranges for Selected Administrative Positions
2011-12 Data

| | | | 1-Yr Midpoint | | | | |
| | | | 2011-12 Data | | | 2012-13 Ranges* | |
CUPA Position Number	CUPA Position Title	Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum	Projected Maximum
GROUP 5 - (UNCA, UNCSA)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	16	$416,000	$141,717	$278,859	$223,087	$348,573
1026	Chief Academic Affairs Officer and Provost	16	381,023	108,000	244,512	195,609	305,639
1029	Chief Business Officer	10	243,368	138,341	190,855	152,684	238,568
1036	Chief Legal Affairs Officer (General Counsel)	5	381,100	122,540	251,820	201,456	314,775
1043	Chief Student Affairs/Life Officer	15	159,100	71,557	115,329	92,263	144,161
1222	Dean, Humanities	No data					
1232	Dean, Performing Arts	No data					
2050	Library Director (Dean) (previously Director, Library Services)	11	244,600	68,239	156,420	125,136	195,524

Salary Ranges for Selected Administrative Positions
2011-12 Data

| | | | 1-Yr Midpoint | | | | |
| | | | 2011-12 Data | | | 2012-13 Ranges* | |
CUPA Position Number	CUPA Position Title	Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum	Projected Maximum
GROUP 6 - (ECSU, NCSSM)							
Position							
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	10	$272,800	$141,717	$207,259	$165,807	$259,073
1026	Chief Academic Affairs Officer and Provost	10	205,000	108,000	156,500	125,200	195,625
1029	Chief Business Officer	7	188,580	58,179	123,380	98,704	154,224
1031	Chief Financial Officer	No data					
1036	Chief Legal Affairs Officer (General Counsel)	5	$160,000	$118,964	$139,482	$111,586	$174,353
1043	Chief Student Affairs/Life Officer	10	$159,100	$87,040	$123,070	$98,456	$153,838
1046	Chief External Affairs Officer	No data					
1047	Chief Development Officer	8	$175,000	$101,595	$138,298	$110,638	$172,872
1206	Dean, Business	7	$184,602	$114,950	$149,776	$119,821	$187,220
1222	Dean, Humanities	No data					
1236	Dean, Sciences	No data					

Salary Ranges for Selected Administrative Positions
2011-12 Data

CUPA Position Number	CUPA Position Title	Number of Peers	2011-12 Data Highest Salary	2011-12 Data Lowest Salary	2011-12 Data Midpoint Salary	2012-13 Ranges* Projected Minimum	2012-13 Ranges* Projected Maximum
GROUP 0 - UNIVERSITY SYSTEMS							
Position							
1003	President	13	$991,200	$462,560	$726,880	$581,504	$908,600
1006	Secretary of the University**	130	$230,000	$27,881	$128,941	$103,152	$161,176
1026	Senior Vice President for Academic Affairs	19	$625,400	$220,431	$422,916	$338,332	$528,644
1029	Vice President for Finance	8	$442,500	$205,097	$323,798	$259,039	$404,748
1030	Chief of Staff	10	$560,500	$311,738	$436,119	$348,895	$545,149
1036	Vice President and General Counsel	16	$531,000	$189,418	$360,209	$288,167	$450,261
1037	Vice President for Human Resources	23	$358,814	$177,000	$267,907	$214,326	$334,884
1038	Vice President for Information Resources and Chief Information Officer	17	$437,544	$236,000	$336,772	$269,418	$420,965
1039	Associate Vice President for Finance & University Property Officer	19	$286,558	$143,056	$214,807	$171,846	$268,509
1047	Associate Vice President for Advancement	15	$552,240	$195,170	$373,705	$298,964	$467,131
1048	Vice President for Communications	16	$332,760	$144,898	$238,829	$191,063	$298,536
1050	Assistant Vice President for Finance for Audit & Financial Reporting	15	$345,386	$139,860	$242,623	$194,098	$303,278
2001	Vice President for Academic & Student Affairs	12	$319,446	$208,320	$263,883	$211,106	$329,854
2001	Vice President for Academic & University Programs	12	$319,446	$208,320	$263,883	$211,106	$329,854
2002	Associate Vice President for Academic Affairs	12	$283,200	$169,330	$226,265	$181,012	$282,831
2003	Executive Director, NC SEAA	6	$191,986	$103,742	$147,864	$118,291	$184,830
3007	Associate Vice President for Finance & Services Officer	7	$193,980	$98,329	$146,155	$116,924	$182,694
3026	Associate Vice President for Finance	9	$192,718	$100,658	$146,688	$117,350	$183,359
4001	Associate Vice President for Human Resources	10	$170,866	$101,217	$136,042	$108,833	$170,052
5007	Project Management Officer	9	$215,613	$148,538	$182,076	$145,661	$227,595
5007	Associate Vice President ERP Consulting & Support	9	$215,613	$148,538	$182,076	$145,661	$227,595
7002	Associate Vice President for Academic & Student Affairs	9	$126,022	$71,464	$98,743	$78,994	$123,429
8026	Vice President, Government Relations	11	$253,700	$157,381	$205,541	$164,433	$256,926
8027	Vice President, Federal Relations	12	$237,945	$146,139	$192,042	$153,634	$240,053

UNC-GA IRA/AdminSal.IT011/5-30-12

* Values from 2011-12 CUPA data projected for 2012-13 salary ranges.

**Special Study based upon all CUPA participants.

1003 - CEO
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
				2012-13 Salary Ranges						
				Midpoint Data						
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
0	UNC-GA	TOM ROSS	$525,000	$581,504	$56,504	$726,880	$201,880	$908,600	$383,600	President
1	NCSU	WOODSON, W. RANDOLPH	$420,000	$492,800	$72,800	$616,000	$196,000	$770,000	$350,000	Chancellor
1	UNC-CH	THORP, HOLDEN	$420,000	$492,800	$72,800	$616,000	$196,000	$770,000	$350,000	Chancellor
2	ECU	BALLARD, STEVEN C.	$315,000	$276,462	$0	$345,578	$30,578	$431,973	$116,973	Chancellor
2	NCA&T	MARTIN, HAROLD	$300,000	$276,462	$0	$345,578	$45,578	$431,973	$131,973	Chancellor
2	UNCC	DUBOIS, PHILLIP	$315,000	$276,462	$0	$345,578	$30,578	$431,973	$116,973	Chancellor
2	UNCG	BRADY, LINDA	$315,000	$276,462	$0	$345,578	$30,578	$431,973	$116,973	Chancellor
3	ASU	PEACOCK, KENNETH E.	$290,000	$247,340	$0	$309,175	$19,175	$386,468	$96,468	Chancellor
3	NCCU	NELMS, CHARLIE	$315,000	$247,340	$0	$309,175	$0	$386,468	$71,468	Chancellor
3	UNCW	MILLER, GARY	$275,000	$247,340	$0	$309,175	$34,175	$386,468	$111,468	Chancellor
3	WCU	BELCHER, DAVID	$275,000	$247,340	$0	$309,175	$34,175	$386,468	$111,468	Chancellor
4	FSU	ANDERSON, JAMES A.	$234,000	$187,576	$0	$234,471	$471	$293,088	$59,088	Chancellor
4	UNCP	CARTER, KYLE	$240,000	$187,576	$0	$234,471	$0	$293,088	$53,088	Chancellor
4	WSSU	REAVES, DONALD J.	$234,000	$187,576	$0	$234,471	$471	$293,088	$59,088	Chancellor
5	UNCA	PONDER, ANNE	$237,930	$223,087	$0	$278,859	$40,929	$348,573	$110,643	Chancellor
5	UNCSA	MAUCERI, JOHN F.	$236,000	$223,087	$0	$278,859	$42,859	$348,573	$112,573	Chancellor
6	ECSU	GILCHRIST, WILLIE J.	$216,300	$165,807	$0	$207,259	$0	$259,073	$42,773	Chancellor
6	NCSSM	ROBERTS, J. TODD	$210,000	$165,807	$0	$207,259	$0	$259,073	$49,073	Chancellor
Sum of Positives					$202,104		$903,447		$2,443,690	

UNC-GA IRA/AdminSal.IT002(CEO)/5-29-12

1026 - Chief Academic Affairs Officer and Provost
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
						2012-13 Salary Ranges				
						Midpoint Data				
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
0	UNC-GA	SUZANNE ORTEGA	$267,500	$338,332	$70,832	$422,916	$155,416	$528,644	$261,144	Senior Vice President - Academic Affairs
2	ECU	SHEERER, MARILYN	$276,000	$212,450	$0	$265,563	$0	$331,953	$55,953	Provost and Senior VC for Academic and Student Affairs
2	NCA&T	ALEXANDER, WINSER	$230,000	$212,450	$0	$265,563	$35,563	$331,953	$101,953	Provost and Vice Chancellor for Academic Affairs
2	UNCC	LORDEN, JOAN F.	$249,600	$212,450	$0	$265,563	$15,963	$331,953	$82,353	Provost & Vice Chancellor of Academic Affairs
2	UNCG	PERRIN, DAVID H.	$278,000	$212,450	$0	$265,563	$0	$331,953	$53,953	Provost & Executive Vice Chancellor
3	ASU	GONZALEZ, LORI S.	$230,000	$166,800	$0	$208,500	$0	$260,625	$30,625	Interim Provost and Executive Vice Chancellor
3	NCCU	THOMAS, DEBBIE G.	$208,000	$166,800	$0	$208,500	$500	$260,625	$52,625	Provost and Vice Chancellor for Academic Affairs
3	UNCW	BARLOW, CATHY	$215,000	$166,800	$0	$208,500	$0	$260,625	$45,625	Provost - VC Academic Affairs
3	WCU	LOFQUIST, ELIZABETH T	$162,000	$166,800	$4,800	$208,500	$46,500	$260,625	$98,625	Interim Provost
4	FSU	YOUNG, JON M.	$166,000	$142,144	$0	$177,680	$11,680	$222,100	$56,100	Provost and Vice Chancellor for Academic Affairs
4	UNCP	KITTS, KENNETH	$175,000	$142,144	$0	$177,680	$2,680	$222,100	$47,100	Provost and Vice Chancellor of Academic Affairs
4	WSSU	ALLEN, BRENDA	$193,300	$142,144	$0	$177,680	$0	$222,100	$28,800	Provost and Vice Chancellor of Academic Affairs
5	UNCA	FERNANDES, JANE	$175,100	$195,609	$20,509	$244,512	$69,412	$305,639	$130,539	Provost & VC for Academic Affairs
5	UNCSA	NELSON, DAVID	$165,000	$195,609	$30,609	$244,512	$79,512	$305,639	$140,639	Provost
6	ECSU	KHAN, ALI	$169,725	$125,200	$0	$156,500	$0	$195,625	$25,900	Provost/Vice Chancellor for Academic Affairs
6	NCSSM	WARSHAW, STEPHEN J.	$124,307	$125,200	$893	$156,500	$32,193	$195,625	$71,318	Chief Academic Officer/Provost
Sum of Positives					$127,643		$449,419		$1,283,252	

UNC-GA IRA/AdminSal.IT002(CAO)/5-29-12

1027 - Chief Research Officer
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
						2012-13 Salary Ranges				
						Midpoint Data				
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
1	NCSU	LOMAX, TERRI	$229,281	$227,218	$0	$284,022	$54,741	$355,028	$125,747	Vice Chancellor for Research & Innovation
1	UNC-CH	ENTWISLE, BARBARA	$320,000	$227,218	$0	$284,022	$0	$355,028	$35,028	Kenan Prof &Vice Chancellor for Research
2	ECU	MAGEEAN, DEIRDRE	$210,550	$186,219	$0	$232,774	$22,224	$290,967	$80,417	Vice Chancellor
2	NCA&T	NTUEN, CELESTINE	$185,000	$186,219	$1,219	$232,774	$47,774	$290,967	$105,967	VC for Research and Economic Development (Interim)
2	UNCC	WILHELM, ROBERT	$203,000	$186,219	$0	$232,774	$29,774	$290,967	$87,967	Vice Chancellor for Research
2	UNCG	SHELTON, TERRI	$200,000	$186,219	$0	$232,774	$32,774	$290,967	$90,967	VC for Research and Economic Development
3	ASU	HUNTLEY, EDELMA	$148,230	$146,058	$0	$182,573	$34,343	$228,216	$79,986	Dean, Graduate Studies and Research
3	NCCU	REED, HAZELL	$180,000	$146,058	$0	$182,573	$2,573	$228,216	$48,216	Vice Chancellor
4	FSU	OLION, LADELLE **	$143,104	$0	$0	$0	$0	$0	$0	Dean of Graduate School
Sum of Positives					$1,219		$224,203		$654,295	

UNC-GA IRA/AdminSal.IT002(Res)/5-29-12

**= Insufficient number of peer institutions reporting data for this position.

1029 - Chief Business Officer
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
				2012-13 Salary Ranges						
				Midpoint Data						
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
0	UNC-GA	CHARLES PERUSSE	$230,000	$259,039	$29,039	$323,798	$93,798	$404,748	$174,748	Vice President for Finance
1	NCSU	LEFFLER, CHARLES	$260,000	$219,524	$0	$274,406	$14,406	$343,007	$83,007	Vice Chancellor for Finance and Business
1	UNC-CH	GRAY, KAROL K.	$330,000	$219,524	$0	$274,406	$0	$343,007	$13,007	Vice Chancellor for Finance and Administration
2	ECU	NISWANDER, RICK	$270,000	$175,076	$0	$218,845	$0	$273,556	$3,556	Vice Chancellor
2	NCA&T	POMPEY, ROBERT	$195,000	$175,076	$0	$218,845	$23,845	$273,556	$78,556	Vice Chancellor for Business and Finance
2	UNCC	HARDIN, ELIZABETH	$207,500	$175,076	$0	$218,845	$11,345	$273,556	$66,056	Vice Chancellor, Business Affairs
2	UNCG	TAYLOR, READE	$225,509	$175,076	$0	$218,845	$0	$273,556	$48,047	Vice Chancellor, Business Affairs
3	ASU	LOVINS, GREGORY M.	$169,600	$141,620	$0	$177,025	$7,425	$221,281	$51,681	Interim VC for Business Affs
3	NCCU	DAVIS, WENDELL	$190,000	$141,620	$0	$177,025	$0	$221,281	$31,281	Vice Chancellor
3	UNCW	MAIMONE, CHARLES A.	$175,440	$141,620	$0	$177,025	$1,585	$221,281	$45,841	Vice Chancellor
3	WCU	EDWARDS, ROBERT	$148,223	$141,620	$0	$177,025	$28,802	$221,281	$73,058	Interim VC for Administration & Finance
4	FSU	BOTLEY, ROBERT	$155,000	$137,608	$0	$172,010	$17,010	$215,013	$60,013	Vice Chancellor for Business and Finance
4	UNCP	HAWK, R NEIL	$156,450	$137,608	$0	$172,010	$15,560	$215,013	$58,563	Vice Chancellor for Business Affairs
4	WSSU	HUNTER, GERALD	$162,400	$137,608	$0	$172,010	$9,610	$215,013	$52,613	Vice Chancellor for Finance & Administration
5	UNCA	PIERCE, JOHN	$150,000	$152,684	$2,684	$190,855	$40,855	$238,568	$88,568	Vice Chancellor - Finance Operations
5	UNCSA	BURNETTE, GEORGE	$205,920	$152,684	$0	$190,855	$0	$238,568	$32,648	Chief Operating Officer
6	ECSU	DURANT, BENJAMIN	$148,000	$98,704	$0	$123,380	$0	$154,224	$6,224	Vice Chancellor for Business and Finance
					$31,723		$264,241		$967,467	

1036 - General Counsel
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
						2012-13 Salary Ranges				
						Midpoint Data				
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
0	UNC-GA	LAURA FJELD	$228,375	$288,167	$59,792	$360,209	$131,834	$450,261	$221,886	Vice President & General Counsel
1	NCSU	GOLDGEIER, EILEEN	$229,000	$244,210	$15,210	$305,262	$76,262	$381,578	$152,578	Vice Chancellor & General Counsel
1	UNC-CH	STROHM, LESLIE	$291,200	$244,210	$0	$305,262	$14,062	$381,578	$90,378	Vice Chancellor and General Counsel
2	ECU	PAYNE, DONNA	$180,000	$139,000	$0	$173,750	$0	$217,188	$37,188	University Attorney
2	NCA&T	WALDRUP, JOHN CHARLES	$175,000	$139,000	$0	$173,750	$0	$217,188	$42,188	General Counsel
2	UNCC	BROOME, DAVID	$164,610	$139,000	$0	$173,750	$9,140	$217,188	$52,578	University Counsel
2	UNCG	SERCK, STEVEN	$165,000	$139,000	$0	$173,750	$8,750	$217,188	$52,188	University Counsel
3	ASU	COLE, DAYTON T.	$140,000	$117,876	$0	$147,345	$7,345	$184,181	$44,181	General Counsel
3	NCCU	HOLLOWAY, MELISSA	$130,000	$117,876	$0	$147,345	$17,345	$184,181	$54,181	Chief Legal Counsel
3	UNCW	HOON, ROBERT	$141,181	$117,876	$0	$147,345	$6,164	$184,181	$43,000	General Counsel
3	WCU	LOCHNER, MARY ANN	$125,000	$117,876	$0	$147,345	$22,345	$184,181	$59,181	General Counsel
4	FSU	JENKINS, WANDA L.	$138,442	$92,016	$0	$115,020	$0	$143,775	$5,333	General Counsel & Chief Compliance Officer
4	UNCP	MALCOLM, JOSHUA	$109,200	$92,016	$0	$115,020	$5,820	$143,775	$34,575	General Counsel
4	WSSU	KLUTTZ-LEACH, CAMILLE	$130,000	$92,016	$0	$115,020	$0	$143,775	$13,775	General Counsel
5	UNCA	CAPONE, LUCIEN	$107,000	$201,456	$94,456	$251,820	$144,820	$314,775	$207,775	University Counsel
5	UNCSA	RISHER, JULIE	$110,000	$201,456	$91,456	$251,820	$141,820	$314,775	$204,775	General Counsel
6	ECSU	BROWN, H. BERNETTA	$102,043	$111,586	$9,543	$139,482	$37,439	$174,353	$72,310	Assistant to the Chancellor for Legal Affairs
6	NCSSM	HUMPHREY, JAMES	$90,586	$111,586	$21,000	$139,482	$48,896	$174,353	$83,767	General Counsel
Sum of Positives					$291,457		$672,042		$1,471,837	

UNC-GA IRA/AdminSal.IT002(GenC)/5-29-12

1038 - Chief Information Officer
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
				\$ to	2012-13 Salary Ranges					
					Midpoint Data					
Group	Campus	Name	Current Salary	Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	PRTITLE
0	UNC-GA	JOHN LEYDON	\$236,000	\$269,418	\$33,418	\$336,772	\$100,772	\$420,965	\$184,965	Vice President - Information Res. & CIO
1	NCSU	HOIT, MARC	\$270,000	\$228,320	\$0	\$285,400	\$15,400	\$356,750	\$86,750	Vice Chancellor for Information Technology
1	UNC-CH	CONRAD, LARRY	\$278,100	\$228,320	\$0	\$285,400	\$7,300	\$356,750	\$78,650	Vice Chancellor for Info Tech. & CIO
2	NCA&T	ELLIS, BARBARA	\$180,000	\$149,214	\$0	\$186,518	\$6,518	\$233,147	\$53,147	Vice Chancellor for IT & CIO
2	UNCC	DOMINICK, JAY	\$190,000	\$149,214	\$0	\$186,518	\$0	\$233,147	\$43,147	Vice Chancellor for Information Technology
2	UNCG	CLOTFELTER, JAMES H.	\$205,950	\$149,214	\$0	\$186,518	\$0	\$233,147	\$27,197	Vice Chancellor, Info Technology Services
3	UNCW	KRAUS, LEAH	\$136,411	\$115,670	\$0	\$144,588	\$8,177	\$180,735	\$44,324	Interim Vice Chancellor for ITSD
3	WCU	FOWLER, CRAIG	\$160,000	\$115,670	\$0	\$144,588	\$0	\$180,735	\$20,735	Chief Information Officer
4	FSU	GANESAN, ARASU T.	\$126,000	\$101,374	\$0	\$126,718	\$718	\$158,397	\$32,397	Chief Information Officer
4	WSSU	MCKENZIE, JUSTIN	\$146,000	\$101,374	\$0	\$126,718	\$0	\$158,397	\$12,397	Chief Information Officer
6	ECSU	ADADE, ANTHONY	\$103,000	\$93,265	\$0	\$116,581	\$13,581	\$145,726	\$42,726	Chief Information Officer
Sum of Positives					\$33,418		\$152,466		\$626,435	

UNC-GA IRA/AdminSal.IT002(CIO)/5-29-12

1043 - Chief Student Affairs Officer
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
						2012-13 Salary Ranges				
						Midpoint Data				
Group	Campus	Name	Current Salary	Min.	$ to Min.	Midpoint	$ to Midpoint	Max.	$ to Max.	PRTITLE
1	NCSU	STAFFORD, THOMAS	$173,250	$185,420	$12,170	$231,775	$58,525	$289,719	$116,469	Vice Chancellor for Student Affairs
1	UNC-CH	CRISP, WINSTON B.	$236,000	$185,420	$0	$231,775	$0	$289,719	$53,719	Vice Chancellor for Student Affairs
2	NCA&T	PIERCE, MELODY	$183,000	$140,134	$0	$175,168	$0	$218,960	$35,960	Vice Chancellor for Student Affairs
2	UNCC	JACKSON, ARTHUR	$180,250	$140,134	$0	$175,168	$0	$218,960	$38,710	Vice Chancellor for Student Affairs
2	UNCG	CALLAHAN, CHERYL M.	$185,950	$140,134	$0	$175,168	$0	$218,960	$33,010	Vice Chancellor, Student Affairs
3	ASU	WALLACE, CINDY A.	$159,318	$123,543	$0	$154,429	$0	$193,036	$33,718	Vice Chancellor for Student Development
3	NCCU	ROME, KEVIN D.	$179,000	$123,543	$0	$154,429	$0	$193,036	$14,036	Vice Chancellor
3	UNCW	LEONARD, PATRICIA L.	$162,666	$123,543	$0	$154,429	$0	$193,036	$30,370	Vice Chancellor Student Affairs
3	WCU	MILLER, SAMUEL	$158,620	$123,543	$0	$154,429	$0	$193,036	$34,416	Vice Chancellor, Student Affairs
4	FSU	HAYNIE, JANICE	$133,000	$108,520	$0	$135,650	$2,650	$169,563	$36,563	Vice Chancellor for Student Affairs
4	UNCP	JONES, DIANE O.	$141,000	$108,520	$0	$135,650	$0	$169,563	$28,563	Vice Chancellor for Student Services
4	WSSU	COTTON, TRAE T.	$150,000	$108,520	$0	$135,650	$0	$169,563	$19,563	Vice Chancellor for Student Affairs
5	UNCA	HAGGARD, BILL	$113,247	$92,263	$0	$115,329	$2,082	$144,161	$30,914	Vice Chancellor Student Affairs
5	UNCSA	CALDWELL, WARD W.	$116,000	$92,263	$0	$115,329	$0	$144,161	$28,161	Dean of Students
6	ECSU	BROWN, ANTHONY	$114,941	$98,456	$0	$123,070	$8,129	$153,838	$38,897	Vice Chancellor for Student Affairs
6	NCSSM	BARBER , JOAN D.	$123,695	$98,456	$0	$123,070	$0	$153,838	$30,143	Chief Student Affairs Officer
Sum of Positives					$12,170		$71,386		$603,212	

1047 - Chief Development Officer
2012-13 Salary Ranges

Midpoint Ranges

				1	2	3	4	5	6	
				\$ to			\$ to		\$ to	
Group	Campus	Name	Current Salary	Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	PRTITLE
0	UNC-GA	HANBY-SIKORA, CATHY	\$126,875	\$298,964	\$172,089	\$373,705	\$246,830	\$467,131	\$340,256	Associate Vice President for Advancement
1	NCSU	KESSLER, NEVIN	\$288,750	\$253,359	\$0	\$316,699	\$27,949	\$395,874	\$107,124	Vice Chancellor for University Advancement
1	UNC-CH	KUPEC, MATT	\$349,800	\$253,359	\$0	\$316,699	\$0	\$395,874	\$46,074	Vice Chancellor for University Advancement
2	ECU	DOWDY, MICHAEL B.	\$223,881	\$174,960	\$0	\$218,700	\$0	\$273,375	\$49,494	Vice Chancellor for University Advancement
2	NCA&T	VACANT	\$178,464	\$174,960	\$0	\$218,700	\$40,236	\$273,375	\$94,911	Vice Chancellor for University Advancement
2	UNCG	STEWART, PATRICIA W.	\$233,200	\$174,960	\$0	\$218,700	\$0	\$273,375	\$40,175	Vice Chancellor, University Advancement
3	ASU	PETTYJOHN, SUSAN	\$185,500	\$136,000	\$0	\$170,000	\$0	\$212,500	\$27,000	Vice Chancellor for University Advancement
3	NCCU	DELOATCH, L. LOIS	\$165,000	\$136,000	\$0	\$170,000	\$5,000	\$212,500	\$47,500	Vice Chancellor
3	UNCW	GORNTO, MARY M.	\$146,804	\$136,000	\$0	\$170,000	\$23,196	\$212,500	\$65,696	Vice Chancellor for University Advancement
4	UNCP	LOWERY, WENDY	\$140,000	\$102,278	\$0	\$127,847	\$0	\$159,809	\$19,809	Vice Chancellor of Institutional Advancement
4	WSSU	COOK, MICHELLE	\$150,000	\$102,278	\$0	\$127,847	\$0	\$159,809	\$9,809	Chief Development Officer
6	ECSU	SMITH, WILLIAM G.	\$135,000	\$110,638	\$0	\$138,298	\$3,298	\$172,872	\$37,872	Vice Chancellor for Institutional Advancement
6	NCSSM	WINSLOW, T. BROCK	\$105,094	\$110,638	\$5,544	\$138,298	\$33,204	\$172,872	\$67,778	Chief Development Officer
Sum of Positives					\$177,633		\$379,713		\$953,498	

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Position: CEO (1003)
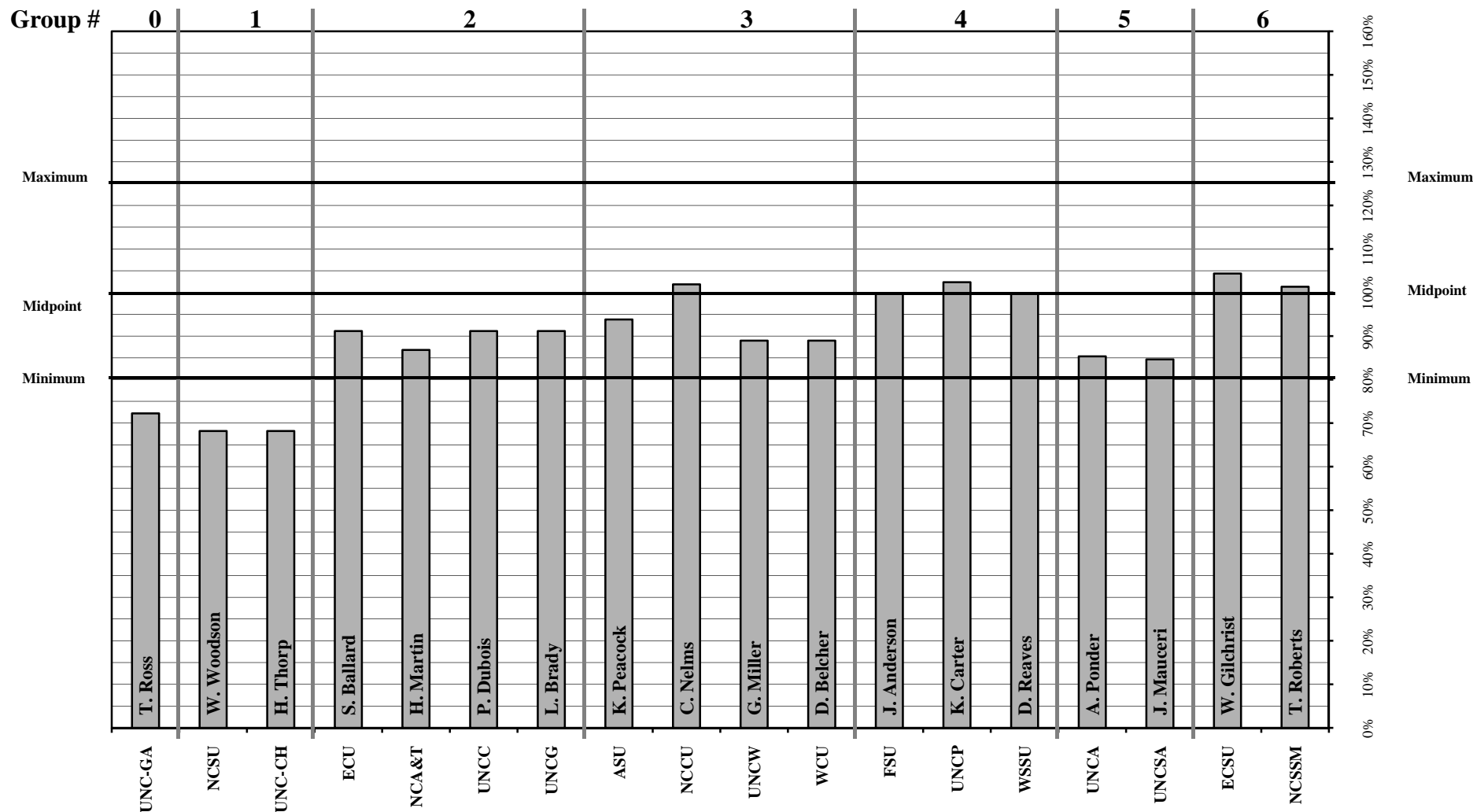
**Group #** — 0, 1, 2, 3, 4, 5, 6

Maximum | Midpoint | Minimum

Names: T. Ross, W. Woodson, H. Thorp, S. Ballard, H. Martin, P. Dubois, L. Brady, K. Peacock, C. Nelms, G. Miller, D. Belcher, J. Anderson, K. Carter, D. Reaves, A. Ponder, J. Mauceri, W. Gilchrist, T. Roberts

Institutions: UNC-GA, NCSU, UNC-CH, ECU, NCA&T, UNCC, UNCG, ASU, NCCU, UNCW, WCU, FSU, UNCP, WSSU, UNCA, UNCSA, ECSU, NCSSM

The University of North Carolina

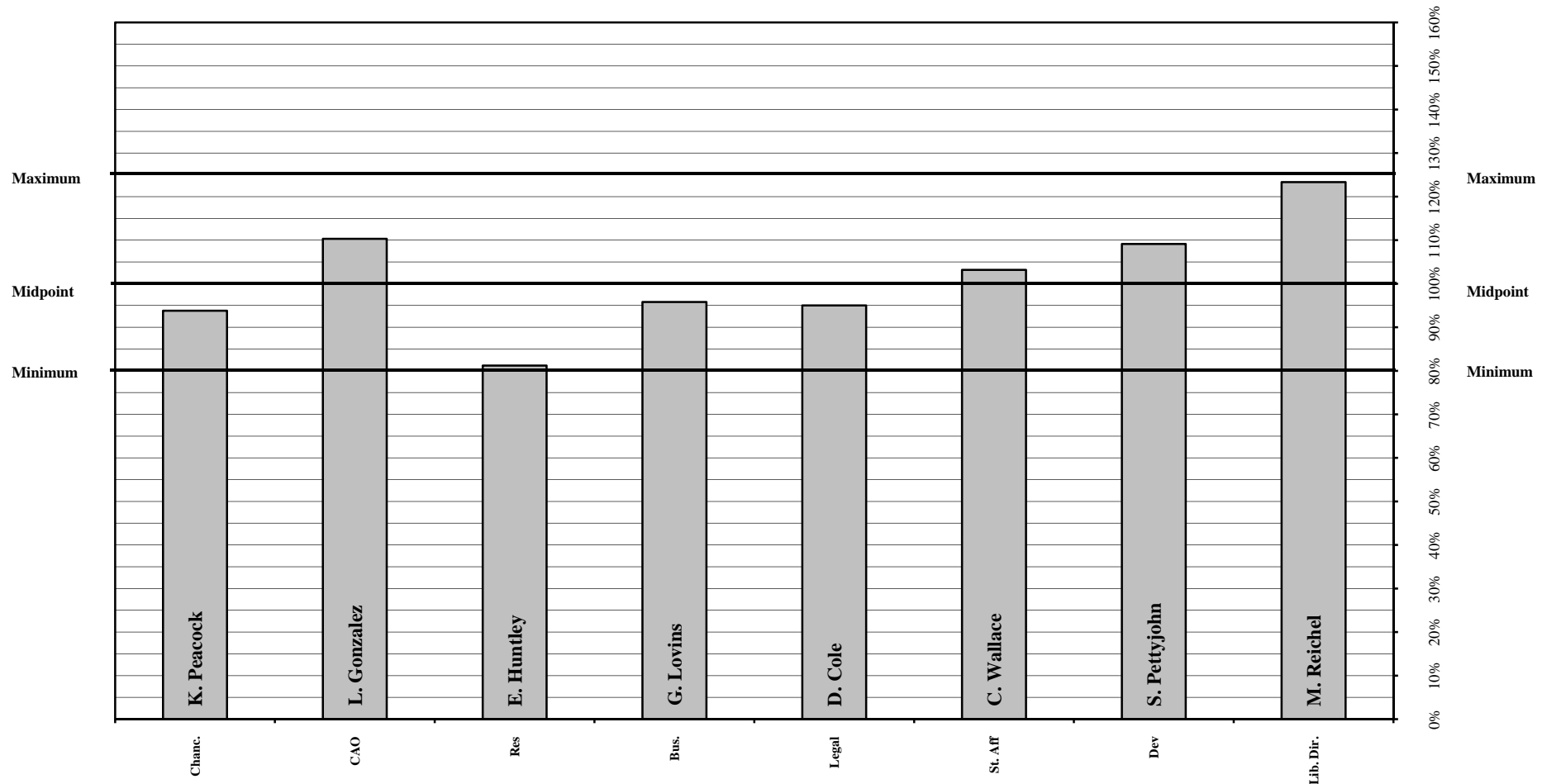# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Position: Chief Academic Affairs Officer and Provost (1026)
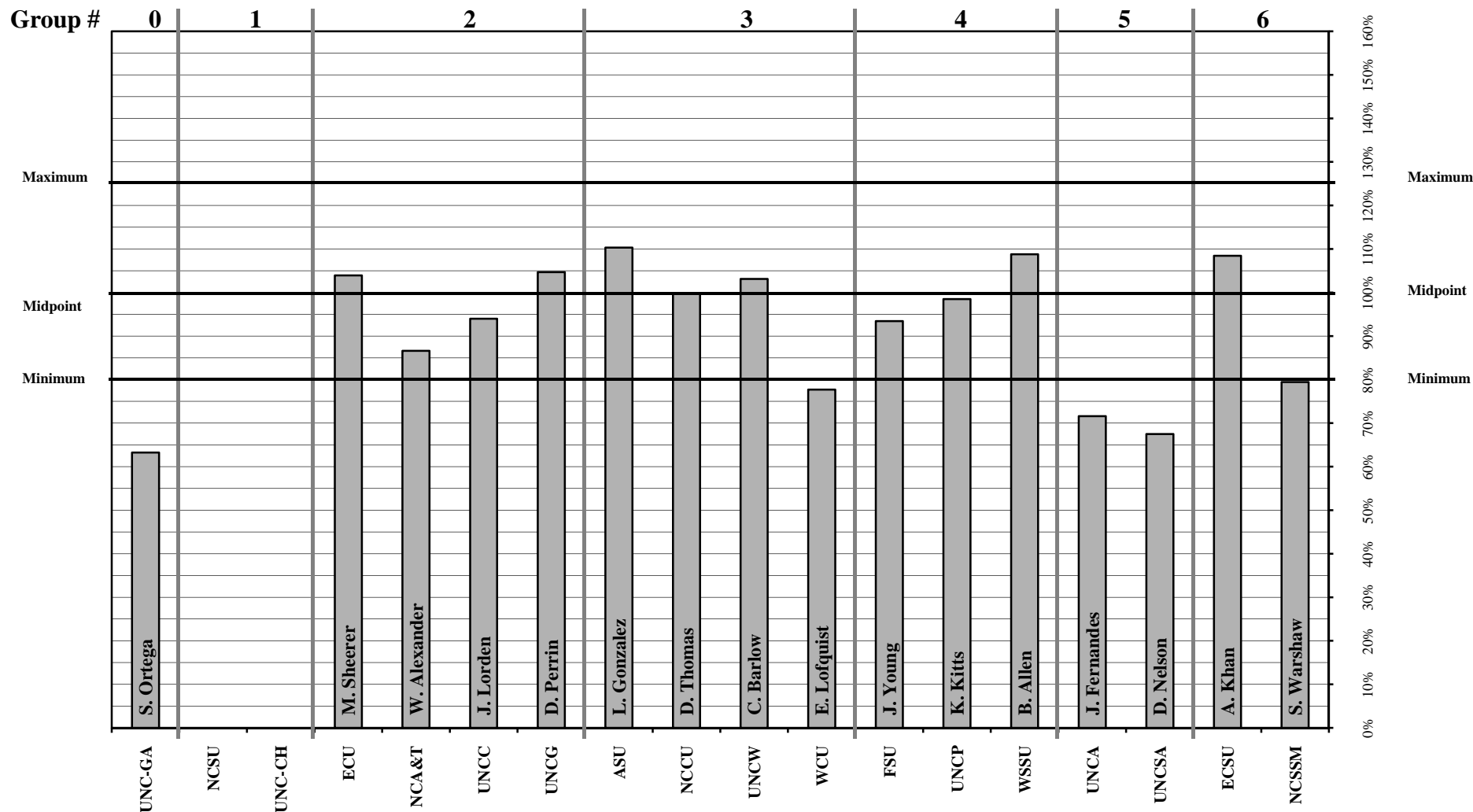
The University of North Carolina

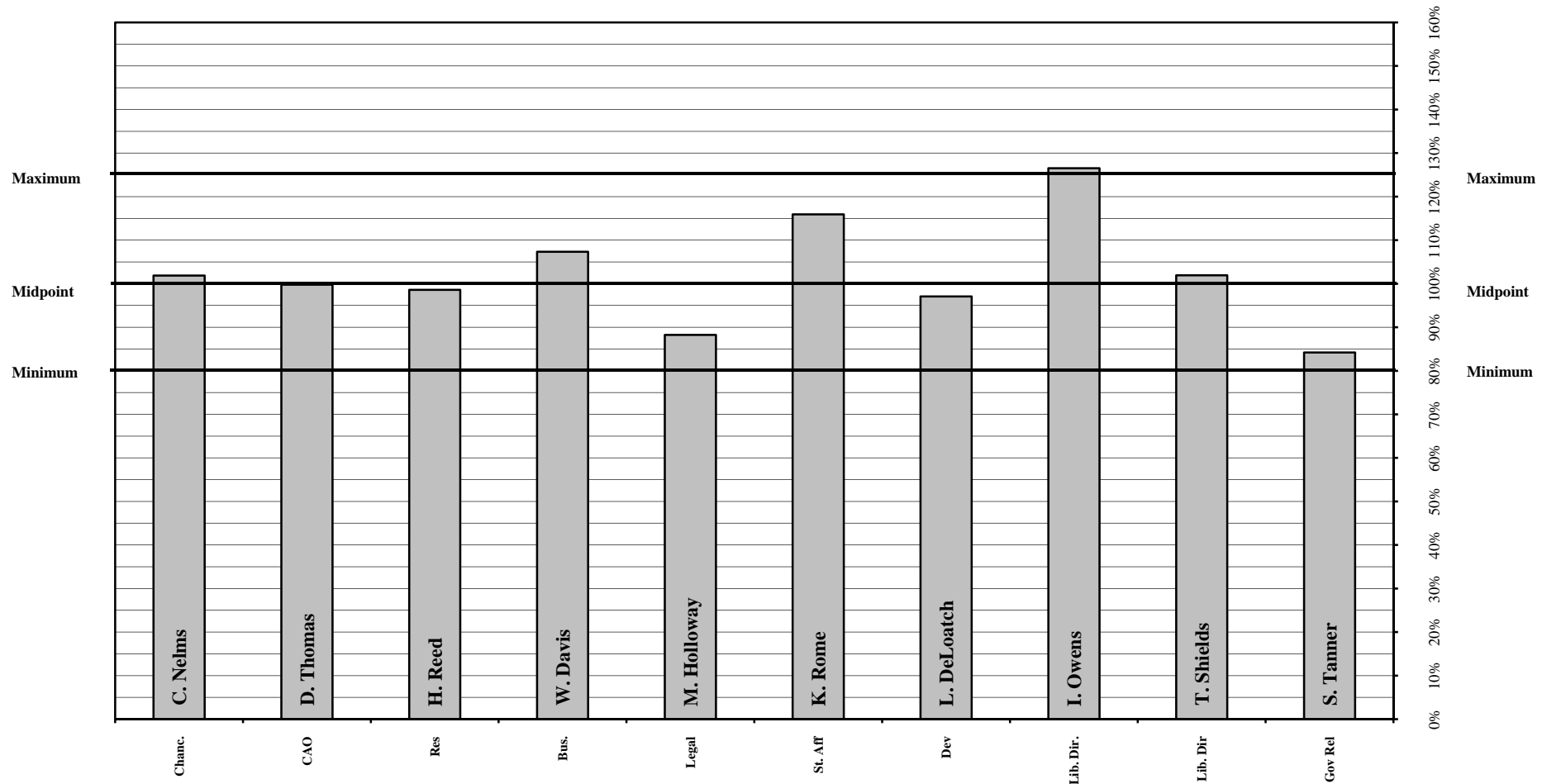# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Position: Chief Research Officer (1027)
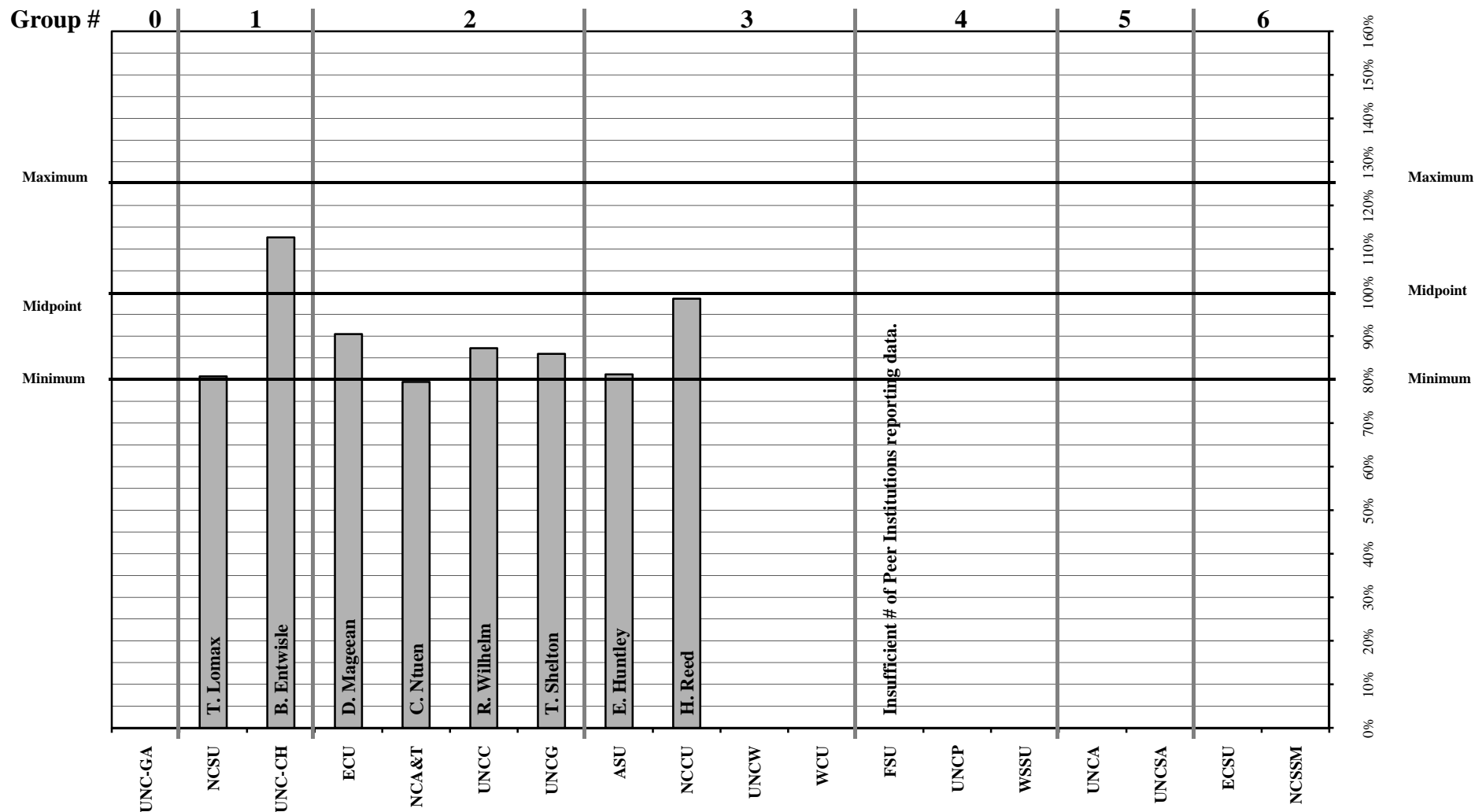
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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Position: Chief Business Officer (1029)
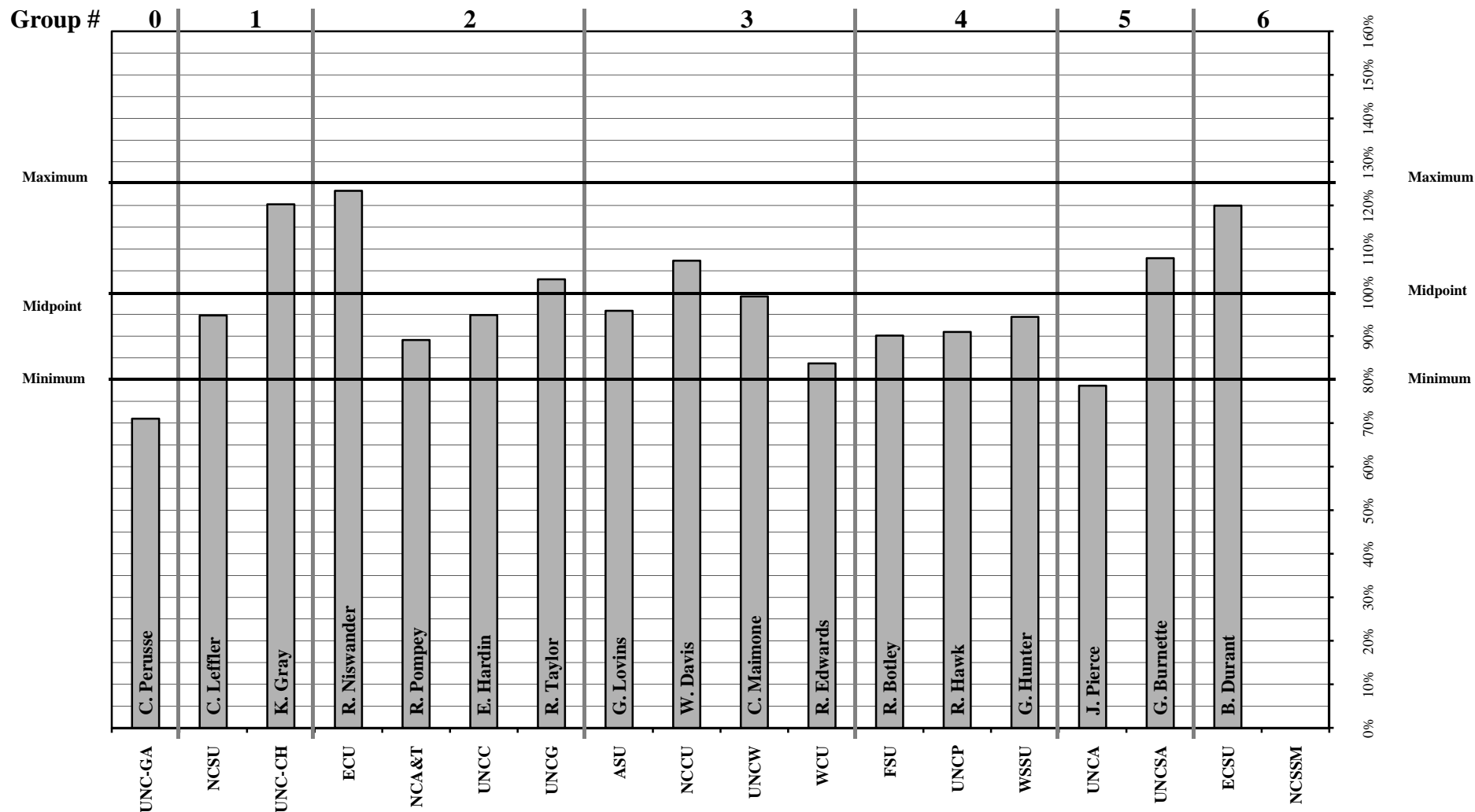
The University of North Carolina

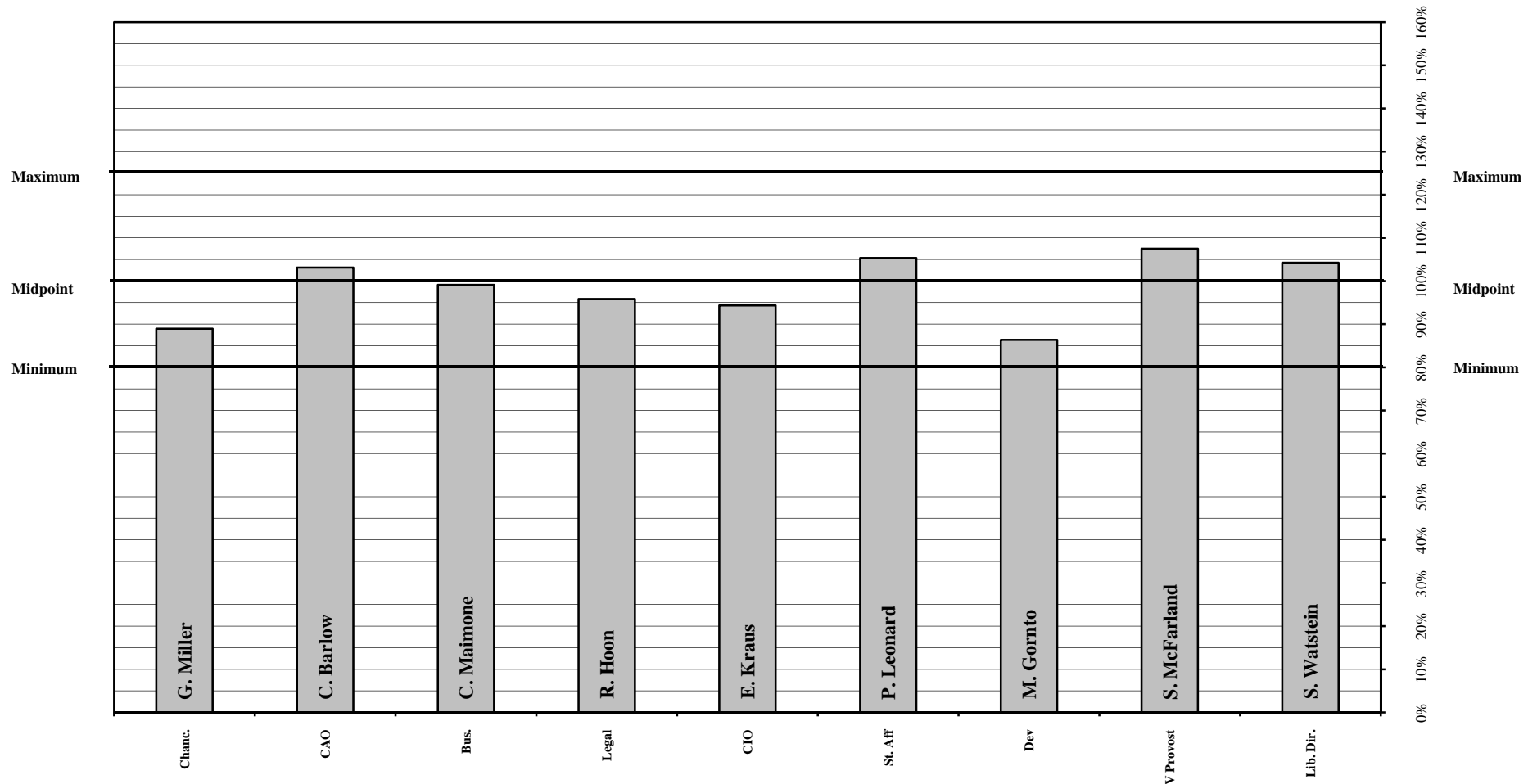# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Position: General Counsel (1036)
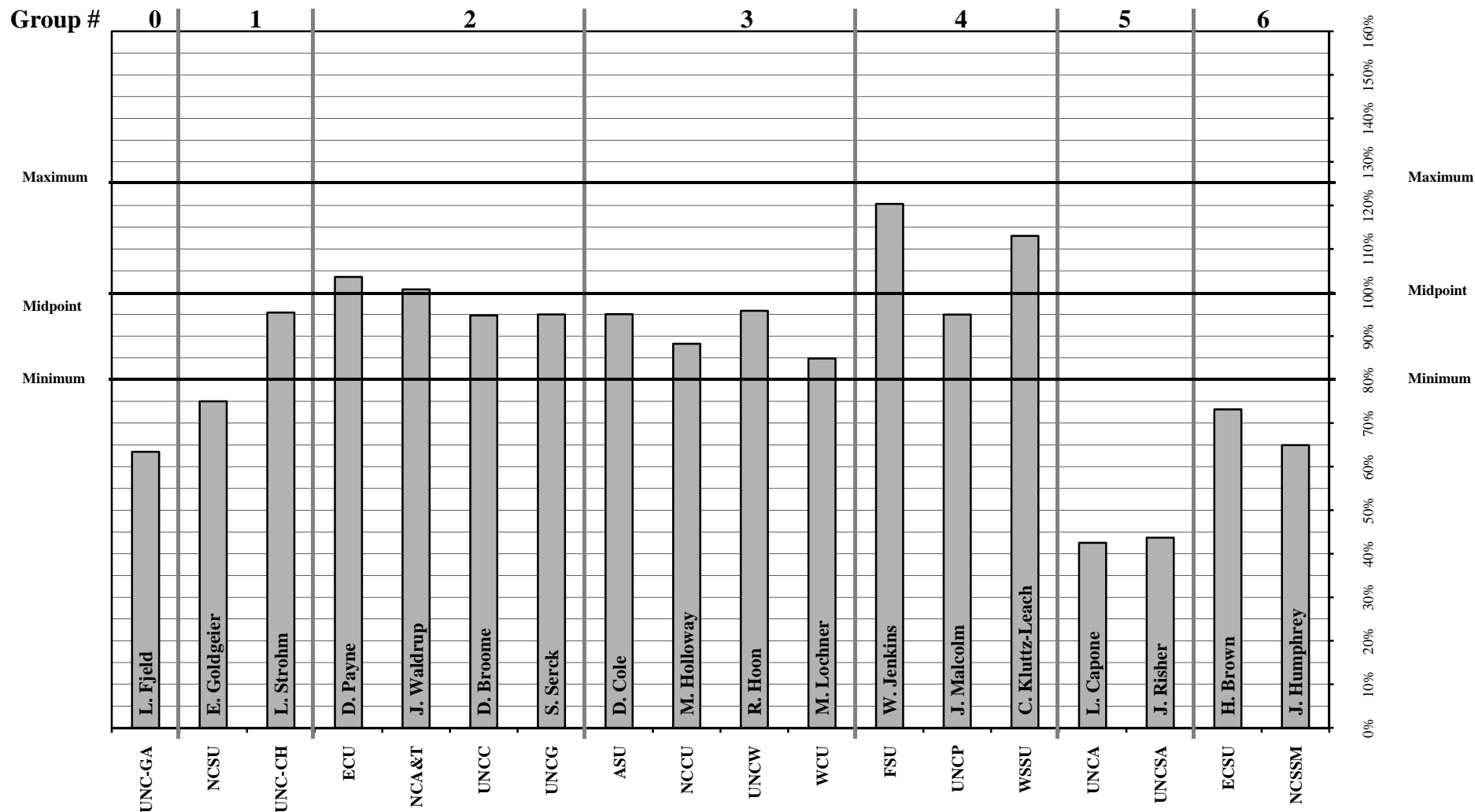
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Relative Position of Selected UNC Administrators'
Current Salaries to Peer Institution Midpoint, 2012-13

Position: Chief Information Officer (1038)
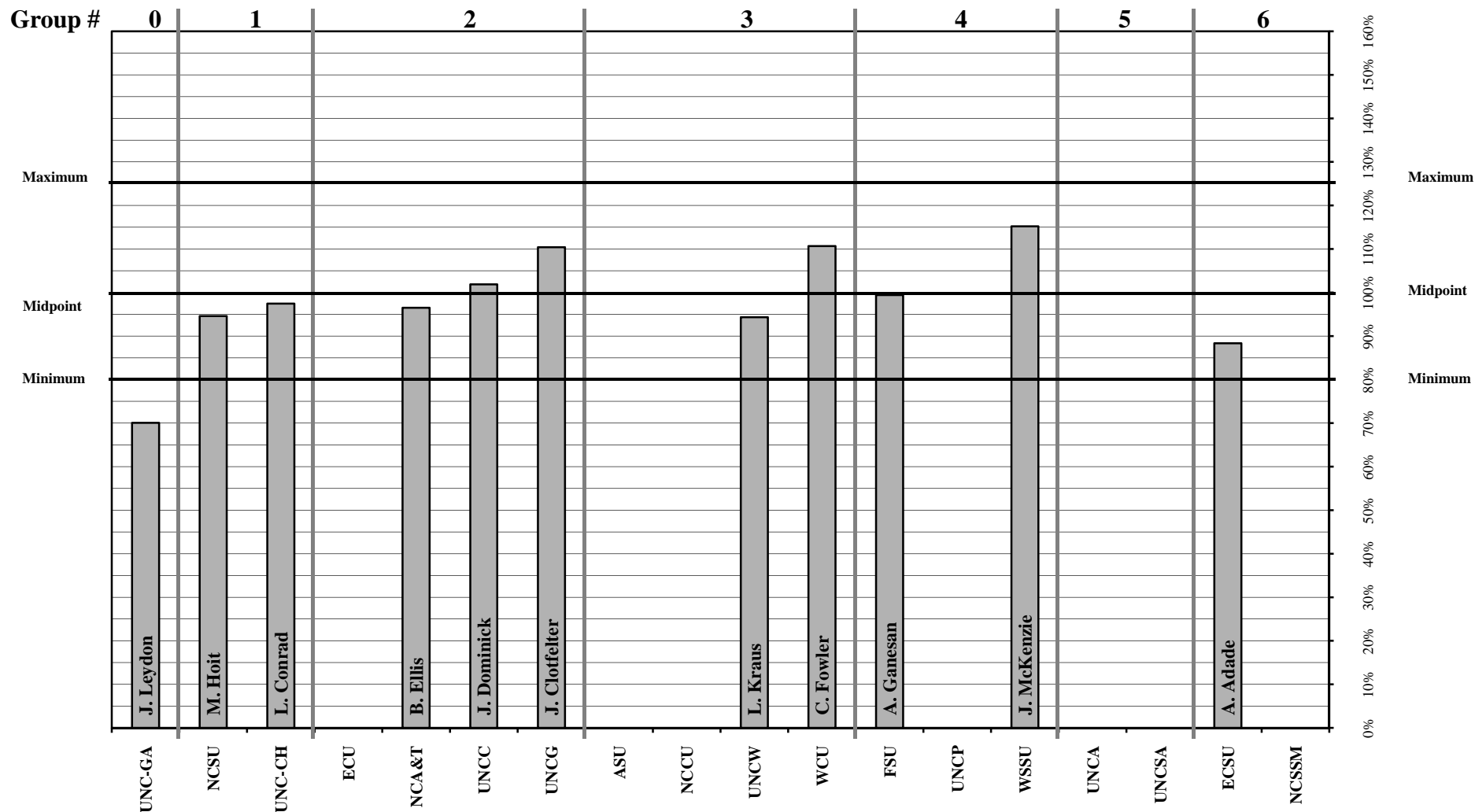
The University of North Carolina

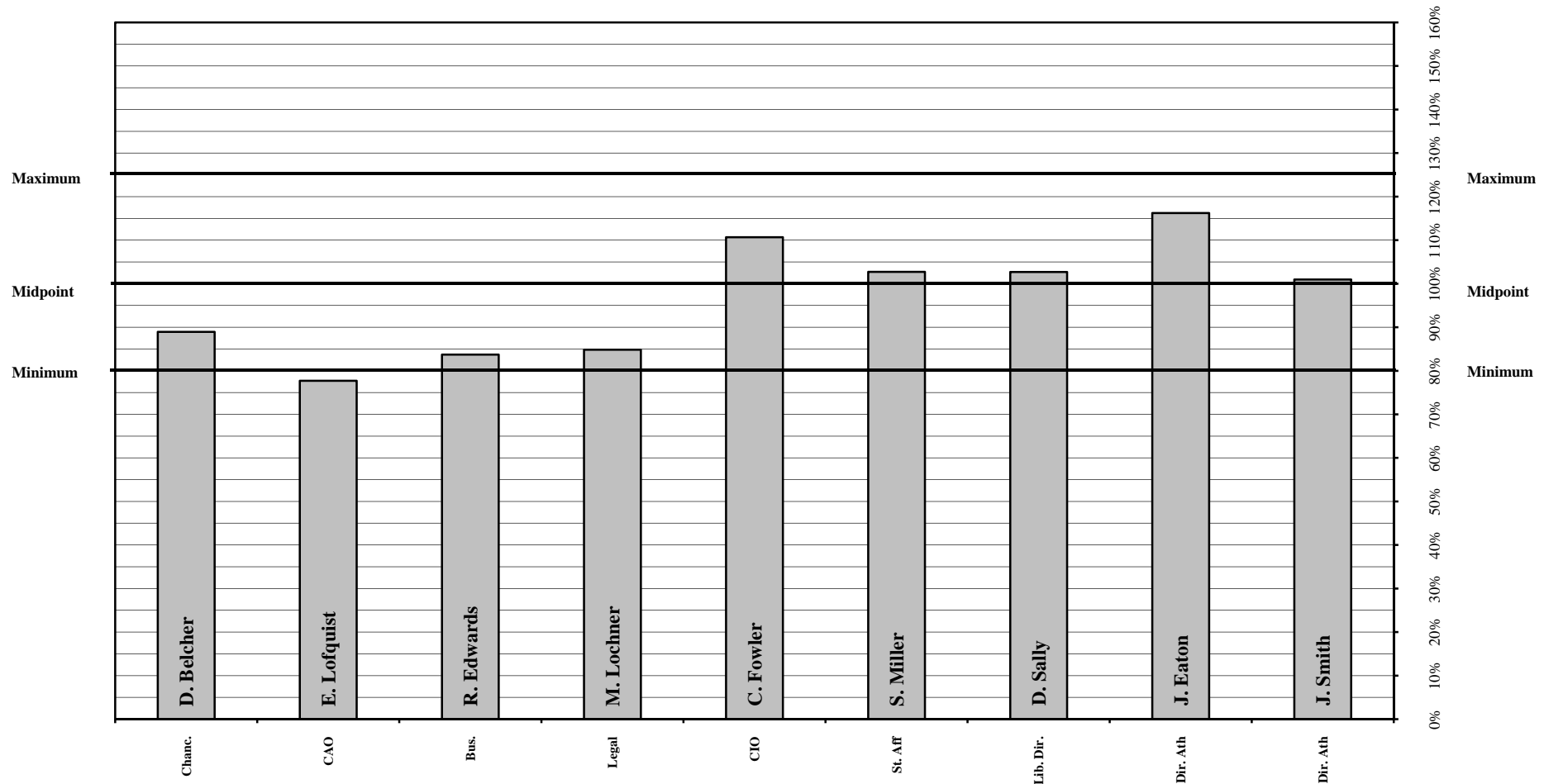# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Position: Chief Student Affairs Officer (1043)
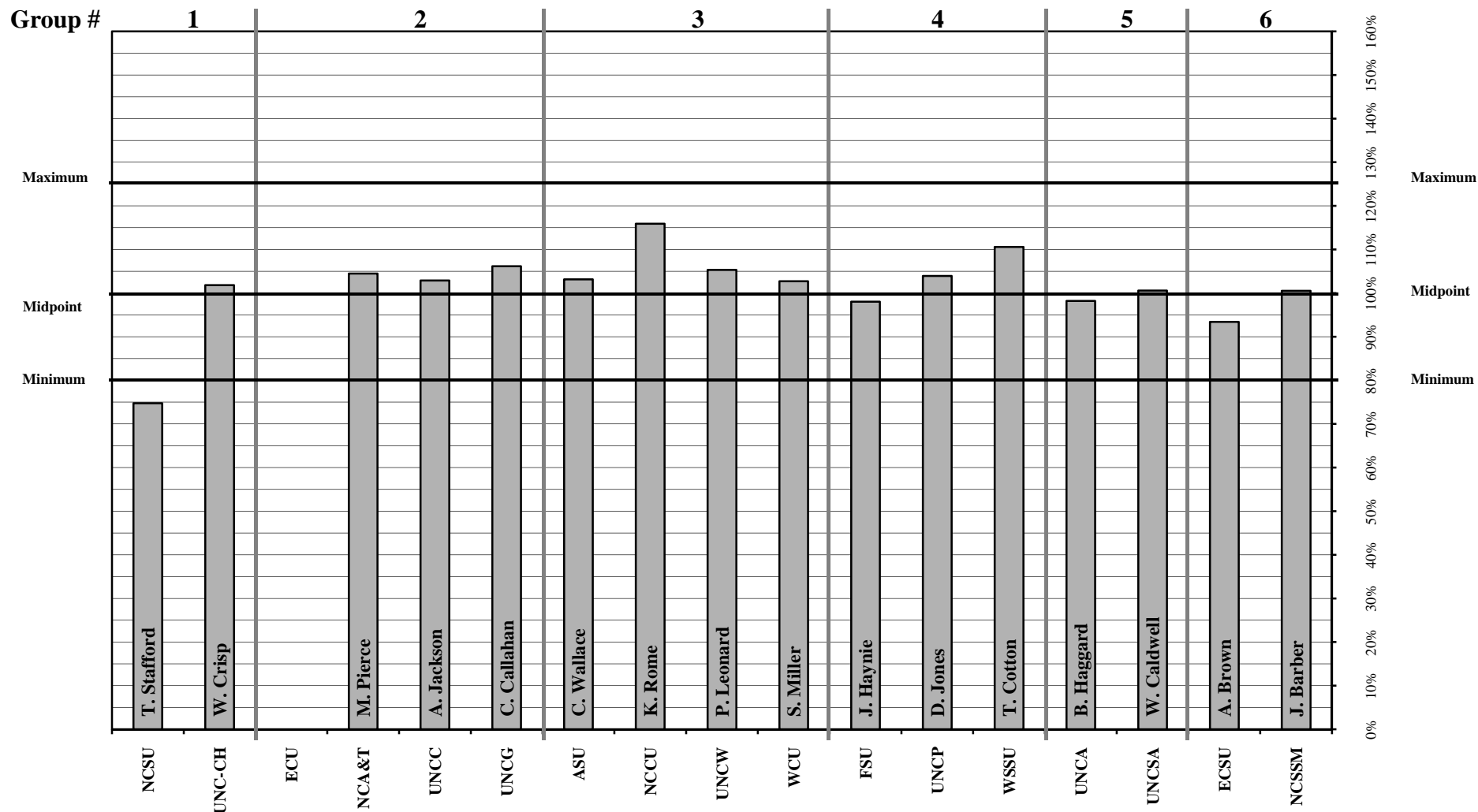
Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Position: Chief Development Officer (1047)
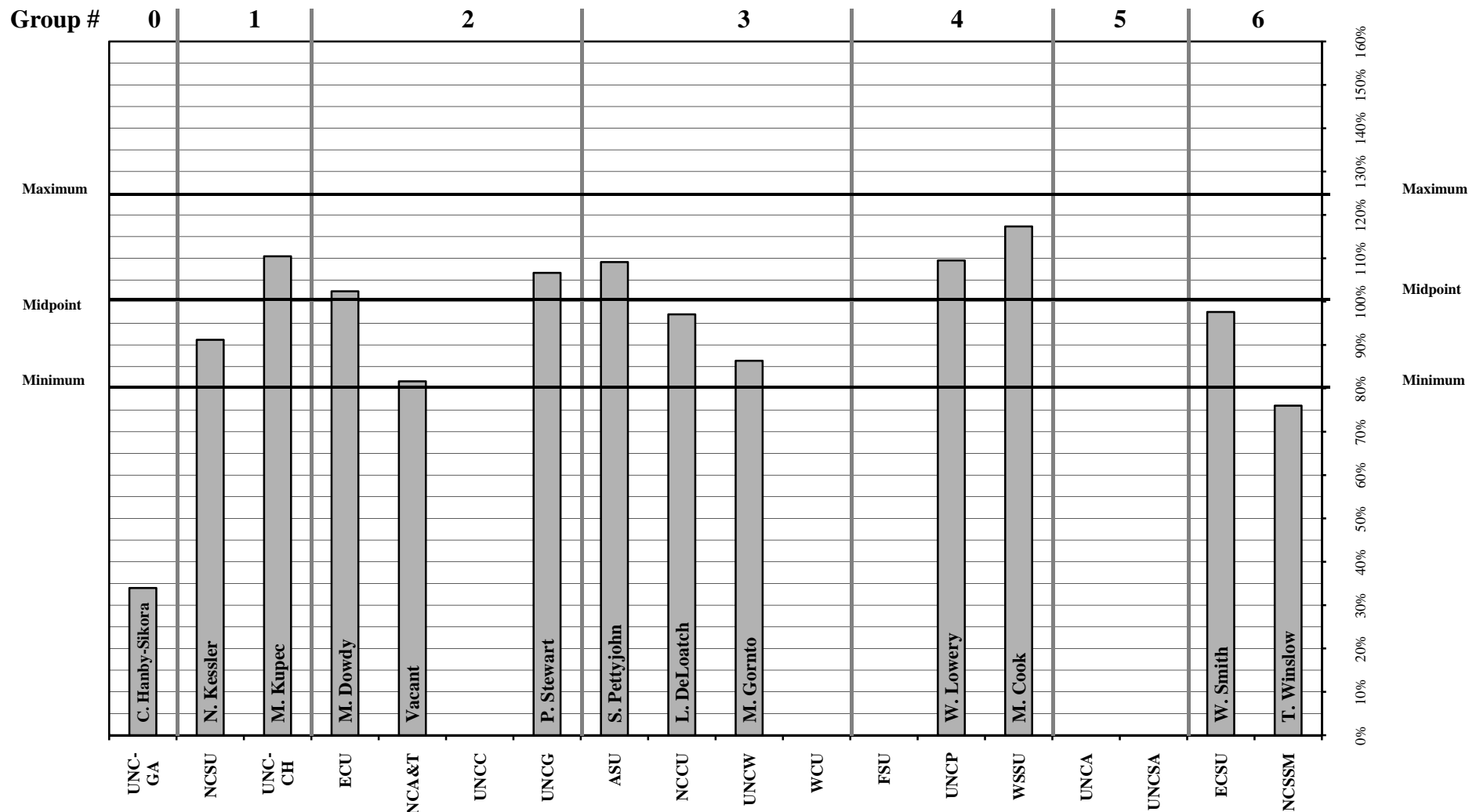
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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: North Carolina State University (Group 1)
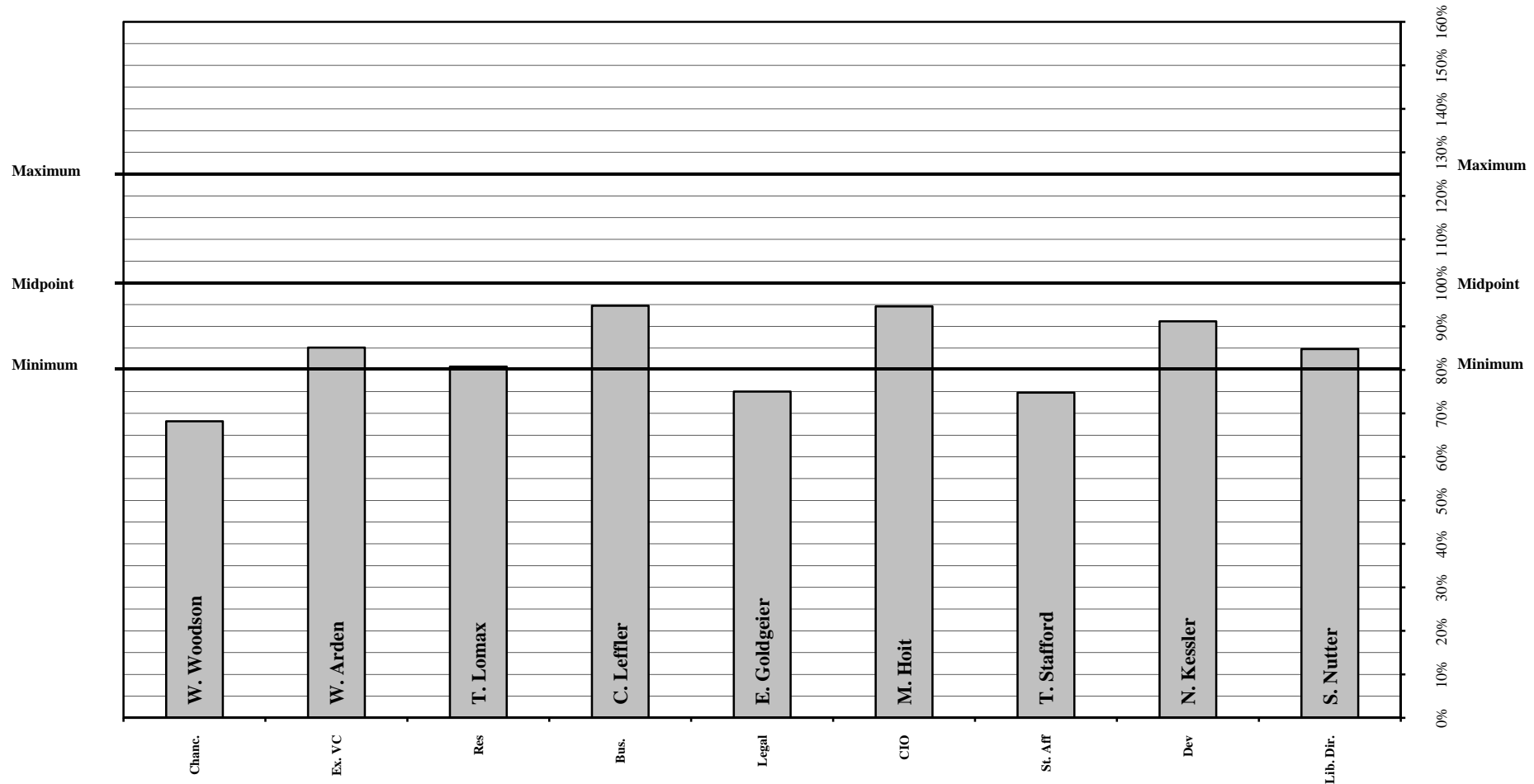
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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13
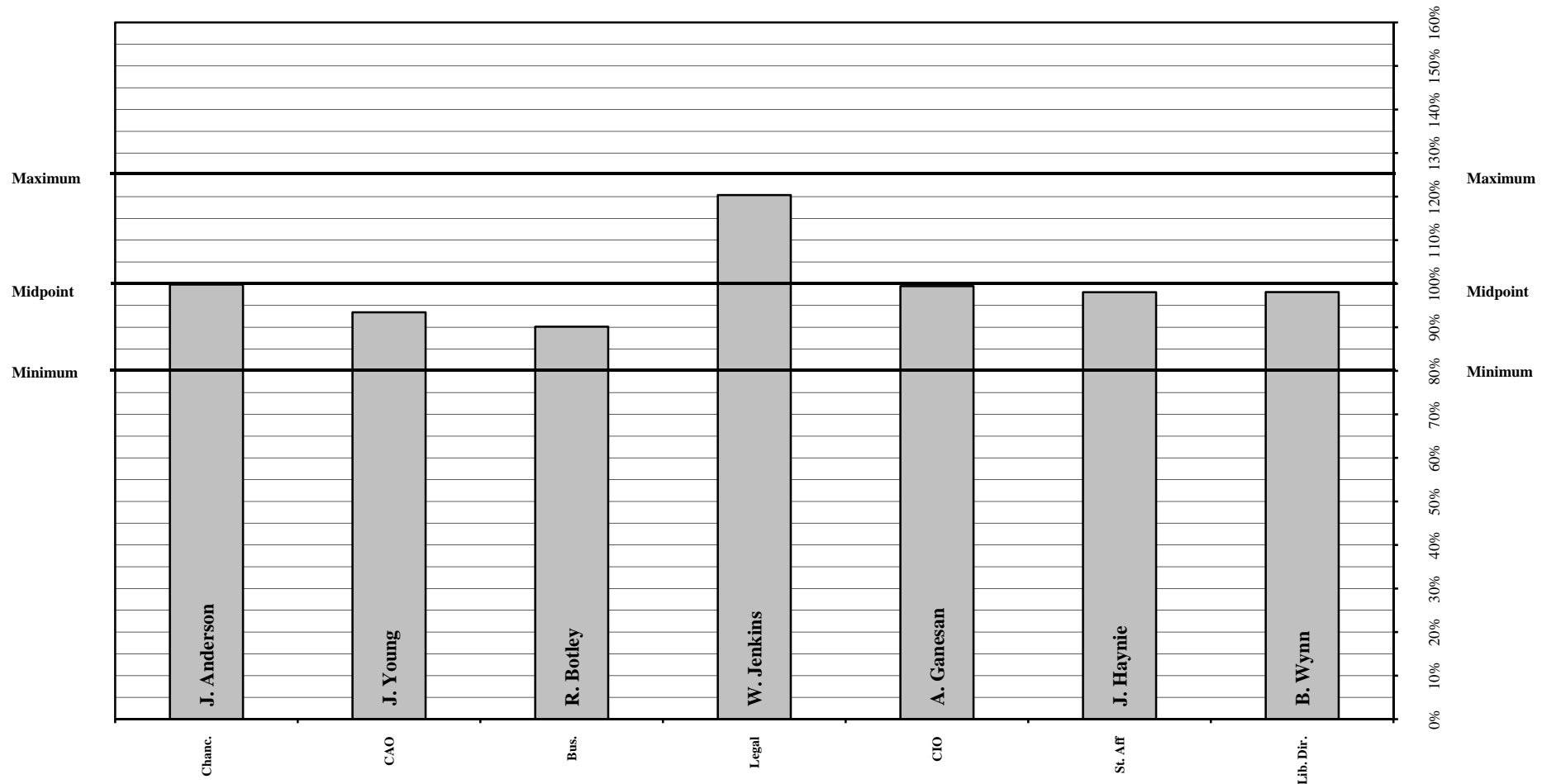
Institution: University of North Carolina at Chapel Hill (Group 1)
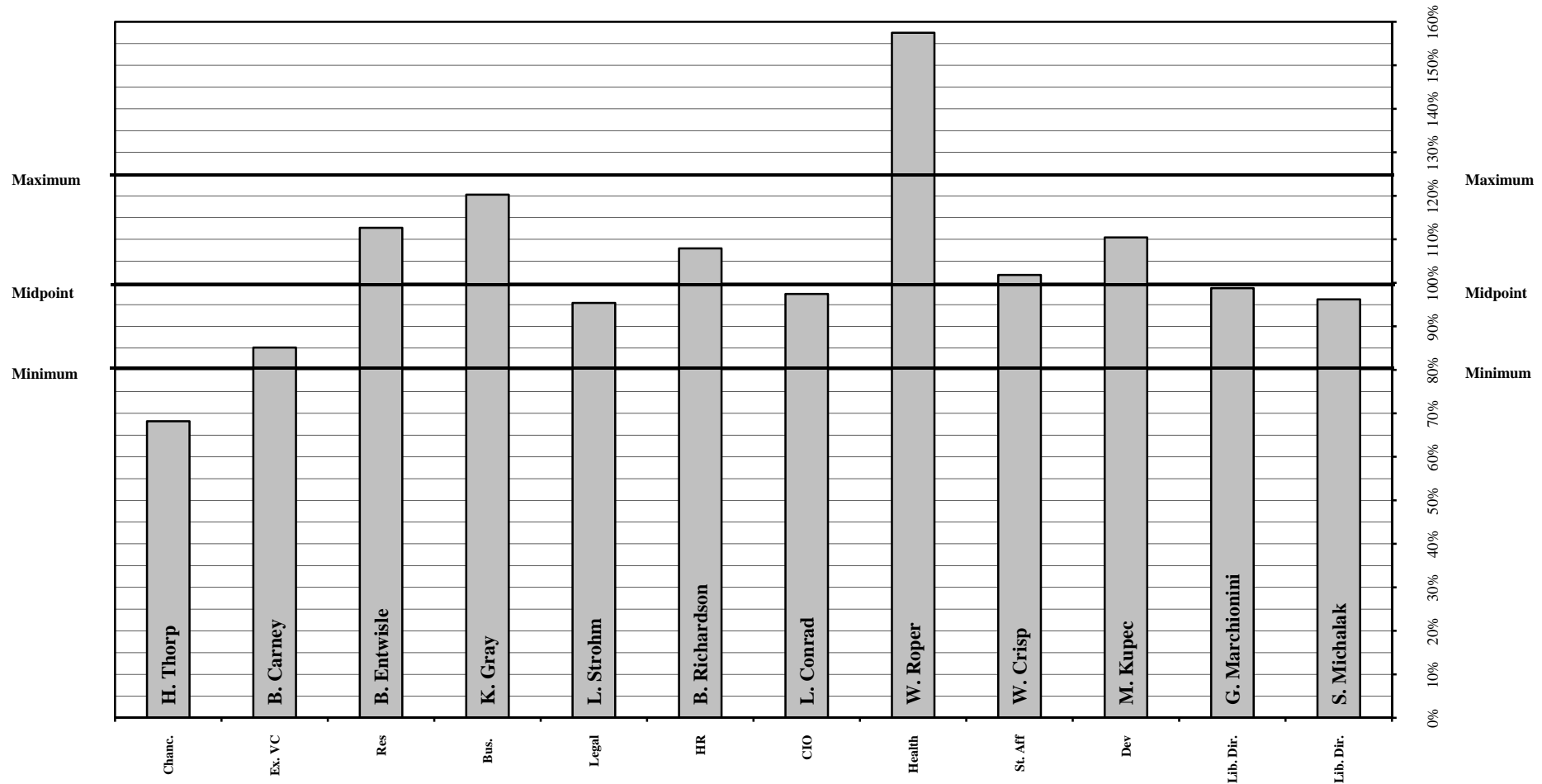
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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13
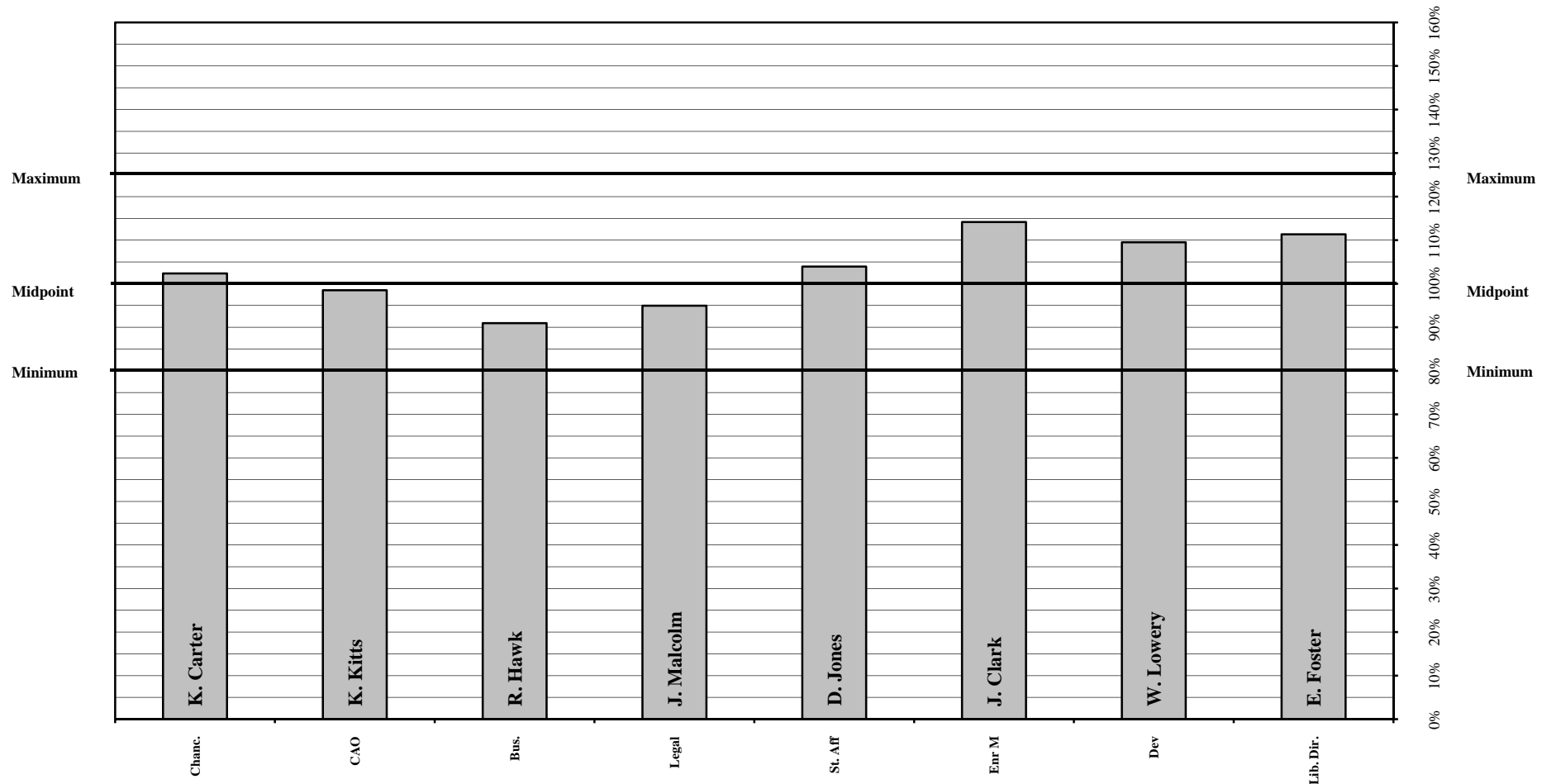
Institution: East Carolina University (Group 2)
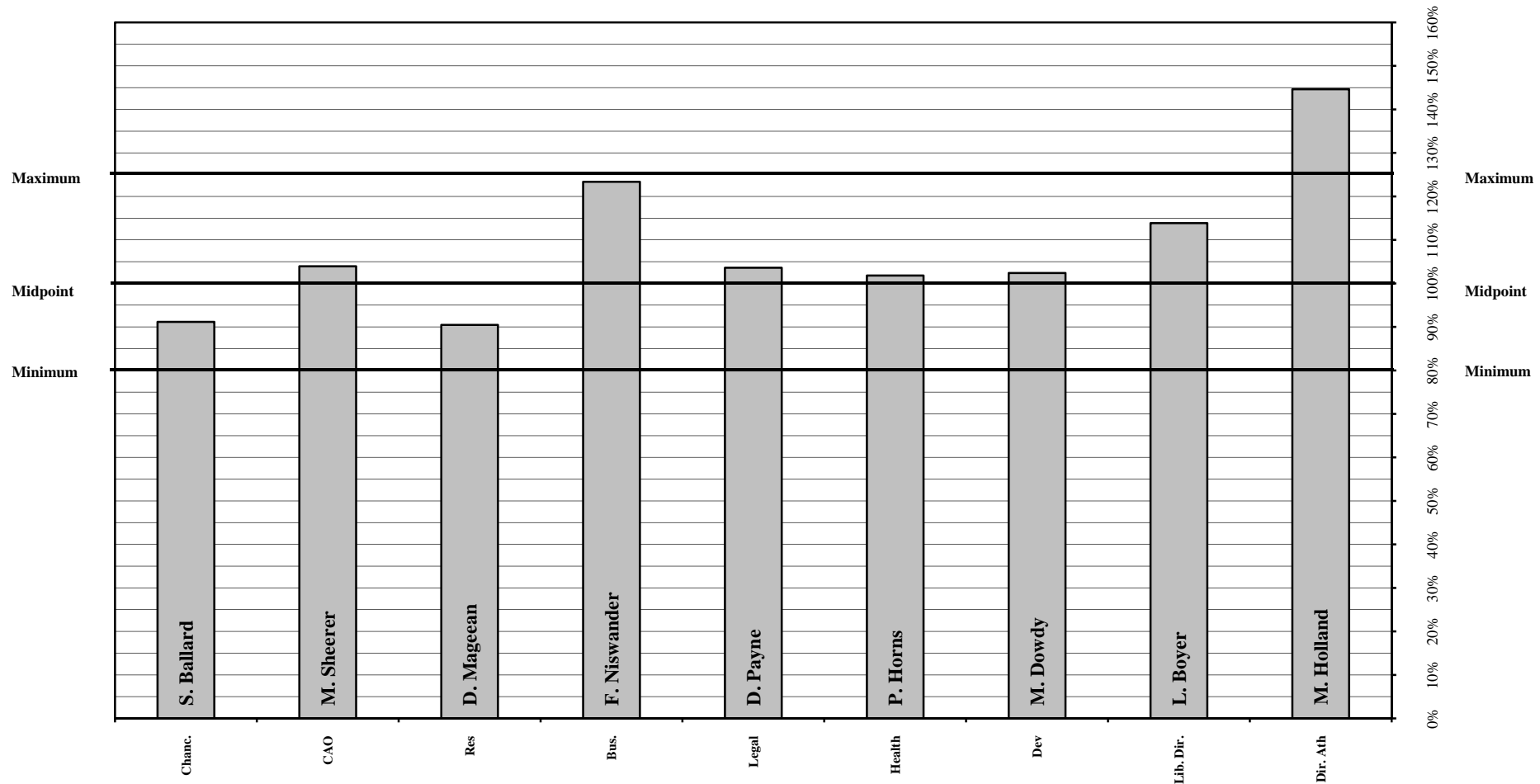
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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13
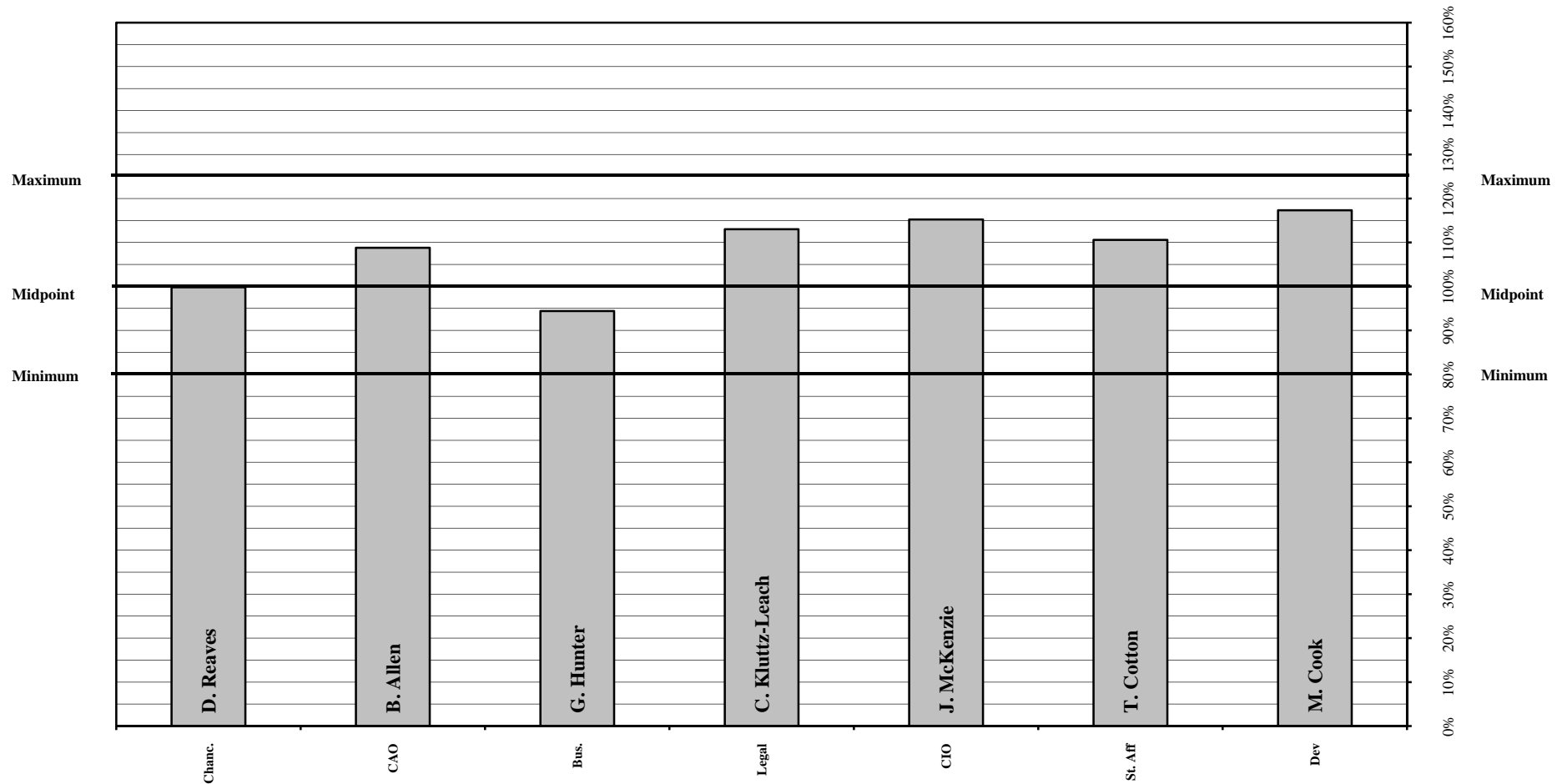
Institution: North Carolina A & T State University (Group 2)
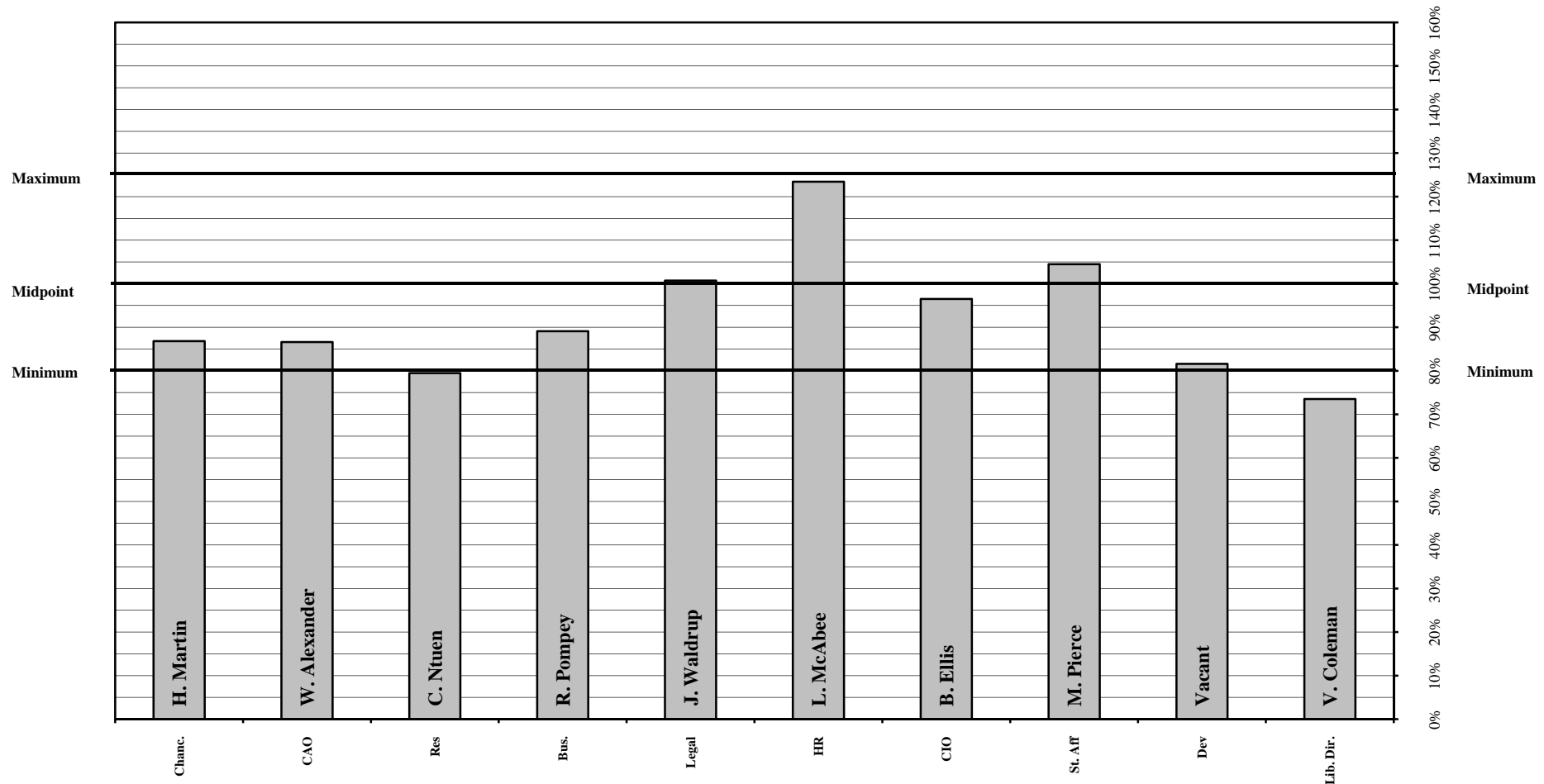
The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: University of North Carolina at Charlotte (Group 2)
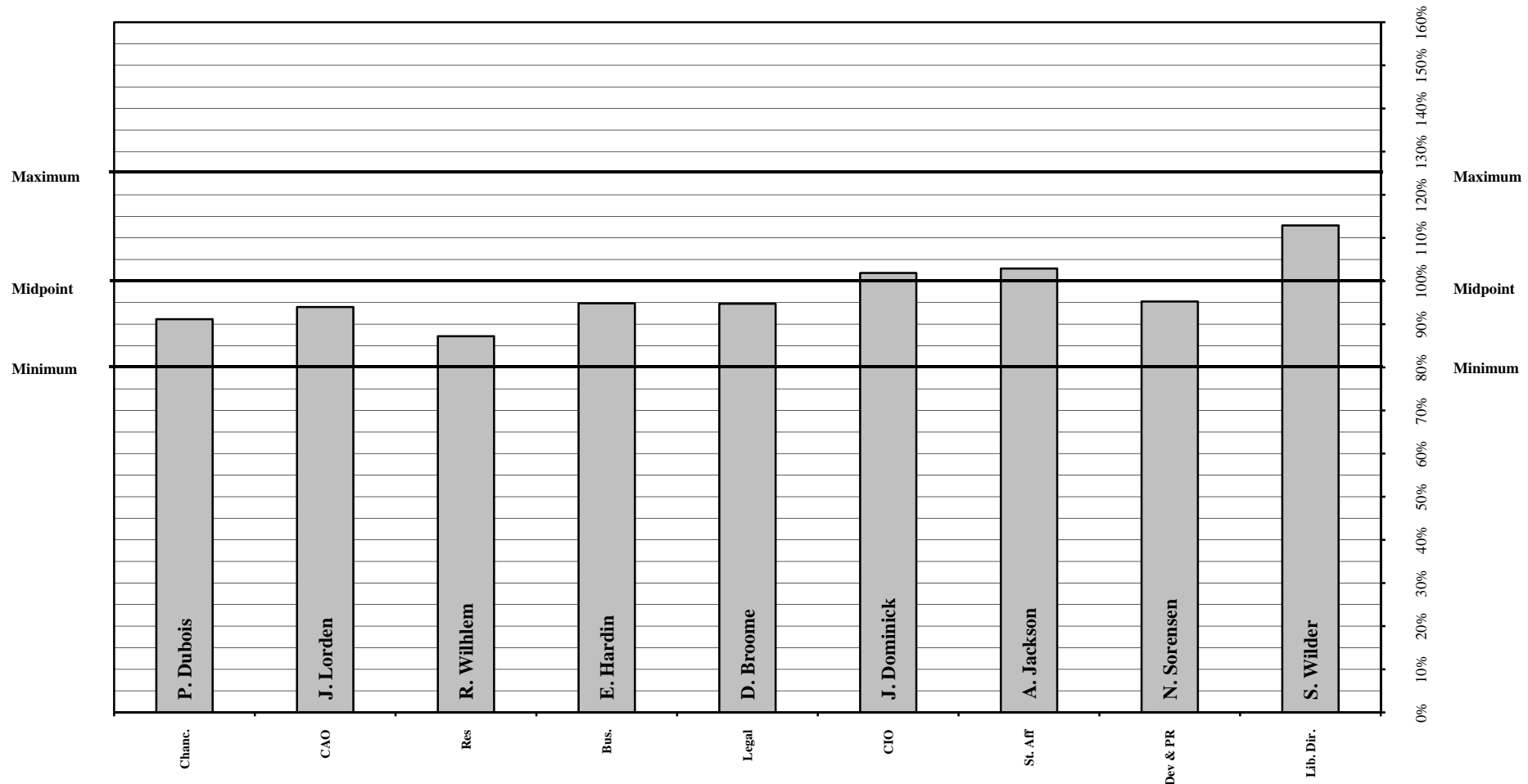
The University of North Carolina

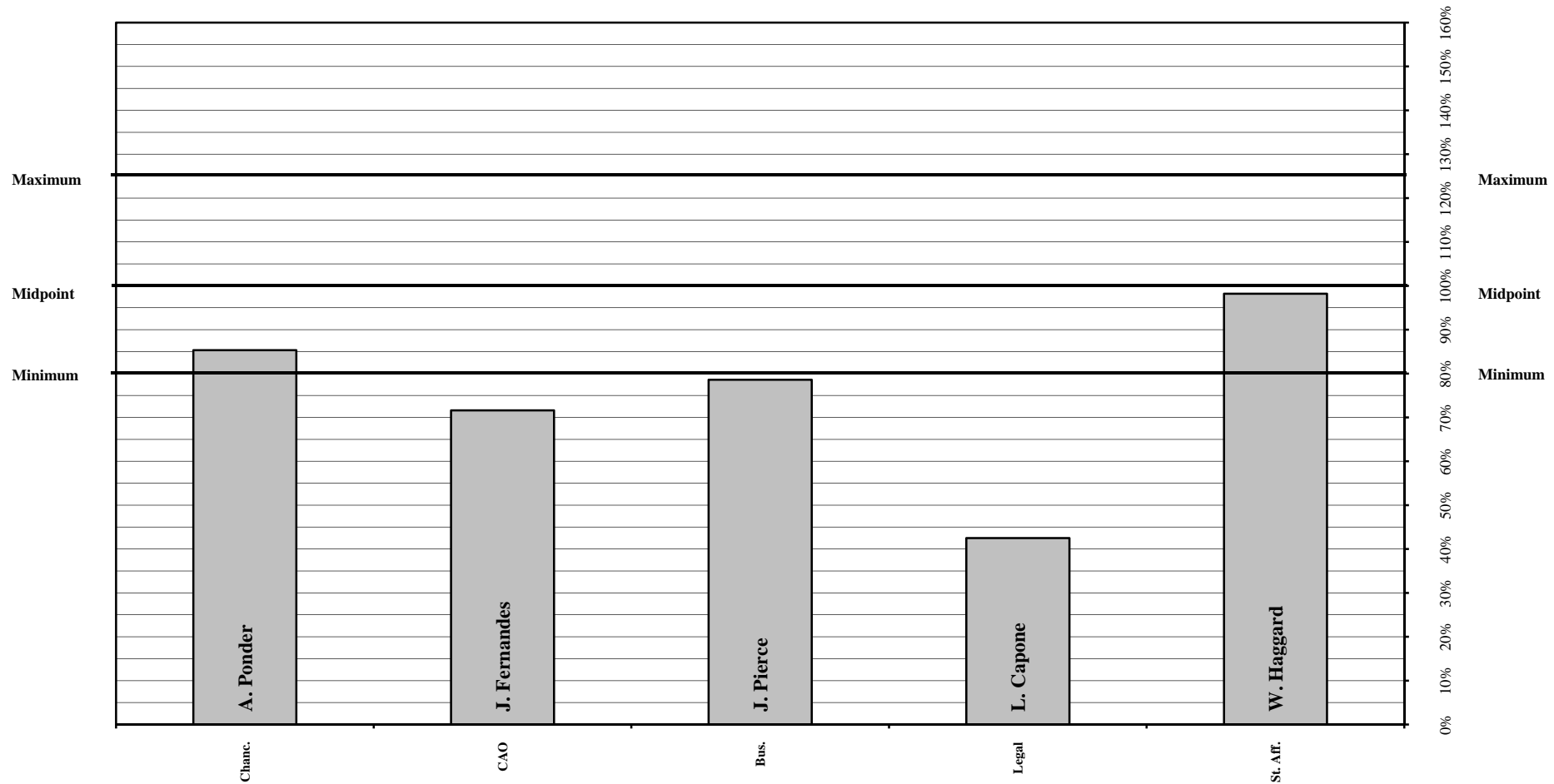# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Institution: University of North Carolina at Greensboro (Group 2)
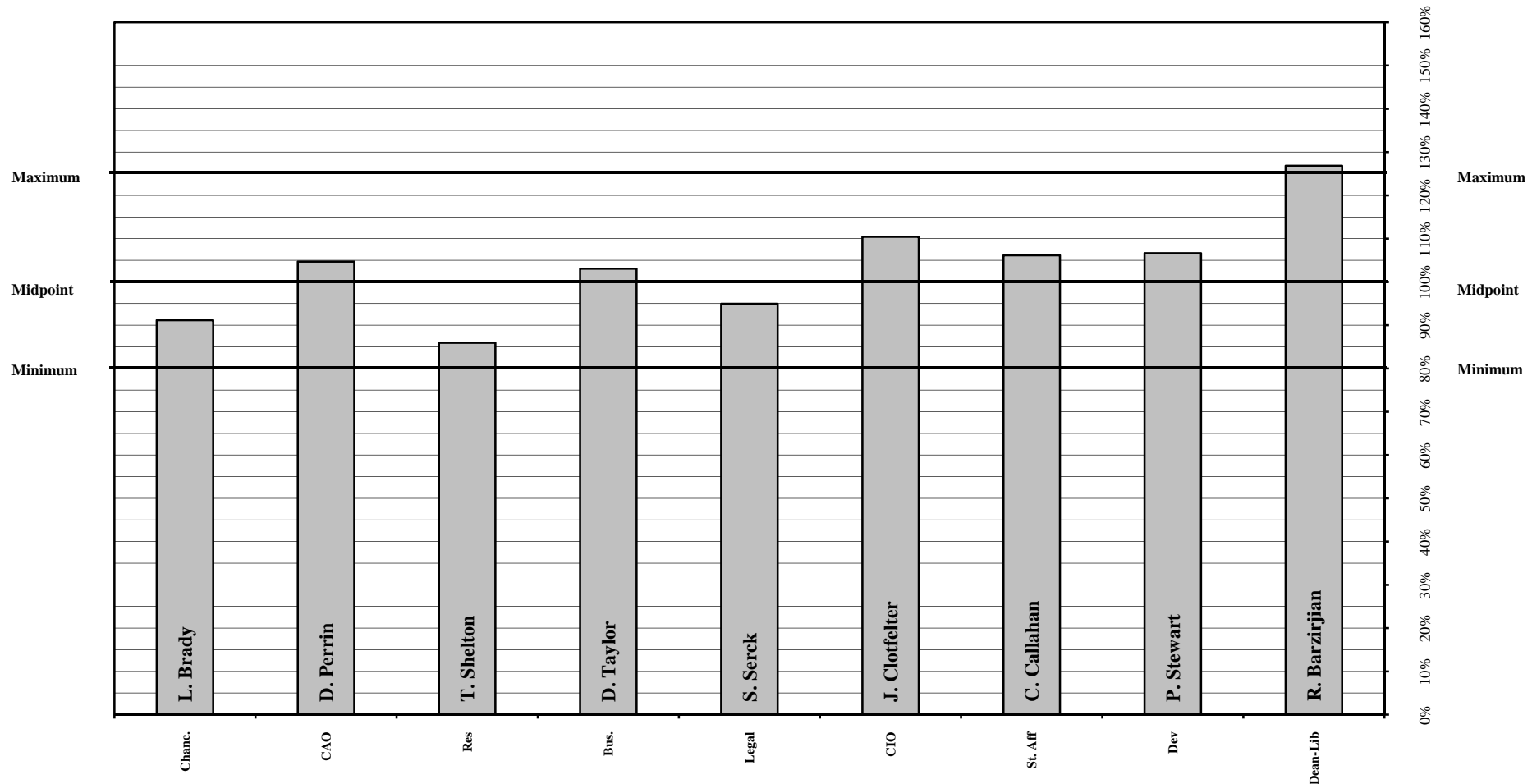
The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: Appalachian State University (Group 3)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: North Carolina Central University (Group 3)

The University of North Carolina

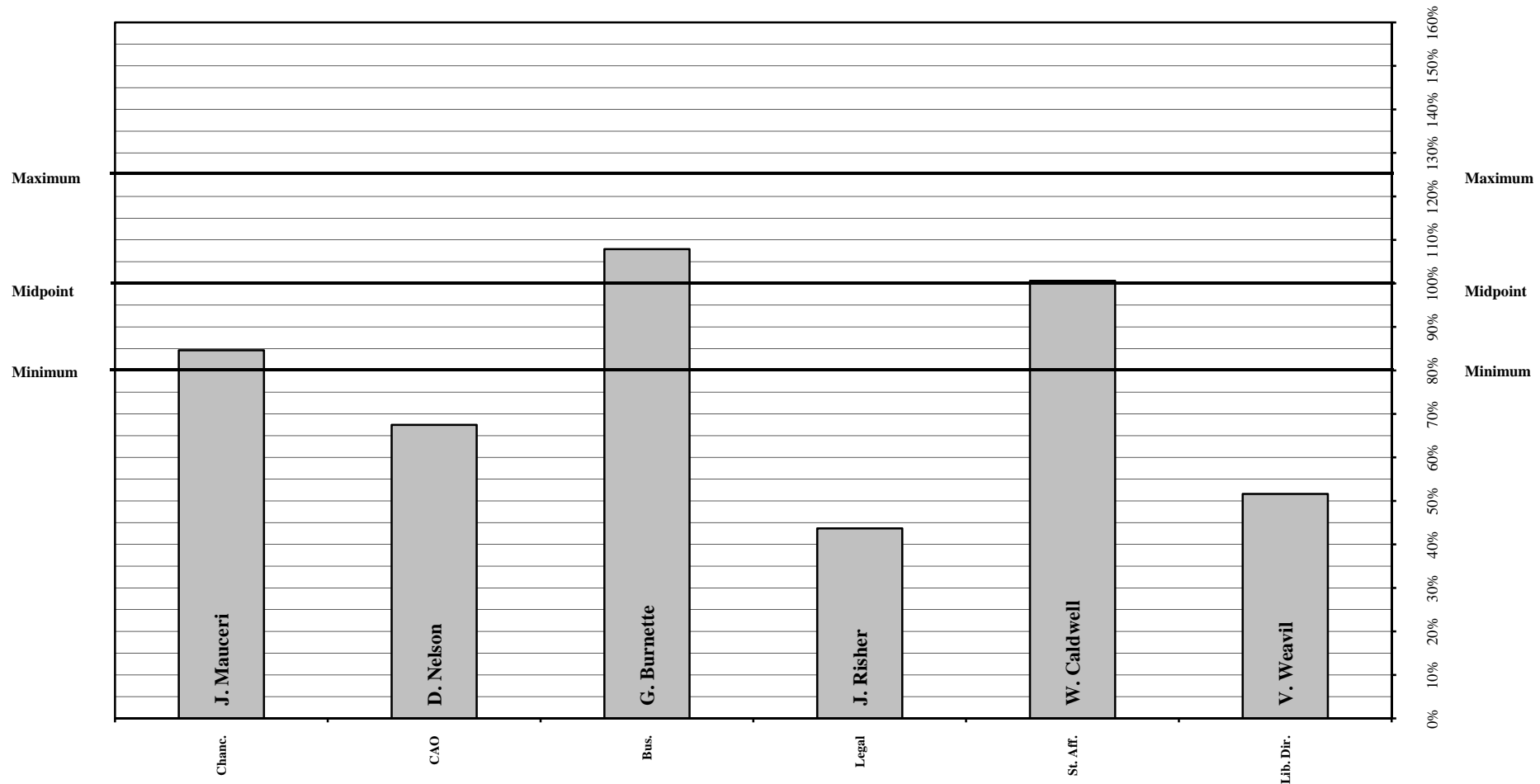# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Institution: University of North Carolina at Wilmington (Group 3)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: Western Carolina University (Group 3)

The University of North Carolina

Relative Position of Selected UNC Administrators'
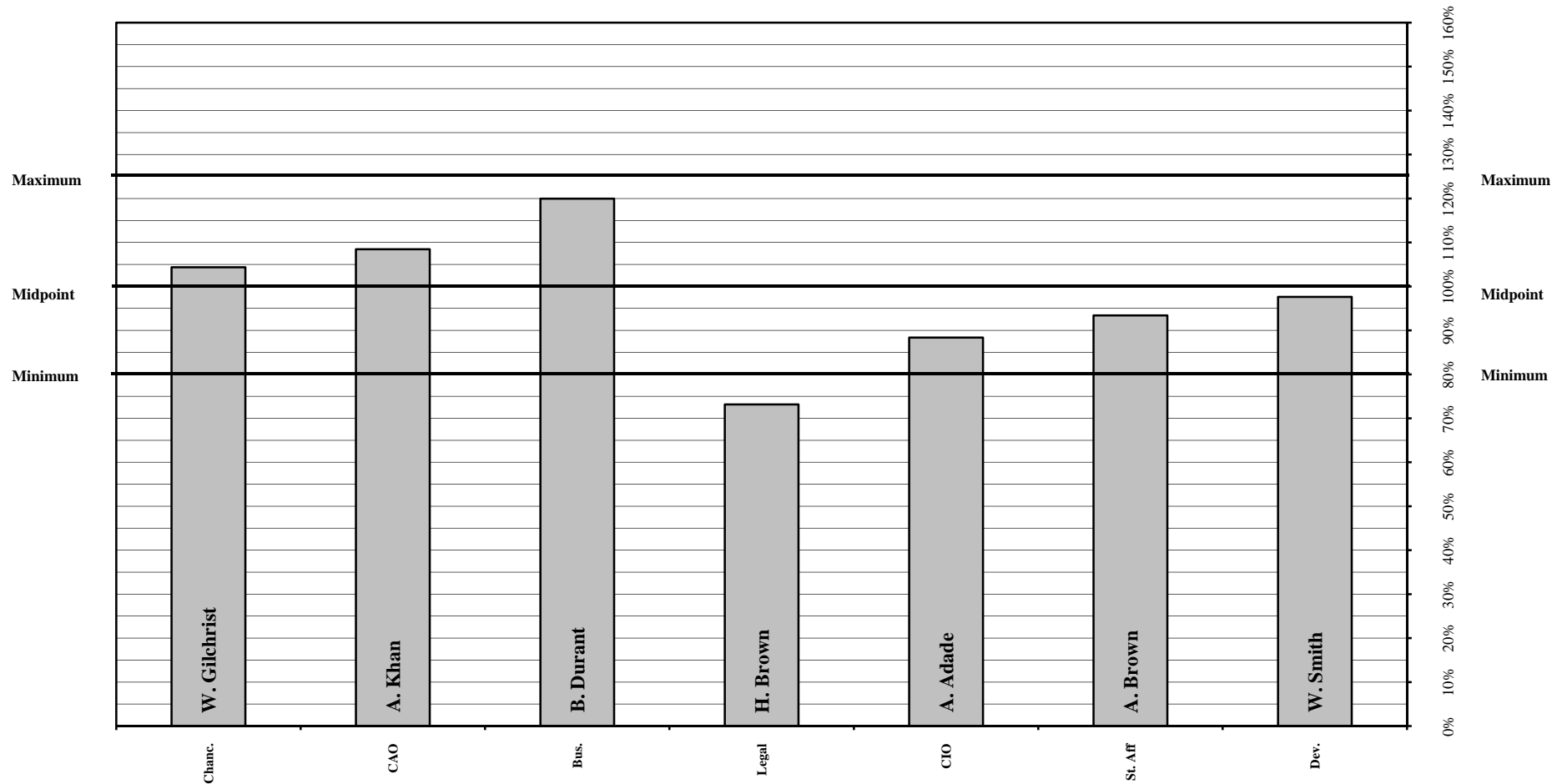# *Current Salaries to Peer Institution Midpoint, 2012-13*

Institution: Fayetteville State University (Group 4)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: University of North Carolina at Pembroke (Group 4)

The University of North Carolina

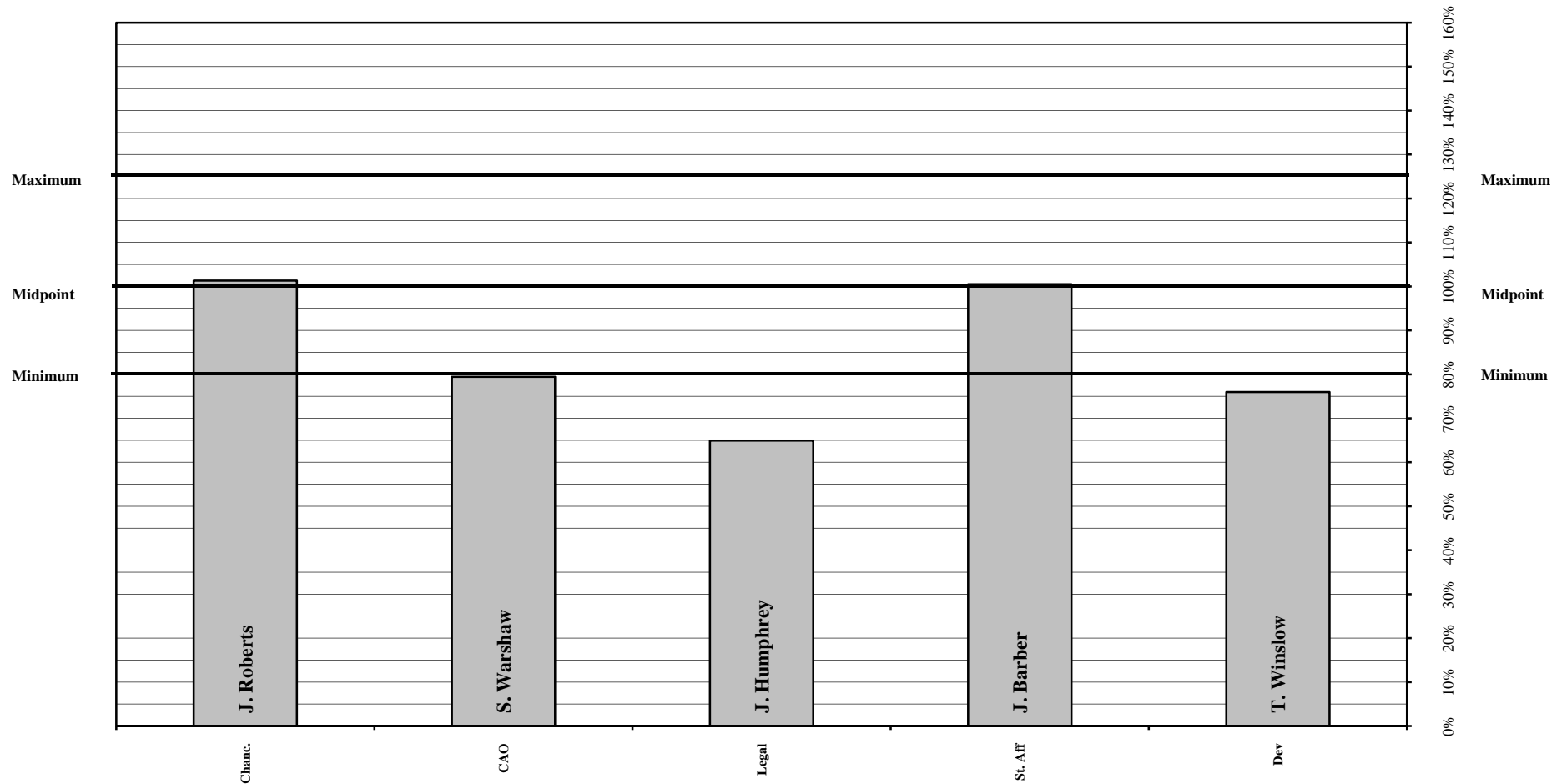# *Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13*

Institution: Winston-Salem State University (Group 4)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: University of North Carolina at Asheville (Group 5)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13
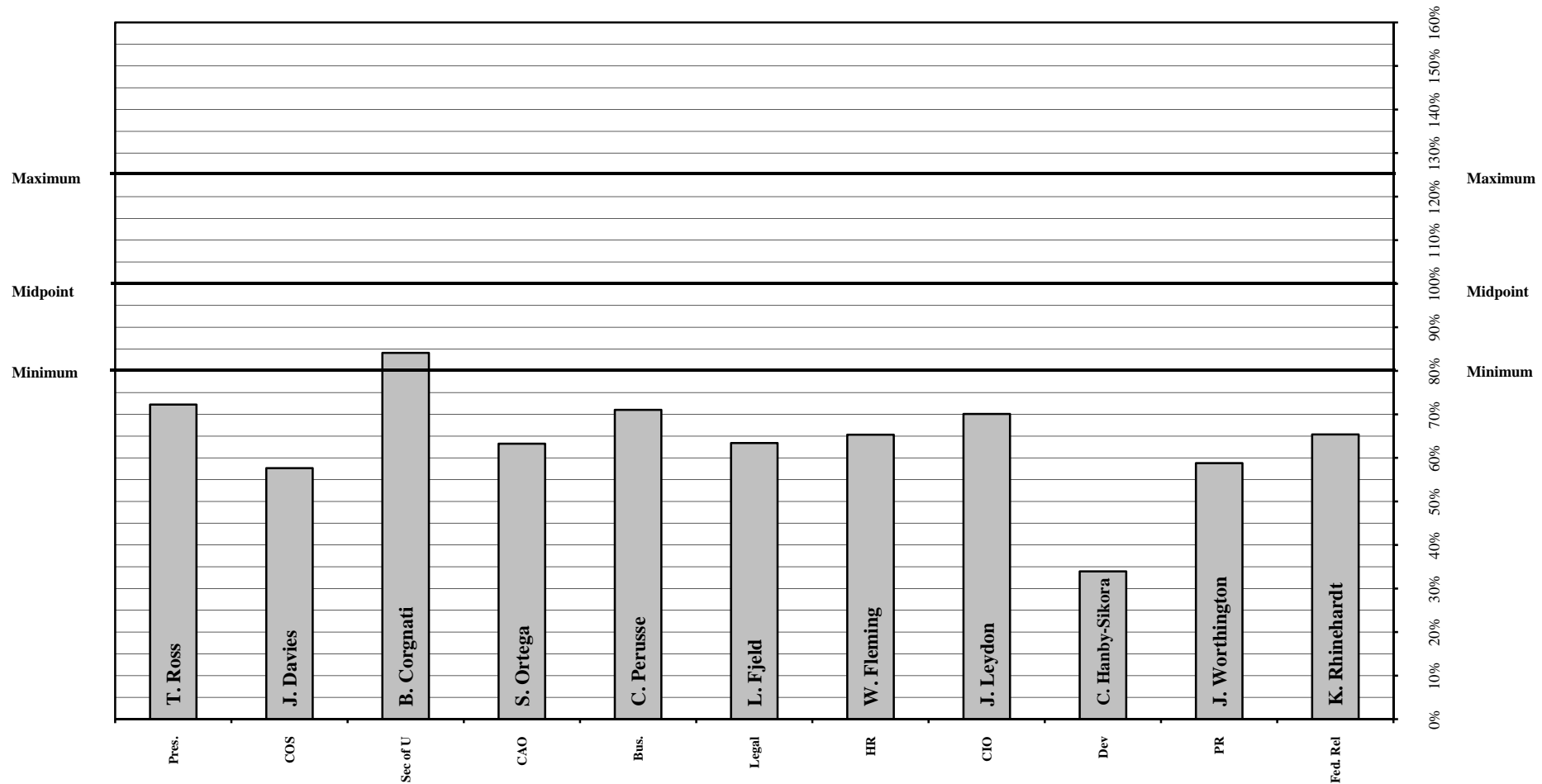
Institution: University of North Carolina School of the Arts (Group 5)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: Elizabeth City State University (Group 6)

The University of North Carolina

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Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: North Carolina School of Science and Math (Group 6)

The University of North Carolina

Relative Position of Selected UNC Administrators' Current Salaries to Peer Institution Midpoint, 2012-13

Institution: General Administration (Group 0)

The University of North Carolina

2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
	Survey Changes: Job descriptions have been expanded/clarified for the following athletic positions: 6001 – 6011; 7028 and 7029. Seven new positions have also been added to the survey: [2018] Director of Graduate Admissions; [2019] Director of the Theater / Performing Arts Center; [2090] Executive Director of Executive Education; [2091] Director of Business Development, Executive Education; [2092] Program Director, Executive Education; [3010] Associate VP for Administrative Services; [4013] Title IX Coordinator; [6005] Assoc/Asst Athletic Director, Senior Women's Administrator		
2011-12 Number	**POSITION**	**DESCRIPTION**	**Old 2006-07 Number**
		SENIOR EXECUTIVE OFFICERS: Individuals whose primary assignments require management of a higher education system or institution.	
1001	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.	[101.00]
1002	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.	[101.10]
1003	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.	[102.00]
1004	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.	[102.10]
1005	Executive Vice President/Vice Chancellor	Responsible for all or most functions and operations of an institution under the direction of the Chief Executive Officer.	[103.00]
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.	1006
		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 the listed positions is Academic Affairs, Business & Administrative Affairs, Student Affairs and External Affairs.	
1026	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).	[201.00]
1027	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.	[244.00]
1028	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.	[245.00]
1029	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.	[301.00]
1030	Chief Administration Officer	Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises.	[301.01]
1031	Chief Financial Officer	Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets. Report Comptroller in 1040, not here.	[301.02]
1032	Chief Investment Officer	Responsible for the direction and management of the institution's investment activities.	[301.03]
1033	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.	[302.00]
1034	Chief Budget Officer	Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.	[303.00]
1035	Chief Planning and Budget Officer	Combines the major duties and responsibilities of Chief Planning Officer and Chief Budget Officer.	[304.00]

2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
1036	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.**	[305.00]
1037	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.	[306.00]
1038	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.	[309.00]
1039	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.	[312.00]
1040	Chief Accounting Officer/Comptroller	Directs accounting, payroll, cashiering and related functions. May also be responsible for office services, such as mail and telephone services.	[313.00]
1041	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.	[202.00]
1042	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.	[322.00]
1043	Chief Student Affairs/Life Officer	Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.	[501.00]
1044	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.	[502.00]
1045	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.	[523.00]
1046	Chief External Affairs Officer	Responsible for such functions as development, communications/ public relations, alumni relations and government affairs	1046
1047	Chief Development Officer	Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.	[401.00]
1048	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.	[402.00]
1049	Chief Development and Public Relations Officer	Position combines the major duties and responsibilities of both a Chief Development and Chief Public Relations Officer.	[403.00]
1050	Chief Audit Officer (previously Director, Internal Audit, #3035)	Plans, develops, and directs the institutional internal audit function which serves as an independent assurance and advisory activity of the institution's risk, governance and control processes. Designs, develops, and implements internal auditing policy and procedure within the institution to ensure compliance with identified objectives, standards and laws. Leads and directs the work of others. Interviews, advises and negotiates with mid to executive level of management, which may include the governing board, as to results of the work performed. For smaller institutions, may perform individual audit, investigative or advisory engagements encompassing all the duties identified at the subordinate audit levels. Requires an advanced level of knowledge of auditing concepts, practices and procedures, as well as excellent verbal and written communication skills and diplomacy. Typically reports to governing board and/or to executive management. Requires bachelor degree in area of specialty or related field and at least 8 years of experience; may also require professional certification. Positions may be associated with titles such as vp/assoc vp/chancellor, executive director or director.	
1051 NEW	Chief Diversity Officer (Replaces "Director of Institutional Diversity [2006])	Manages and oversees diversity programs and services at the institution. Responsibilities typically include helping to build diverse student, faculty and staff populations, creating opportunities to engage diverse ideas inside and outside the classroom and providing programs and services that emphasize the importance of a diverse and inclusive campus environment.	
		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.	

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
1201	Dean, Agriculture		[211.00]
1202	Dean, Architecture		[210.00]
1203	Dean, Arts and Letters		[212.00]
1204	Dean, Arts and Sciences		[213.00]
1205	Dean, Biological & Life Sciences		1205
1206	Dean, Business		[214.00]
1207	Dean, Computer and Information Sciences		1207
1208	Dean, Continuing Education		[216.00]
1209	Dean, Cooperative Extension		[251.00]
1210	Dean, Dentistry		[217.00]
1211	Dean, Divinity / Theology		1211
1212	Dean, Education		[218.00]
1213	Dean, Engineering		[219.00]
1214	Dean, External Degree Programs		[221.00]
1215	Dean, Family and Consumer Sciences/Human Sciences		[225.00]
1216	Dean, Fine Arts		[222.00]
1217	Dean, Forestry & Environmental Studies		1217
1218	Dean, Government/Public Affairs/Public Policy		[262.00]
1219	Dean, Graduate Programs		[223.00]
1220	Dean, Health-Related Professions		[224.00]
1221	Dean, Honors Program		[250.00]
1222	Dean, Humanities		[226.00]
1223	Dean, Instruction		[227.00]
1224	Dean, Journalism & Mass Communications		[215.00]
1225	Dean, Law		[228.00]
~~1226~~	~~Library Dean (previously Dean, Library and Information Sciences)~~ **Deleted - see position 2050**	~~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 and able to articulate and implement a vision for the future of academic libraries. Degree requirement: ALA Accredited Masters.~~	[229.00]
1227	Dean, Mathematics		[230.00]
1228	Dean, Medicine		[231.00]
1229	Dean, Music		[232.00]
1230	Dean, Nursing		[233.00]
1231	Dean, Occupational Studies/Vocational Education/Technology		[234.00]
1232	Dean, Performing Arts		1232
1233	Dean, Pharmacy		[235.00]
1234	Dean, Public Administration		1234
1235	Dean, Public Health		[236.00]
1236	Dean, Sciences		[237.00]
1237	Dean, Social Sciences		[238.00]
1238	Dean, Social Work		[239.00]
1239	Dean, Special Programs		[240.00]
1240	Dean, Undergraduate Programs		[241.00]
1241	Dean, Veterinary Medicine		
1242	Dean, Multiple Academic Disciplines NEW		[242.00]
		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	Assoc/Asst Dean, Agriculture		[211.10]

	2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
1402	Assoc/Asst Dean, Architecture		[210.10]
1403	Assoc/Asst Dean, Arts and Letters		[212.10]
1404	Assoc/Asst Dean, Arts and Sciences		[213.10]
1405	Assoc/Asst Dean, Biological & Life Sciences		1405
1406	Assoc/Asst Dean, Business		[214.10]
1407	Assoc/Asst Dean, Computer and Information Sciences		1407
1408	Assoc/Asst Dean, Continuing Education		[216.10]
1409	Assoc/Asst Dean, Cooperative Extension		[251.10]
1410	Assoc/Asst Dean, Dentistry		[217.10]
1411	Assoc/Asst Dean, Divinity / Theology		1411
1412	Assoc/Asst Dean, Education		[218.10]
1413	Assoc/Asst Dean, Engineering		[219.10]
1414	Assoc/Asst Dean, External Degree Programs		[221.10]
1415	Assoc/Asst Dean, Family and Consumer Sciences/Human Sciences		[225.10]
1416	Assoc/Asst Dean, Fine Arts		[222.10]
1417	Assoc/Asst Dean, Forestry & Environmental Studies		1417
1418	Assoc/Asst Dean, Government/Public Affairs/Public Policy		[262.10]
1419	Assoc/Asst Dean, Graduate Programs		[223.10]
1420	Assoc/Asst Dean, Health-Related Professions		[224.10]
1421	Assoc/Asst Dean, Honors Program		[250.10]
1422	Assoc/Asst Dean, Humanities		[226.10]
1423	Assoc/Asst Dean, Instruction		[227.10]
1424	Assoc/Asst Dean, Journalism & Mass Communications		[215.10]
1425	Assoc/Asst Dean, Law		[228.10]
1426	Deputy College Librarian - Assoc Dean/Director or Branch Librarian (previously Assoc/Asst Dean, Library and Information Sciences)	Collaborates with the Director/Dean in all aspects of library leadership/management and may have direct management responsibility for one or more areas of operation such as budget, personnel or strategic planning. May have responsibility for operation of a branch library. Degree requirement: ALA Accredited Masters.	[229.10]
1427	Assoc/Asst Dean, Mathematics		[230.10]
1428	Assoc/Asst Dean, Medicine		[231.10]
1429	Assoc/Asst Dean, Music		[232.10]
1430	Assoc/Asst Dean, Nursing		[233.10]
1431	Assoc/Asst Dean, Occupational Studies/Vocational Education/Technology		[234.10]
1432	Assoc/Asst Dean, Performing Arts		1432
1433	Assoc/Asst Dean, Pharmacy		[235.10]
1434	Assoc/Asst Dean, Public Administration		1434
1435	Assoc/Asst Dean, Public Health		[236.10]
1436	Assoc/Asst Dean, Sciences		[237.10]
1437	Assoc/Asst Dean, Social Sciences		[238.10]
1438	Assoc/Asst Dean, Social Work		[239.10]
1439	Assoc/Asst Dean, Special Programs		[240.10]
1440	Assoc/Asst Dean, Undergraduate Programs		[241.10]
1441	Assoc/Asst Dean, Veterinary Medicine		
1442	Assoc/Asst Dean, Multiple Academic Disciplines NEW		

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
		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 five headings: Academic Affairs, Business & Administrative Affairs, Human Resources, Information Technology and Athletics, Student Affairs and External Affairs.	
		ACADEMIC AFFAIRS	
		Senior Staff, Program Directors	
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.	2001
2002	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.	[201.10]
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.	2003
2004	Director of Institutional Research	Conducts research and studies on the institution, including design of studies, data collection, analysis and reporting.	[204.00]
2005	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	[204.10]
2006	Director of Institutional Diversity (Moved to 1051: Chief Diversity Officer)	Responsible for the institution's programs relating to diversity. Typically works with all areas of the university.	2006
2007	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.	[207.00]
2008	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.	[207.10]
2009	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.	[209.00]
2010	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.	[243.00]
2011	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.	[245.10]
2012	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.	[260.00]
2013	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.	[261.00]
2014	Assoc/Asst VP for Research	Responsible for one or several specific areas related to the institution's scientific research activities under the direction of the Chief Research Officer.	
2015	Director of Museums	Plans and directs museum programs, acquisitions and exhibition schedules, staff, budgets, and facilities; oversee conservation and display of permanent and loaned collections; pursues external funding sources. Position generally requires a Ph.D. or equivalent training, experience in art history or a related field and demonstrated scholarly or other professional accomplishments.	
2016	Education Abroad Director	Directs all activities of the institution's education abroad programs. Responsibilities typically include developing, managing and marketing programs, advising and orienting students to facilitate their learning and preparing them for living overseas, and collaborating with faculty to insure the academic quality of programs.	

	2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
2017	Director/Dean Workforce and Career Development	Responsible for leadership, vision and oversight for the institution's workforce and career development, employment services, upward bound and community engagement and outreach initiatives. Tasks include directing the daily operations of training and employment programs, staff development, operational and strategic planning, financial resource assistance, compliance with federal and state policies, funds management and delivery of outstanding services for students, families and community members at various locations. A broad knowledge of academic courses and programs, financial procedures, student services and community engagement functions is essential for the success of the position and the departments that it oversees.	
2018	**Director of Graduate Admissions NEW**	Responsible for all aspects of graduate recruitment and for developing and implementing programmatic marketing/recruitment strategies that result in increasing both the quantity and quality of graduate students entering the institution. The Director oversees the processing of graduate applications.	
2019	**Director of the Theater / Performing Arts Center NEW**	Works with senior management to create a vision and strategy for performing arts. Plans, directs and markets theater/performing arts center programs. Responsible for all administrative activities and the day-to-day operations of the theater, including working with students, faculty and rental clients, hiring and scheduling of staff, managing revenue targets, payroll and budget management, program development, overseeing new productions, marketing, public relations, and developing community related performing arts programs, such as festivals and concert series. Integrating the theater more into student and community life is always a focus, including managing the relationships between the Center and other academic and administrative departments.	
2026	Chief Operating Officer (non-faculty), Medical School	Responsible for the overall management, operation and administration of the Medical School.	
2027	Chief Financial Officer, Medical School	Responsible for the financial affairs of the Medical School, typically including budgets, accounting and investments.	
2028	Chief Admissions Officer, Medical School	Responsible for admissions to the medical school. May include recruitment and selection.	
2029	Chief Financial Aid Officer, Medical School	Responsible for administration of the medical school's financial aid programs.	
2030	Chief Student Affairs Officer, Medical School	Responsible for student life/services within the medical school.	
2031	Chief Development Officer, Medical School	Responsible for the medical school's development programs/fundraising.	
2032	Chief IT Officer, Medical School	Responsible for the medical schools academic and administrative computing activities, including voice and data communications.	
2033	Chief Research Officer, Medical School	Oversees the medical school's scientific research.	
2034	Chief Librarian, Medical School	Directs all activities of the medical school's libraries.	
2035	Chief Human Resources Officer, Medical School	Provides human resource services for the Medical School's faculty and staff.	
	Library & Media Services		
2050	Library Director (Dean) (previously 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.	[203.00]
2051	Acquisitions Librarian (previously Head Librarian, Acquisitions)	Collaborates with Collection Development librarian on resource budgeting. Negotiates licensing agreements with vendors and monitors electronic invoicing. Implements policies and procedures to improve workflow. Degree requirement: ALA Accredited Masters.	[203.20]
2052	Head of Technical Services (Previously Head Librarian, Technical Services)	Responsible for planning and program development, management of 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.	[203.30]
2053	Head of Public (Access) Services (previously Head Librarian, Public/Access Services)	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.	[203.40]
2054	Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Cataloging)	Responsible for original, complex and copy cataloging of materials in all formats including electronic resources; may manage department. Reviews and implements new workflows as technologies change. Provides departmental supervision and training to staff and student assistants in cataloging and support tasks. Reviews cataloging policies and procedures and implements improvement. Plans and implements metadata schema and standards and develops work flow procedures for metadata projects. Degree requirement: ALA Accredited Masters.	2054

2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
2055	Head of Collection Development (previously Head Librarian, Collection Development)	Collaborates with librarians and faculty members on collection development policies for all formats of resources. Responsible for the ongoing assessment of collections and their use. Responsible for work with vendors and for licensing agreements. Works with potential donors of library resources. Degree requirement: ALA Accredited Masters.	2055
2056	Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Librarian, Archives and Records Management)	Ensures consistent and secure access to special collection through the creation of policies and procedures. Develops reappraisal and collection policies. Assist in the creation of digital resources. Analyzes current condition of materials and implements appropriate preservation measures for use and long term storage. Works with appropriate college offices, alumni and other entities in identifying potential donors and materials that support the college mission. May also be responsible for conservation. Degree requirement: ALA Accredited Masters.	2056
2057	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.	[205.00]
2058	Director, Learning Resources Center	Directs all activities of the institution's Learning Resources Center for students.	[206.00]
	Enrollment Services		
2076	Associate Director, Admissions	Responsible for one or several areas of student admissions. Reports to the Chief Admission Officer.	[502.10]
2077	Director, Admissions and Registrar	Combines the major duties and responsibilities of the admissions director and registrar.	[503.00]
2078	Registrar	Responsible for student registrations and records. Specific responsibilities typically include registration, classroom scheduling, maintenance of student records, graduation clearance, and related matters.	[504.00]
2079	Associate Registrar	Responsible for one or several areas of student registration and records. Reports to the Registrar.	[504.10]
2080	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.	[504.20]
2081	Director, Admissions and Financial Aid	Combines the major duties and responsibilities of the admissions director and financial aid director.	[505.00]
2082	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.	[506.00]
2083	Associate Director, Student Financial Aid	Responsible for one or several areas student financial aid. Reports to the Director of Financial Aid.	[506.10]
	Professional and Executive Education NEW		
2090	Executive Director of Executive Education NEW	Reporting to the Dean, the Executive Director articulates and operationalizes an entrepreneurial vision for state of the art execution education programs. This position leads a team of business development staff, educational designers, and instructors who deliver custom training, open enrollment classes, certificate curricula, web based learning, consulting and related research. Identify and cultivate key client/stakeholder groups to be served, develop and maintain a network of relationships to build understanding of the major forces shaping the needs, positions and actions of key client/stakeholder groups. Develop and execute a business plan that supports the strategic priorities of the program and the needs of key client stakeholders. Secure professional development contracts with major corporations, non-profit, and government entities. May work with an advisory board. Qualifications include 10+ years of experience, with a master's degree mandatory and a PhD preferred.	
2091	Director of Business Development, Executive Education NEW	Reporting to the Executive Director of Executive Education, this position identifies, engages, and develops clients who seek delivery of learning programs that focus on contemporary business and management practices. Consult with prospective executives and business unit managers to understand their learning program needs relative to the offerings of the School. Initiate direct in-person, electronic and telephone business development discussions with appropriate individuals within corporate and public sector clients. Qualifications include 5+ years of business development experience, demonstrated programmatic knowledge, and a master's degree in a business related field of study.	
2092	Program Director, Executive Education NEW	May also be called Senior Extension Associate. Reporting to the Executive Director or to the Associate Dean for Outreach, this position develops, designs, and delivers educational programs in a specific area of interest such as leadership, organizational design, diversity, marketing, labor relations, finance, or human resources. The program director is also responsible for seeking clients, staying abreast of current trends in his or her field, and supervising a small team of professionals who assist in developing new programs. The person works closely with tenure track faculty in the school or college. In some cases, this position could be the managing director of a small institute with 2-5 staff professionals. Qualifications include a master's degree in the relevant field, a PhD is strongly preferred, and 5-10 years of work and/or academic experience.	
	BUSINESS & ADMINISTRATIVE AFFAIRS		
	Selected Directors		

2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
3001	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.	[321.00]
3002	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.	[322.10]
3003	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.	[322.20]
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.	3004
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.	3005
3006	Director, College/University Press	Directs the activities of the college/university press including editorial, production, marketing, sales, order fulfillment, warehousing, and accounting operations.	3006
3007	College/Division Business Affairs Officer	Manages overall business and administrative affairs for a college or major administrative division of a University. Reports directly to a Dean or chief functional officer at the University level and is part of the college/divisional senior leadership team. Directs and oversees college- or division-wide activities related to budgeting and financial management, operations and programs and personnel administration. Oversees budgetary controls, provides complex budget/financial analysis and planning, and is involved in the strategic for the college/division. (Typically a non-faculty professional; requires a bachelor's degree in business management or possibly a CPA or MBA, plus 8-10 years of experience.)	
3008	Director/Head of Title III Program	Creates and implements all new government-funded programs that promote the admission and retention of students from low-income and disadvantaged backgrounds; audits current programs and consistently works to improve the institution's offerings; completes all reporting required by the Department of Education.	
3009	Director/Head of Sustainability	Provide leadership and coordination to the many distinct sustainability efforts on campus. In this role, develops a coherent, campus-wide sustainability program by coordinating academic, research, operations, and student sustainability activities. Fosters a culture of sustainability among students, faculty, and staff; identifies and prioritizes areas for institutional sustainability efforts; plans and develops long- and short-range programs; and engages with institutional leaders to foster sustainability broadly across campus units. Coordinates with the academic community to integrate sustainability into the curriculum. Serves as a point-person for all sustainability activities on campus.	
3010	**Associate VP for Administrative Services NEW**	Responsible for the oversight of a diverse family of support and logistical departments. Specific departments included will vary from institution to institution but can include auxiliary services, administrative services, food services, campus police, security and emergency preparedness. Duties include planning, directing and coordinating these activities which provide goods and services required to meet the educational objectives of the institution and for the security of students, faculty, staff and visitors at the institution. Position responsible for the seamless integration of new services, systems and procedures across the institution and for ensuring compliance with all Federal, state and local laws. Also ensures purchasing best practices and negotiates complex contracts for enterprise-wide services.	
		Budget & Accounting	
3026	Associate Budget Director	Responsible for one or several areas of current budgetary operations. Reports to the Budget Director.	[303.10]
3027	Assistant Comptroller	Responsible for one or several areas of accounting, payroll, cashiering and related functions. Reports to the Comptroller.	[313.20]
3028	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.	[313.30]
3029	Director, Accounting	Responsible for the daily operation of institution's budgetary accounting system.	[314.00]
3030	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.	[315.00]
3031	Associate/Assistant Bursar	Responsible for one or several areas of institutional funds. Reports to the Bursar.	[315.10]
3032	Director/Manager, Payroll	Supervises operation of the institution's payroll system.	[313.10]

	2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
3033	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.	[316.00]
3034	Associate Director, Purchasing/Materials Management	Responsible for one or several areas of purchasing/materials management. Reports to the Director of Purchasing/Materials Management.	[316.10]
3035	Director, Internal Audit	Moved to position 1050, Chief Audit Officer	[318.00]
		Auxiliary Services (Safety, Mail, Bookstore, Printing, Food/Dining)	
3050	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.	[319.00]
3051	Director/Manager, Printing Services	Responsible for operation of campus printing services, including offset printing and bulk xerographic reproduction/copying.	[409.20]
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.	3052
3053	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.	[317.00]
3054	Associate Director, Bookstore	Responsible for one or several areas of bookstore operations. Reports to the Director.	[317.10]
3055	Director, Food/Dining Services	Administers all institutional food/dining services, whether directly managed and operated or catered.	[507.00]
3056	Associate Director, Food /Dining Services	Responsible for one or several areas of institutional food/dining services. Reports to the Director of Food/Dining Services.	[507.10]
3076	Director, Environmental Health and Safety	Responsible for the campus environment and/or occupational health and safety program.	[301.10]
3077	Director, Campus Security/Safety	Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.	[320.00]
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.	3078
		Facilities	
3101	Director, Real Estate and Space Management	Oversees all real estate transactions of the institution and manages space allocation decisions on campus.	3101
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.	3102
3103	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.	[312.10]
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.	3104
3105	Manager, Landscape and Grounds	Responsible for administration of the institution's landscape and grounds programs. Reevaluates and redesigns existing landscaping.	[312.20]
3106	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.	[312.30]
3107	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.	[312.40]
3108	Manager, Custodial Services	Responsible for the management of institutional custodial services. Report managerial-level position.	[312.50]
3109	Manager, Power Plant	Directs operation and maintenance of high-pressure steam and electrical generating plants and central refrigeration plants and all utility distribution systems.	[312.60]
		HUMAN RESOURCES	
4001	Associate Director, Human Resources	Responsible for one or several areas of human resources. Reports to the CHRO.	[306.10]
4002	Director/Manager, Employee Benefits	Responsible for implementing staff and/or faculty benefits, such as medical, dental, long-term disability, retirement, and accidental death benefits.	[306.20]
4003	Director/Manager, Training and Development	Directs and coordinates employee training, which may include in-house training for management and faculty as well as staff.	[306.30]
4004	Director/Manager, Employee Relations	Advises and assists staff and/or faculty with respect to general human resource policies and procedures regarding grievances, employee relations, affirmative action, and equal opportunity in a nonunion setting.	[306.40]
4005	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.	[306.50]
4006	Director/Manager, Employment	Responsible for recruiting, interviewing, placement, and other human resources office functions.	[306.60]

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
4007	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.	[306.70]
4008	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.	[306.80]
4009	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.	[307.00]
4010	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.	[307.10]
4011	Director, Human Resources and Affirmative Action	Position combines the major duties and responsibilities defined in 1037 and 4009.	[308.00]
4012	Director, Disability Services	Directs daily operations of the Office of Disability Services to ensure equal access for students and staff with disabilities to all aspects of campus life (programs, services and activities) as outlined by the Americans with Disabilities Act. Responsibilities include reviewing and maintaining medical documentation, determining reasonable accommodations, implementing accommodations, organizing and arranging awareness activities, supervising staff, advising other departments, researching and purchasing assistive technology and maintaining a budget. As the primary contact for university administrators, faculty, staff and students, serves as the compliance officer for the ADA in academic, physical and employment areas.	
4013	Title IX Coordinator NEW	Responsible for coordinating the institution's compliance with federal and state discrimination and sexual harassment laws. Responsibilities may include providing educational programs regarding discrimination and sexual harassment prevention; responding to, investigating and seeking resolution to allegations of discrimination and sexual harassment; selecting and overseeing sexual harassment advisors who serve as additional information resources on issues of sexual harassment; training student peer educators to facilitate discussions with other students on sexual harassment. With regard to the OCR letter of April 4, 2011 expanding upon Title IX sexual harassment and violence guidelines, also oversees all Title IX complaints and reports student sexual harassment, sexual violence and related allegations of misconduct. Identifies and addresses any systemic problems relating to complaints and works with other departments to ensure Title IX policies communicated to all constituencies. Assists law enforcement personnel in handling reports and complaints of sexual violence and related misconduct.	
		INFORMATION TECHNOLOGY	
5001	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.	[309.10]
5002	Director, Academic Computing	Directs the institution's academic/research computing activities and labs for faculty, staff and students.	[208.00]
5003	Associate Director, Academic Computing	Assists the Director in managing the institution's academic/research computing activities and labs for faculty, staff and students.	[208.10]
5004	Director, Administrative Computing	Directs the institution's administrative computing activities.	[310.00]
5005	Associate Director, Administrative Computing	Assists the Director in managing the institution's administrative computing activities.	[310.10]
5006	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.	[301.20]
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.	5007
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.	5008
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.	5009
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.	5010
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)	5011

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
5012	Director, User Services	Directs IT training and help desk services.	5012
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.	5013
5014	Principal Database Administrator	Senior person responsible for developing and implementing standards, procedures, and controls that ensures the security, reliability, and availability of databases.	[309.20]
5015	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.	[309.30]
		ATHLETICS	
6001	Director of Athletics	Provides administrative direction and oversight for all intercollegiate, intramural and recreational athletics staff, programs, facilities and activities. Responsible for ensuring compliance with all federal, divisional and university athletics regulations and administering departmental funds and accounts. Develops short-term goals and long term strategic plan and vision for the department. Oversees departmental fund-raising, public relations and community outreach activities. Top athletics administrative position. Typically requires: Bachelors degree in an appropriate area of specialization; 5 - 8 or more years of relevant administrative/supervisory experience in intercollegiate or professional athletics. Job description clarified	[518.00]
6002	Associate Athletic Director	Supervises operations of selected sports programs and special projects as assigned by the Athletic Director (AD). Responsible for administration, personnel, budgets, team support functions and compliance with governing rules, as well as staff motivation. Keeps the AD informed and aware as to the condition of each program. Typically requires: Bachelor's degree; 5 or more years of management experience in intercollegiate or professional athletics. Job description clarified. Job description clarified	6002
6003	Assoc/Asst Athletic Director, Sports Information/Communications	Institutional representative to the media for all athletic activities. Manages preparation and dissemination of news releases, articles, videos, WEB updates and other communications about the institutions sports programs, including games and other events. Typically requires: Bachelors in journalism, public relations, marketing or related field; 3- 5 years of experience in sports journalism. Job description clarified	[519.00]
6004	Assoc/Asst Athletic Director, Men's Athletic Programs	Directs intercollegiate and intramural athletic programs for men only. Responsible for scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance. Typically requires: Bachelor's degree and 3-5 years of management experience in intercollegiate athletics. Job description clarified	[520.00]
6005	Assoc/Asst Athletic Director, Senior Women's Administrator (Previously Assoc/Asst Athletic Director, Women's Athletic Programs)	Oversees all aspects of women's athletic programs. Responsibilities typically include budget planning, resource allocation, scheduling and contracting for athletic events, coordination and/or administrative support for coaches of all women's sports. Also provides academic support to all women student-athletes, to include monitoring of academic performance and attendance, tutoring, advising or referring to appropriate resources. In charge of gender equity within the Athletic Department and advises the director on all matters concerning Women's Athletics and gender related issues. Typically requires: Bachelor's degree and 4-7 years of experience in athletic department administration, coaching, counseling or related field. Job description clarified	[521.00]
6006	Assoc/Asst Athletic Director for Finance & Business	Responsible for management and administration of all aspects of the business office for the Athletic Department. Oversees the finance and business activities of the department. Responsibilities include for day-to-day operations, budget planning and reporting, contracts, human resources and information technology. Typically requires: Bachelors degree, preferably in accounting; 5 years of administrative experience in a collegiate athletics programs, including three years of supervisory experience. Job description clarified	6006
6007	Assoc/Asst Athletic Director for Facilities and Operations (Previously Assoc/Asst Director for Operations)	Directs use, operation, and maintenance of all Institution athletic facilities and fields including stadiums, arenas, gymnasiums, pools, rinks and boathouses. Oversees administration of all events and establishes facilities revenue goals. Establishes long-range planning for facilities, identifies, assesses and addresses short- and long-term program needs in conjunction with staff members and coaches, and plans for and recommends technology improvements. Typically requires: Bachelor degree, with Master degree preferred; 8 or more years experience in facility and operation management; preferably athletic facility administration and operations experience desired. Job description clarified.	6007
6008	Assoc/Asst Athletic Director for External Affairs	Responsible for advising the Athletic Director on all external affairs and overseeing the external relations program which includes advertising, promotions, marketing, communications, ticketing and public affairs for the entire department. Oversees all marketing and promotions fulfillment as well as game day operations and all media resources (television, radio, internet, etc.). Serves as liaison with sponsors and negotiate contracts between various marketing, promotion and advertising entities. Typically requires: Bachelors degree in related field; 5 years of management experience in a college or university athletic department; experience in developing and implementing strategies related to external affairs preferred. Job description clarified.	6008

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
6009	Assoc/Asst Athletic Director for Development	Responsible for all fund raising for athletic programs, including major gift cultivation and solicitation, capital campaigns, athletic club, premium seating programs, private suites, etc. Typically requires: Bachelors degree, 3- 5 or more years of college or university athletic fund-raising experience. Job description clarified.	6009
6010	Assoc/Asst Athletic Director for Academic Affairs	Responsible for developing, implementing, supervising and evaluating the overall academic services offered to student athletes to insure they strive to achieve their full academic potential. Also responsible for monitoring institutional compliance with NCAA/conference academic eligibility regulations for student-athletes in all sports. Typically requires: Bachelors degree and 3-5 years of related administrative experience. Job description clarified.	6010
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 Responsible for the comprehensive administration of all athletic compliance functions of the institution to ensure compliance with NCAA and other league rules and regulations, as well as pertinent governmental regulations. Responsibilities include, but are not limited to, monitoring recruiting activities, initial eligibility certification, continuing eligibility certification, financial aid administration, self reporting and rules education. Typically requires: Bachelors degree and 2 - 4 years of NCAA Compliance experience at an institution of higher learning. Job description clarified.	6011
		STUDENT AFFAIRS	
		Senior Staff & Selected Directors	
7001	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.	[501.10]
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.	7002
7003	Dean of Students	Responsible for functions such as student activities, housing, conduct, and orientation. Reports to the Chief Student Affairs Officer	[501.50]
7004	Director, Greek Life	Responsible for assisting fraternities and sororities in upholding their founding principles of scholarship, community service, campus involvement and sisterhood/brotherhood.	7004
7005	Director, Foreign Students	Recruits and advises foreign students and coordinates academic studies for foreign students on campus.	[510.00]
7006	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.	[517.00]
7007	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.	[524.00]
7008	Director, Conferences	Responsible for development, promotion, and implementation of institutional (on- and off-campus) noncredit conferences and seminars.	[525.00]
7009	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.	[526.00]
7010	Associate/Assistant Director, Women's Center	Assists in the day-to-day administration of the women's center. Responsible for one or several areas related to women students, including, but not limited to, sexual and domestic violence education and advocacy, women's and gender issues programming and education, and/or the creation of policies promoting a safe environment and positive climate for women on campus.	
		Student Activities, Student Union, Student Advising & Counseling	
7026	Director, Student Activities	Responsible for coordinating all campus student activities, including special events, student organizations, publications, and student government activities.	[512.00]
7027	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.	[512.10]
7028	Director, Campus Recreation/Intramurals	Directs operational aspects of all non-varsity and club (intramural) sports. Responsible for planning and coordination of programs, scheduling (both times and locations) and budget administration and monitoring. May also have responsibility for some recreational facilities. Typically requires: Bachelors degree; 3 or more year related experience. Job description clarified.	[522.00]

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS	
7029	Assistant Director, Campus Recreation/Intramurals	Assists the Director in the day-to-day administration of all non-varsity and club (intramural)sports, as well as in the organization, development, planning, promotion and assessment of the recreation, intramural and wellness programs (if applicable), including supervision of student staff. Typically requires: Bachelor's degree, preferably in physical education, recreation, wellness or related field preferred; 1 -2 years experience at the collegiate level in the organization and administration of intramural and/or wellness programs. Job description clarified.	[522.10]
7030	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.	[509.00]
7031	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.	[511.00]
7032	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.	[511.10]
7050	Director, Academic Advising	Responsible for ensuring that all undergraduate students receive accurate and timely advising services.	[502.15]
7051	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.	[513.00]
7052	Director, Student Academic Counseling	Directs the provision of academic counseling and testing services for students. Report to Director, Academic Advising, 7050.	[514.00]
7053	Associate Director, Student Counseling	Responsible for one or several areas of student counseling services. Reports to the Director of Student Counseling.	[514.10]
		Student Housing, Student Health Services	
7076	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.	[508.00]
7077	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.	[508.10]
7078	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.	[508.20]
7079	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.	[508.30]
7101	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.	[515.00]
7102	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.	[516.00]
7103	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.	[516.10]
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.	7104
		EXTERNAL AFFAIRS	
		Development, Giving, Alumni Affairs	
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.	8001
8002	Director, Annual Giving	Plans and executes the institution's campaign for annual gift support from all constituents, including alumni.	[401.10]
8003	Director, Corporate/Foundation Relations	Plans and carries out the institution's program of soliciting gifts and grants from corporations and foundations.	[401.20]
8004	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.	[401.40]
8005	Director, Alumni Affairs	Coordinates contacts and services to alumni, develops and maintains alumni mailing lists and mailings, organizes receptions and other special alumni activities.	[404.00]
8006	Director, Development and Alumni Affairs	Position combines the major duties and responsibilities defined in 1049 and 8005.	[405.00]

		2011-12 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
8007	Director, Major Gifts	Directs institutional fundraising in the areas of special and deferred gifts.	[406.00]
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.	8008
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.	8009
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.	8010
		Government Relations, Community Relations, Communications	
8026	Director, Governmental/Legislative Relations	Responsible for developing and maintaining effective relations with local, state and federal government and for coordinating college/university lobbying efforts.	[402.10]
8027	Director, Federal Relations	Responsible for developing and maintaining effective relations with the federal government, including coordinating college/university lobbying efforts.	8027
8028	Director, State Government Relations	Responsible for developing and maintaining effective relations with the state government, including coordinating college/university lobbying efforts.	8028
8029	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.)	[407.00]
8030	Director, Community Services	Directs or coordinates the conduct of special (usually noncredit) educational, cultural, and recreational services to the community.	[408.00]
8050	Director, Publications	Directs the planning, budgeting, writing, design, production, and distribution of institutional publications.	[409.00]
8051	Associate Director, Publications	Second senior administrative official responsible for institutional publications.	[409.10]
8052	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.	[410.00]
8053	Director, News Bureau/Service	Prepares and writes news and publicity releases and writes feature stories about institutional events and programs.	[411.00]
8054	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.	[412.00]

**Suggested Salary Ranges for CUPA-defined Administrative Positions
by Grouped UNC Peers**

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1003-Chief Executive Officer of a Single Institution (President or Chancellor)	Group 1 (NCSU & UNC-CH)	13	$840,000	$392,000	$616,000	$492,800	$770,000
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	41	$463,500	$227,656	$345,578	$276,462	$431,973
	Group 3 (ASU, NCCU, UNC-W, WCU)	35	$420,400	$197,949	$309,175	$247,340	$386,468
	Group 4 (FSU, UNC-P, WSSU)	23	$304,814	$164,127	$234,471	$187,576	$293,088
	Group 5 (UNCSA, UNC-A)	16	$416,000	$141,717	$278,859	$223,087	$348,573
	Group 6 (ECSU, NCSSM)	10	$272,800	$141,717	$207,259	$165,807	$259,073
1004-Executive Assistant/Chief of Staff for the CEO of a Single Institution	Group 1 (NCSU & UNC-CH)	12	$221,500	$125,000	$173,250	$138,600	$216,563
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$174,994	$73,116	$124,055	$99,244	$155,069
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$166,000	$58,447	$112,224	$89,779	$140,279
	Group 4 (FSU, UNC-P, WSSU)	7	$103,008	$74,282	$88,645	$70,916	$110,806
	Group 5 (UNCSA, UNC-A)	9	$174,600	$66,084	$120,342	$96,274	$150,428
1005-Executive Vice President/Vice Chancellor	Group 1 (NCSU & UNC-CH)	6	$508,800	$313,500	$411,150	$328,920	$513,938
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$527,750	$127,544	$327,647	$262,118	$409,559
1006-Secretary of the Institution	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$186,800	$60,000	$123,400	$98,720	$154,250
1026-Chief Academic Affairs Officer and Provost	Group 1 (NCSU & UNC-CH)	19	$530,000	$186,806	$358,403	$286,722	$448,004
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	41	$350,000	$181,125	$265,563	$212,450	$331,953
	Group 3 (ASU, NCCU, UNC-W, WCU)	34	$267,000	$150,000	$208,500	$166,800	$260,625
	Group 4 (FSU, UNC-P, WSSU)	23	$231,000	$124,360	$177,680	$142,144	$222,100
	Group 5 (UNCSA, UNC-A)	16	$381,023	$108,000	$244,512	$195,609	$305,639
	Group 6 (ECSU, NCSSM)	10	$205,000	$108,000	$156,500	$125,200	$195,625
1027-Chief Research Officer	Group 1 (NCSU & UNC-CH)	17	$365,348	$202,696	$284,022	$227,218	$355,028
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	$310,000	$155,547	$232,774	$186,219	$290,967
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$280,871	$84,274	$182,573	$146,058	$228,216
1028-Chief Technology Transfer Officer	Group 1 (NCSU & UNC-CH)	15	$364,033	$121,072	$242,553	$194,042	$303,191
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$174,497	$50,000	$112,249	$89,799	$140,311
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$144,053	$85,722	$114,888	$91,910	$143,609
1029-Chief Business Officer	Group 1 (NCSU & UNC-CH)	8	$375,000	$173,811	$274,406	$219,524	$343,007
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	33	$275,000	$162,690	$218,845	$175,076	$273,556
	Group 3 (ASU, NCCU, UNC-W, WCU)	27	$242,050	$112,000	$177,025	$141,620	$221,281
	Group 4 (FSU, UNC-P, WSSU)	19	$230,000	$114,020	$172,010	$137,608	$215,013
	Group 5 (UNCSA, UNC-A)	10	$243,368	$138,341	$190,855	$152,684	$238,568
	Group 6 (ECSU, NCSSM)	7	$188,580	$58,179	$123,380	$98,704	$154,224

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1030-Chief Administration Officer	Group 1 (NCSU & UNC-CH)	10	$475,000	$264,185	$369,593	$295,674	$461,991
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$248,255	$113,500	$180,878	$144,702	$226,097
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$204,400	$134,004	$169,202	$135,362	$211,503
	Group 4 (FSU, UNC-P, WSSU)	5	$155,000	$100,201	$127,601	$102,080	$159,501
	Group 5 (UNCSA, UNC-A)	7	$274,279	$108,000	$191,140	$152,912	$238,924
1031-Chief Financial Officer	Group 1 (NCSU & UNC-CH)	13	$381,023	$166,700	$273,862	$219,089	$342,327
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$265,000	$126,084	$195,542	$156,434	$244,428
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$184,251	$103,734	$143,993	$115,194	$179,991
	Group 4 (FSU, UNC-P, WSSU)	8	$158,400	$80,700	$119,550	$95,640	$149,438
	Group 5 (UNCSA, UNC-A)	7	$381,023	$98,961	$239,992	$191,994	$299,990
1032-Chief Investment Officer	Group 1 (NCSU & UNC-CH)	8	$675,000	$103,000	$389,000	$311,200	$486,250
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$132,965	$83,562	$108,264	$86,611	$135,329
1033-Chief Planning Officer	Group 1 (NCSU & UNC-CH)	7	$272,000	$131,325	$201,663	$161,330	$252,078
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$214,200	$85,000	$149,600	$119,680	$187,000
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$166,770	$97,500	$132,135	$105,708	$165,169
1034-Chief Budget Officer	Group 1 (NCSU & UNC-CH)	15	$215,000	$109,150	$162,075	$129,660	$202,594
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$167,000	$72,450	$119,725	$95,780	$149,656
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$126,250	$66,300	$96,275	$77,020	$120,344
	Group 4 (FSU, UNC-P, WSSU)	10	$108,500	$60,432	$84,466	$67,573	$105,583
	Group 5 (UNCSA, UNC-A)	7	$212,100	$88,230	$150,165	$120,132	$187,706
1035-Chief Planning and Budget Officer	Group 1 (NCSU & UNC-CH)	6	$435,800	$163,580	$299,690	$239,752	$374,613
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$190,000	$114,512	$152,256	$121,805	$190,320
1036-Chief Legal Affairs Officer (General Counsel)	Group 1 (NCSU & UNC-CH)	16	$450,000	$160,524	$305,262	$244,210	$381,578
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	$227,500	$120,000	$173,750	$139,000	$217,188
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	$195,656	$99,034	$147,345	$117,876	$184,181
	Group 4 (FSU, UNC-P, WSSU)	7	$160,000	$70,040	$115,020	$92,016	$143,775
	Group 5 (UNCSA, UNC-A)	5	$381,100	$122,540	$251,820	$201,456	$314,775
	Group 6 (ECSU, NCSSM)	5	$160,000	$118,964	$139,482	$111,586	$174,353
1037-Chief Human Resources Officer	Group 1 (NCSU & UNC-CH)	23	$304,080	$150,000	$227,040	$181,632	$283,800
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	40	$216,739	$55,474	$136,107	$108,885	$170,133
	Group 3 (ASU, NCCU, UNC-W, WCU)	35	$161,168	$66,683	$113,926	$91,140	$142,407
	Group 4 (FSU, UNC-P, WSSU)	17	$139,000	$78,000	$108,500	$86,800	$135,625
	Group 5 (UNCSA, UNC-A)	13	$240,000	$68,858	$154,429	$123,543	$193,036
	Group 6 (ECSU, NCSSM)	9	$155,000	$52,500	$103,750	$83,000	$129,688

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1038-Chief Information Officer (CIO)	Group 1 (NCSU & UNC-CH)	17	$370,800	$200,000	$285,400	$228,320	$356,750
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	$270,000	$103,035	$186,518	$149,214	$233,147
	Group 3 (ASU, NCCU, UNC-W, WCU)	30	$191,178	$97,998	$144,588	$115,670	$180,735
	Group 4 (FSU, UNC-P, WSSU)	17	$166,300	$87,135	$126,718	$101,374	$158,397
	Group 5 (UNCSA, UNC-A)	15	$214,839	$78,333	$146,586	$117,269	$183,233
	Group 6 (ECSU, NCSSM)	7	$151,938	$81,224	$116,581	$93,265	$145,726
1039-Chief Physical Plant/Facilities Officer	Group 1 (NCSU & UNC-CH)	19	$242,846	$121,234	$182,040	$145,632	$227,550
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	41	$195,138	$92,134	$143,636	$114,909	$179,545
	Group 3 (ASU, NCCU, UNC-W, WCU)	32	$160,008	$81,369	$120,689	$96,551	$150,861
	Group 4 (FSU, UNC-P, WSSU)	19	$131,580	$69,300	$100,440	$80,352	$125,550
	Group 5 (UNCSA, UNC-A)	16	$170,000	$87,500	$128,750	$103,000	$160,938
	Group 6 (ECSU, NCSSM)	11	$118,450	$65,000	$91,725	$73,380	$114,656
1040-Chief Accounting Officer/Comptroller	Group 1 (NCSU & UNC-CH)	17	$225,000	$137,600	$181,300	$145,040	$226,625
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	$165,029	$90,000	$127,515	$102,012	$159,393
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$132,000	$81,143	$106,572	$85,257	$133,214
	Group 4 (FSU, UNC-P, WSSU)	13	$110,000	$76,920	$93,460	$74,768	$116,825
	Group 5 (UNCSA, UNC-A)	12	$225,000	$78,333	$151,667	$121,333	$189,583
	Group 6 (ECSU, NCSSM)	7	$110,003	$63,000	$86,502	$69,201	$108,127
1041-Chief Health Professions Officer	Group 1 (NCSU & UNC-CH)	9	$800,000	$126,480	$463,240	$370,592	$579,050
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$640,800	$63,961	$352,381	$281,904	$440,476
1043-Chief Student Affairs/Life Officer	Group 1 (NCSU & UNC-CH)	20	$289,590	$173,960	$231,775	$185,420	$289,719
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$237,036	$113,300	$175,168	$140,134	$218,960
	Group 3 (ASU, NCCU, UNC-W, WCU)	37	$200,788	$108,069	$154,429	$123,543	$193,036
	Group 4 (FSU, UNC-P, WSSU)	22	$190,100	$81,200	$135,650	$108,520	$169,563
	Group 5 (UNCSA, UNC-A)	15	$159,100	$71,557	$115,329	$92,263	$144,161
	Group 6 (ECSU, NCSSM)	10	$159,100	$87,040	$123,070	$98,456	$153,838
1044-Chief Admissions Officer	Group 1 (NCSU & UNC-CH)	18	$220,500	$97,000	$158,750	$127,000	$198,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	$128,240	$61,856	$95,048	$76,038	$118,810
	Group 3 (ASU, NCCU, UNC-W, WCU)	30	$118,461	$48,218	$83,340	$66,672	$104,174
	Group 4 (FSU, UNC-P, WSSU)	19	$117,000	$48,218	$82,609	$66,087	$103,261
	Group 5 (UNCSA, UNC-A)	12	$164,659	$66,000	$115,330	$92,264	$144,162
	Group 6 (ECSU, NCSSM)	8	$110,000	$44,350	$77,175	$61,740	$96,469

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1045-"Chief, Enrollment Management Officer"	Group 1 (NCSU & UNC-CH)	7	$288,400	$150,000	$219,200	$175,360	$274,000
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	30	$204,155	$81,543	$142,849	$114,279	$178,561
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$180,000	$100,000	$140,000	$112,000	$175,000
	Group 4 (FSU, UNC-P, WSSU)	10	$141,750	$72,000	$106,875	$85,500	$133,594
	Group 5 (UNCSA, UNC-A)	10	$180,000	$97,500	$138,750	$111,000	$173,438
	Group 6 (ECSU, NCSSM)	6	$131,300	$75,857	$103,579	$82,863	$129,473
1046-Chief External Affairs Officer	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$230,004	$160,000	$195,002	$156,002	$243,753
	Group 4 (FSU, UNC-P, WSSU)	5	$166,005	$99,197	$132,601	$106,081	$165,751
1047-Chief Development Officer	Group 1 (NCSU & UNC-CH)	15	$468,000	$165,398	$316,699	$253,359	$395,874
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$315,000	$122,400	$218,700	$174,960	$273,375
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$230,000	$110,000	$170,000	$136,000	$212,500
	Group 4 (FSU, UNC-P, WSSU)	12	$189,108	$66,586	$127,847	$102,278	$159,809
	Group 5 (UNCSA, UNC-A)	11	$275,000	$109,991	$192,496	$153,996	$240,619
	Group 6 (ECSU, NCSSM)	8	$175,000	$101,595	$138,298	$110,638	$172,872
1048-Chief Public Relations Officer	Group 1 (NCSU & UNC-CH)	16	$282,000	$122,795	$202,398	$161,918	$252,997
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	$206,581	$80,000	$143,291	$114,632	$179,113
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	$190,000	$60,349	$125,175	$100,140	$156,468
	Group 4 (FSU, UNC-P, WSSU)	10	$105,515	$60,195	$82,855	$66,284	$103,569
	Group 5 (UNCSA, UNC-A)	8	$156,060	$60,349	$108,205	$86,564	$135,256
1049-Chief Development and Public Relations Officer	Group 1 (NCSU & UNC-CH)	6	$474,656	$210,000	$342,328	$273,862	$427,910
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$295,260	$146,000	$220,630	$176,504	$275,788
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$211,081	$116,000	$163,541	$130,832	$204,426
	Group 4 (FSU, UNC-P, WSSU)	5	$176,783	$110,004	$143,394	$114,715	$179,242
1050-"Chief Audit Officer (previously Director, Internal Audit, #3035)"	Group 1 (NCSU & UNC-CH)	15	$292,700	$118,525	$205,613	$164,490	$257,016
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	$159,650	$64,236	$111,943	$89,554	$139,929
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	$121,522	$57,473	$89,498	$71,598	$111,872
	Group 4 (FSU, UNC-P, WSSU)	7	$78,955	$57,473	$68,214	$54,571	$85,268
1051-Chief Diversity Officer (Previously Director of Institutional Diversity [2006])	Group 1 (NCSU & UNC-CH)	10	$310,000	$98,920	$204,460	$163,568	$255,575
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$200,000	$64,890	$132,445	$105,956	$165,556
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$149,798	$76,429	$113,114	$90,491	$141,392
1201-"Dean, Agriculture"	Group 1 (NCSU & UNC-CH)	11	$275,000	$215,000	$245,000	$196,000	$306,250
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$255,000	$94,937	$174,969	$139,975	$218,711
1202-"Dean, Architecture "	Group 1 (NCSU & UNC-CH)	13	$281,200	$195,000	$238,100	$190,480	$297,625
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$245,000	$136,505	$190,753	$152,602	$238,441

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1203-"Dean, Arts and Letters"	Group 1 (NCSU & UNC-CH)	5	$235,620	$200,079	$217,850	$174,280	$272,312
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	$213,262	$112,000	$162,631	$130,105	$203,289
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$180,164	$109,180	$144,672	$115,738	$180,840
1204-"Dean, Arts and Sciences"	Group 1 (NCSU & UNC-CH)	13	$370,800	$223,900	$297,350	$237,880	$371,688
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$275,000	$130,547	$202,774	$162,219	$253,467
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	$225,000	$110,000	$167,500	$134,000	$209,375
	Group 4 (FSU, UNC-P, WSSU)	12	$155,723	$102,400	$129,062	$103,249	$161,327
	Group 6 (ECSU, NCSSM)	5	$150,150	$108,150	$129,150	$103,320	$161,438
1205-"Dean, Biological & Life Sciences"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$225,000	$82,511	$153,756	$123,004	$192,194
1206-"Dean, Business"	Group 1 (NCSU & UNC-CH)	20	$550,000	$247,246	$398,623	$318,898	$498,279
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$367,155	$150,000	$258,578	$206,862	$323,222
	Group 3 (ASU, NCCU, UNC-W, WCU)	34	$290,400	$116,280	$203,340	$162,672	$254,175
	Group 4 (FSU, UNC-P, WSSU)	17	$174,182	$108,000	$141,091	$112,873	$176,364
	Group 5 (UNCSA, UNC-A)	9	$541,500	$120,000	$330,750	$264,600	$413,438
	Group 6 (ECSU, NCSSM)	7	$184,602	$114,950	$149,776	$119,821	$187,220
1208-"Dean, Continuing Education"	Group 1 (NCSU & UNC-CH)	9	$245,000	$164,500	$204,750	$163,800	$255,938
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$164,138	$68,610	$116,374	$93,099	$145,468
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$165,000	$81,250	$123,125	$98,500	$153,906
1210-"Dean, Dentistry"	Group 1 (NCSU & UNC-CH)	7	$415,140	$226,468	$320,804	$256,643	$401,005
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$320,000	$231,750	$275,875	$220,700	$344,844
1212-"Dean, Education"	Group 1 (NCSU & UNC-CH)	15	$269,769	$211,200	$240,485	$192,388	$300,606
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$226,600	$122,400	$174,500	$139,600	$218,125
	Group 3 (ASU, NCCU, UNC-W, WCU)	29	$188,694	$110,000	$149,347	$119,478	$186,684
	Group 4 (FSU, UNC-P, WSSU)	18	$138,171	$100,041	$119,106	$95,285	$148,883
	Group 5 (UNCSA, UNC-A)	5	$247,200	$114,000	$180,600	$144,480	$225,750
	Group 6 (ECSU, NCSSM)	6	$148,148	$81,600	$114,874	$91,899	$143,593
1213-"Dean, Engineering"	Group 1 (NCSU & UNC-CH)	19	$383,500	$230,000	$306,750	$245,400	$383,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	$315,000	$148,920	$231,960	$185,568	$289,950
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$246,500	$127,720	$187,110	$149,688	$233,888
1216-"Dean, Fine Arts"	Group 1 (NCSU & UNC-CH)	6	$287,332	$189,280	$238,306	$190,645	$297,883
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$246,750	$86,800	$166,775	$133,420	$208,469
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$189,000	$60,952	$124,976	$99,981	$156,220
	Group 5 (UNCSA, UNC-A)	5	$243,375	$83,636	$163,506	$130,804	$204,382
1218-"Dean, Government/Public Affairs/Public Policy"	Group 1 (NCSU & UNC-CH)	8	$305,000	$251,691	$278,346	$222,676	$347,932
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$220,000	$102,500	$161,250	$129,000	$201,563

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1219-"Dean, Graduate Programs"	Group 1 (NCSU & UNC-CH)	12	$287,238	$175,000	$231,119	$184,895	$288,899
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	$245,000	$104,055	$174,528	$139,622	$218,159
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	$162,216	$109,600	$135,908	$108,726	$169,885
	Group 4 (FSU, UNC-P, WSSU)	8	$130,825	$100,000	$115,413	$92,330	$144,266
1220-"Dean, Health-Related Professions"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$220,000	$115,236	$167,618	$134,094	$209,523
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$190,000	$115,236	$152,618	$122,094	$190,773
1221-"Dean, Honors Program"	Group 1 (NCSU & UNC-CH)	6	$172,332	$100,980	$136,656	$109,325	$170,820
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	$195,000	$55,283	$125,142	$100,113	$156,427
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$160,000	$56,034	$108,017	$86,414	$135,021
1222-"Dean, Humanities"	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$171,312	$125,890	$148,601	$118,881	$185,751
1224-"Dean, Journalism & Mass Communications"	Group 1 (NCSU & UNC-CH)	7	$284,205	$128,184	$206,195	$164,956	$257,743
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$200,743	$135,077	$167,910	$134,328	$209,888
1225-"Dean, Law"	Group 1 (NCSU & UNC-CH)	14	$460,000	$279,782	$369,891	$295,913	$462,364
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$300,000	$200,004	$250,002	$200,002	$312,503
1228-"Dean, Medicine"	Group 1 (NCSU & UNC-CH)	9	$848,942	$285,000	$566,971	$453,577	$708,714
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$556,592	$195,050	$375,821	$300,657	$469,776
1229-"Dean, Music"	Group 1 (NCSU & UNC-CH)	5	$332,000	$150,024	$241,012	$192,810	$301,265
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$187,769	$98,362	$143,066	$114,452	$178,832
1230-"Dean, Nursing"	Group 1 (NCSU & UNC-CH)	11	$371,026	$215,000	$293,013	$234,410	$366,266
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$258,625	$106,125	$182,375	$145,900	$227,969
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$141,500	$113,663	$127,582	$102,065	$159,477
	Group 4 (FSU, UNC-P, WSSU)	5	$125,000	$97,105	$111,053	$88,842	$138,816
1233-"Dean, Pharmacy"	Group 1 (NCSU & UNC-CH)	9	$330,048	$178,236	$254,142	$203,314	$317,678
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$267,577	$142,332	$204,955	$163,964	$256,193
1235-"Dean, Public Health"	Group 1 (NCSU & UNC-CH)	10	$498,300	$169,666	$333,983	$267,186	$417,479
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$309,000	$197,142	$253,071	$202,457	$316,339
1236-"Dean, Sciences"	Group 1 (NCSU & UNC-CH)	9	$331,000	$221,448	$276,224	$220,979	$345,280
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$253,056	$154,500	$203,778	$163,022	$254,723
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$181,596	$115,124	$148,360	$118,688	$185,450
	Group 4 (FSU, UNC-P, WSSU)	6	$142,800	$109,253	$126,027	$100,821	$157,533
	Group 5 (UNCSA, UNC-A)	7	$321,360	$115,124	$218,242	$174,594	$272,803
1237-"Dean, Social Sciences"	Group 1 (NCSU & UNC-CH)	6	$283,300	$194,650	$238,975	$191,180	$298,719
1238-"Dean, Social Work"	Group 1 (NCSU & UNC-CH)	6	$331,580	$215,796	$273,688	$218,950	$342,110
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$235,020	$164,051	$199,536	$159,628	$249,419

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1240-"Dean, Undergraduate Programs"	Group 1 (NCSU & UNC-CH)	7	$257,500	$180,144	$218,822	$175,058	$273,528
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$237,350	$68,295	$152,823	$122,258	$191,028
1241-"Dean, Veterinary Medicine"	Group 1 (NCSU & UNC-CH)	9	$275,004	$215,000	$245,002	$196,002	$306,253
1401-"Assoc/Asst Dean, Agriculture"	Group 1 (NCSU & UNC-CH)	11	$202,940	$118,601	$160,771	$128,616	$200,963
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	$165,588	$122,866	$144,227	$115,382	$180,284
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$133,692	$98,000	$115,846	$92,677	$144,808
1402-"Assoc/Asst Dean, Architecture"	Group 1 (NCSU & UNC-CH)	8	$161,051	$110,996	$136,024	$108,819	$170,029
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$164,109	$79,878	$121,994	$97,595	$152,492
1403-"Assoc/Asst Dean, Arts and Letters"	Group 1 (NCSU & UNC-CH)	5	$185,232	$119,645	$152,439	$121,951	$190,548
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$134,780	$97,500	$116,140	$92,912	$145,175
1404-"Assoc/Asst Dean, Arts and Sciences"	Group 1 (NCSU & UNC-CH)	9	$182,900	$96,568	$139,734	$111,787	$174,668
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$160,000	$80,484	$120,242	$96,194	$150,303
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$118,150	$77,243	$97,697	$78,157	$122,121
	Group 4 (FSU, UNC-P, WSSU)	5	$144,200	$89,010	$116,605	$93,284	$145,756
1406-"Assoc/Asst Dean, Business"	Group 1 (NCSU & UNC-CH)	15	$315,115	$93,152	$204,134	$163,307	$255,167
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	$230,727	$65,440	$148,084	$118,467	$185,104
	Group 3 (ASU, NCCU, UNC-W, WCU)	26	$157,938	$89,247	$123,593	$98,874	$154,491
	Group 4 (FSU, UNC-P, WSSU)	6	$160,000	$97,128	$128,564	$102,851	$160,705
1408-"Assoc/Asst Dean, Continuing Education"	Group 1 (NCSU & UNC-CH)	5	$147,938	$97,185	$122,562	$98,049	$153,202
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$140,250	$72,686	$106,468	$85,174	$133,085
1409-"Assoc/Asst Dean, Cooperative Extension"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$150,240	$134,775	$142,508	$114,006	$178,134
1410-"Assoc/Asst Dean, Dentistry"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$158,561	$133,870	$146,216	$116,972	$182,769
1412-"Assoc/Asst Dean, Education"	Group 1 (NCSU & UNC-CH)	11	$165,356	$116,666	$141,011	$112,809	$176,264
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	$155,870	$79,249	$117,560	$94,048	$146,949
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$140,352	$80,282	$110,317	$88,254	$137,896
	Group 4 (FSU, UNC-P, WSSU)	7	$105,060	$61,800	$83,430	$66,744	$104,288
	Group 5 (UNCSA, UNC-A)	5	$125,521	$33,130	$79,326	$63,460	$99,157
1413-"Assoc/Asst Dean, Engineering"	Group 1 (NCSU & UNC-CH)	13	$215,443	$122,297	$168,870	$135,096	$211,088
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$196,344	$103,177	$149,761	$119,808	$187,201
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$152,312	$78,580	$115,446	$92,357	$144,308
1416-"Assoc/Asst Dean, Fine Arts"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$131,611	$75,402	$103,507	$82,805	$129,383
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$114,058	$56,900	$85,479	$68,383	$106,849

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1419-"Assoc/Asst Dean, Graduate Programs "	Group 1 (NCSU & UNC-CH)	7	$145,234	$118,028	$131,631	$105,305	$164,539
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$136,421	$64,722	$100,572	$80,457	$125,714
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$115,320	$66,000	$90,660	$72,528	$113,325
1420-"Assoc/Asst Dean, Health-Related Professions"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$150,000	$94,084	$122,042	$97,634	$152,553
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$120,874	$72,628	$96,751	$77,401	$120,939
1421-"Assoc/Asst Dean, Honors Program"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	$140,124	$60,960	$100,542	$80,434	$125,678
1424-"Assoc/Asst Dean, Journalism & Mass Communications "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$150,000	$75,402	$112,701	$90,161	$140,876
1425-"Assoc/Asst Dean, Law"	Group 1 (NCSU & UNC-CH)	8	$154,094	$115,771	$134,933	$107,946	$168,666
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$180,833	$85,463	$133,148	$106,518	$166,435
1426-"Deputy College Librarian	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$133,900	$68,888	$101,394	$81,115	$126,743
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$103,000	$62,503	$82,752	$66,201	$103,439
1428-"Assoc/Asst Dean, Medicine"	Group 1 (NCSU & UNC-CH)	8	$262,625	$110,650	$186,638	$149,310	$233,297
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$283,333	$93,610	$188,472	$150,777	$235,589
1429-"Assoc/Asst Dean, Music"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$114,285	$60,827	$87,556	$70,045	$109,445
1430-"Assoc/Asst Dean, Nursing"	Group 1 (NCSU & UNC-CH)	10	$188,504	$109,536	$149,020	$119,216	$186,275
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$151,665	$97,230	$124,448	$99,558	$155,559
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$115,752	$76,249	$96,001	$76,800	$120,001
1433-"Assoc/Asst Dean, Pharmacy"	Group 1 (NCSU & UNC-CH)	7	$208,000	$111,299	$159,650	$127,720	$199,562
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$172,146	$104,153	$138,150	$110,520	$172,687
1435-"Assoc/Asst Dean, Public Health"	Group 1 (NCSU & UNC-CH)	6	$195,000	$130,400	$162,700	$130,160	$203,375
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$191,229	$124,000	$157,615	$126,092	$197,018
1436-"Assoc/Asst Dean, Sciences"	Group 1 (NCSU & UNC-CH)	7	$158,000	$116,533	$137,267	$109,813	$171,583
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$150,965	$86,165	$118,565	$94,852	$148,206
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$128,400	$71,126	$99,763	$79,810	$124,704
1438-"Assoc/Asst Dean, Social Work"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$119,954	$70,340	$95,147	$76,118	$118,934
1440-"Assoc/Asst Dean, Undergraduate Programs"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$116,357	$64,521	$90,439	$72,351	$113,049
1441-"Assoc/Asst Dean, Veterinary Medicine "	Group 1 (NCSU & UNC-CH)	9	$195,140	$131,563	$163,352	$130,681	$204,189
2001-Vice Provost	Group 1 (NCSU & UNC-CH)	12	$270,717	$176,542	$223,630	$178,904	$279,537
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	$223,728	$107,614	$165,671	$132,537	$207,089
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$189,000	$105,000	$147,000	$117,600	$183,750
	Group 4 (FSU, UNC-P, WSSU)	5	$187,000	$128,750	$157,875	$126,300	$197,344
	Group 5 (UNCSA, UNC-A)	5	$253,800	$87,500	$170,650	$136,520	$213,313

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2002-Associate Provost	Group 1 (NCSU & UNC-CH)	12	$240,000	$143,500	$191,750	$153,400	$239,688
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$172,500	$110,338	$141,419	$113,135	$176,774
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	$149,940	$89,430	$119,685	$95,748	$149,606
	Group 4 (FSU, UNC-P, WSSU)	9	$118,450	$93,784	$106,117	$84,894	$132,646
	Group 5 (UNCSA, UNC-A)	12	$141,780	$89,643	$115,712	$92,569	$144,639
	Group 6 (ECSU, NCSSM)	6	$104,000	$77,726	$90,863	$72,690	$113,579
2003-Assistant Provost	Group 1 (NCSU & UNC-CH)	6	$162,700	$87,917	$125,309	$100,247	$156,636
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$161,570	$70,000	$115,785	$92,628	$144,731
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$125,448	$74,000	$99,724	$79,779	$124,655
2004-Director of Institutional Research	Group 1 (NCSU & UNC-CH)	20	$182,210	$103,411	$142,811	$114,248	$178,513
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	39	$144,200	$63,000	$103,600	$82,880	$129,500
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$126,638	$60,031	$93,335	$74,668	$116,668
	Group 4 (FSU, UNC-P, WSSU)	15	$106,224	$65,000	$85,612	$68,490	$107,015
	Group 5 (UNCSA, UNC-A)	14	$146,993	$61,027	$104,010	$83,208	$130,013
	Group 6 (ECSU, NCSSM)	9	$89,095	$53,824	$71,460	$57,168	$89,324
2005-"Associate Director, Institutional Research"	Group 1 (NCSU & UNC-CH)	7	$116,000	$76,700	$96,350	$77,080	$120,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$106,321	$52,599	$79,460	$63,568	$99,325
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$89,915	$50,000	$69,958	$55,966	$87,447
	Group 4 (FSU, UNC-P, WSSU)	6	$77,000	$49,500	$63,250	$50,600	$79,063
2007-"Director, International Education"	Group 1 (NCSU & UNC-CH)	10	$233,606	$88,582	$161,094	$128,875	$201,368
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$139,668	$55,371	$97,520	$78,016	$121,899
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	$114,574	$67,681	$91,128	$72,902	$113,909
	Group 4 (FSU, UNC-P, WSSU)	6	$144,200	$67,746	$105,973	$84,778	$132,466
	Group 5 (UNCSA, UNC-A)	5	$97,037	$72,420	$84,729	$67,783	$105,911
2008-"Director, International Studies Education"	Group 1 (NCSU & UNC-CH)	6	$110,000	$76,055	$93,028	$74,422	$116,284
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$102,641	$58,541	$80,591	$64,473	$100,739
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$107,585	$61,000	$84,293	$67,434	$105,366
2009-"Director, Sponsored Research and Programs"	Group 1 (NCSU & UNC-CH)	17	$238,393	$100,000	$169,197	$135,357	$211,496
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	$140,000	$55,777	$97,889	$78,311	$122,361
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	$120,000	$65,832	$92,916	$74,333	$116,145
	Group 4 (FSU, UNC-P, WSSU)	9	$106,111	$47,000	$76,556	$61,244	$95,694
	Group 5 (UNCSA, UNC-A)	7	$143,357	$68,807	$106,082	$84,866	$132,603

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2010-"Director, Continuing Education"	Group 1 (NCSU & UNC-CH)	6	$128,048	$76,769	$102,409	$81,927	$128,011
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$110,700	$50,000	$80,350	$64,280	$100,438
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$117,420	$43,586	$80,503	$64,402	$100,629
	Group 4 (FSU, UNC-P, WSSU)	8	$82,487	$41,837	$62,162	$49,730	$77,703
	Group 5 (UNCSA, UNC-A)	5	$128,048	$59,400	$93,724	$74,979	$117,155
2011-Senior Technology Licensing Officer	Group 1 (NCSU & UNC-CH)	12	$185,000	$88,275	$136,638	$109,310	$170,797
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$153,357	$60,000	$106,679	$85,343	$133,348
2012-"Director, Distance Learning"	Group 1 (NCSU & UNC-CH)	5	$111,327	$64,635	$87,981	$70,385	$109,976
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$122,500	$54,930	$88,715	$70,972	$110,894
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$111,592	$44,431	$78,012	$62,409	$97,514
2013-"Director, Teaching Center"	Group 1 (NCSU & UNC-CH)	8	$158,772	$85,919	$122,346	$97,876	$152,932
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$121,200	$55,836	$88,518	$70,814	$110,648
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$135,733	$72,540	$104,137	$83,309	$130,171
2014-Assoc/Asst VP for Research	Group 1 (NCSU & UNC-CH)	13	$251,214	$161,786	$206,500	$165,200	$258,125
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$217,508	$95,000	$156,254	$125,003	$195,318
2015-Director of Museums	Group 1 (NCSU & UNC-CH)	7	$240,222	$92,227	$166,225	$132,980	$207,781
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$108,150	$52,627	$80,389	$64,311	$100,486
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$150,000	$62,279	$106,140	$84,912	$132,674
2016-Education Abroad Director	Group 1 (NCSU & UNC-CH)	10	$110,832	$77,000	$93,916	$75,133	$117,395
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	$116,380	$37,606	$76,993	$61,594	$96,241
2017-Director/Dean Workforce and Career Development	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$104,030	$65,744	$84,887	$67,910	$106,109
2018-Director of Graduate Admissions	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$119,837	$50,177	$85,007	$68,006	$106,259
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$119,837	$45,765	$82,801	$66,241	$103,501
2019-Director of the Theater / Performing Arts Center	Group 1 (NCSU & UNC-CH)	6	$240,000	$125,004	$182,502	$146,002	$228,128
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$108,035	$34,736	$71,386	$57,108	$89,232
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$112,452	$58,884	$85,668	$68,534	$107,085
2026-"Chief Operating Officer (non-faculty), Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$385,000	$123,600	$254,300	$203,440	$317,875
2027-"Chief Financial Officer, Medical School "	Group 1 (NCSU & UNC-CH)	7	$315,000	$130,608	$222,804	$178,243	$278,505
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$276,750	$87,550	$182,150	$145,720	$227,688
2028-"Chief Admissions Officer, Medical School "	Group 1 (NCSU & UNC-CH)	7	$360,500	$68,040	$214,270	$171,416	$267,838
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$221,032	$72,235	$146,634	$117,307	$183,292
2029-"Chief Financial Aid Officer, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$124,800	$49,009	$86,905	$69,524	$108,631
2030-"Chief Student Affairs Officer, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$250,000	$82,685	$166,343	$133,074	$207,928

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2031-"Chief Development Officer, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$173,249	$95,000	$134,125	$107,300	$167,656
2032-"Chief IT Officer, Medical School "	Group 1 (NCSU & UNC-CH)	6	$194,000	$87,862	$140,931	$112,745	$176,164
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$108,000	$65,000	$86,500	$69,200	$108,125
2033-"Chief Research Officer, Medical School "	Group 1 (NCSU & UNC-CH)	5	$290,000	$168,095	$229,048	$183,238	$286,309
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$416,247	$145,635	$280,941	$224,753	$351,176
2034-"Chief Librarian, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$143,322	$101,513	$122,418	$97,934	$153,022
2035-"Chief Human Resources Officer, Medical School "	Group 1 (NCSU & UNC-CH)	7	$214,240	$72,500	$143,370	$114,696	$179,213
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	$132,000	$67,191	$99,596	$79,676	$124,494
2050-"Library Director (Dean) (previously Director, Library Services)"	Group 1 (NCSU & UNC-CH)	15	$310,417	$175,579	$242,998	$194,398	$303,748
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	$175,765	$107,687	$141,726	$113,381	$177,158
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	$147,504	$73,130	$110,317	$88,254	$137,896
	Group 4 (FSU, UNC-P, WSSU)	17	$122,079	$56,100	$89,090	$71,272	$111,362
	Group 5 (UNCSA, UNC-A)	11	$244,600	$68,239	$156,420	$125,136	$195,524
	Group 6 (ECSU, NCSSM)	8	$125,000	$58,173	$91,587	$73,269	$114,483
2051-"Acquisitions Librarian (previously Head Librarian, Acquisitions)"	Group 1 (NCSU & UNC-CH)	10	$91,200	$67,674	$79,437	$63,550	$99,296
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$90,192	$43,500	$66,846	$53,477	$83,558
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$101,124	$35,689	$68,407	$54,725	$85,508
	Group 4 (FSU, UNC-P, WSSU)	10	$89,404	$42,394	$65,899	$52,719	$82,374
	Group 5 (UNCSA, UNC-A)	5	$80,075	$57,261	$68,668	$54,934	$85,835
2052-"Head of Technical Services (Previously Head Librarian, Technical Services)"	Group 1 (NCSU & UNC-CH)	7	$132,664	$90,183	$111,424	$89,139	$139,279
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$110,852	$63,003	$86,928	$69,542	$108,659
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$99,619	$53,500	$76,560	$61,248	$95,699
	Group 4 (FSU, UNC-P, WSSU)	8	$82,894	$37,810	$60,352	$48,282	$75,440
	Group 5 (UNCSA, UNC-A)	6	$132,664	$41,000	$86,832	$69,466	$108,540
2053-"Head of Public (Access) Services (previously Head Librarian, Public/Access Services)	Group 1 (NCSU & UNC-CH)	9	$132,261	$71,764	$102,013	$81,610	$127,516
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$111,187	$46,182	$78,685	$62,948	$98,356
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$114,792	$42,339	$78,566	$62,852	$98,207
	Group 4 (FSU, UNC-P, WSSU)	7	$79,756	$42,000	$60,878	$48,702	$76,098
	Group 5 (UNCSA, UNC-A)	7	$76,181	$46,417	$61,299	$49,039	$76,624
	Group 6 (ECSU, NCSSM)	5	$70,302	$46,417	$58,360	$46,688	$72,949

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2054-"Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Ca	Group 1 (NCSU & UNC-CH)	6	$94,036	$65,979	$80,008	$64,006	$100,009
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$82,667	$41,658	$62,163	$49,730	$77,703
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$125,844	$39,054	$82,449	$65,959	$103,061
	Group 4 (FSU, UNC-P, WSSU)	6	$111,089	$50,914	$81,002	$64,801	$101,252
2055-"Head of Collection Development (previously Head Librarian, Collection Development)"	Group 1 (NCSU & UNC-CH)	9	$133,625	$84,830	$109,228	$87,382	$136,534
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$105,204	$54,137	$79,671	$63,736	$99,588
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$102,276	$52,527	$77,402	$61,921	$96,752
2056-"Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Li	Group 1 (NCSU & UNC-CH)	7	$136,590	$56,746	$96,668	$77,334	$120,835
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$95,466	$41,450	$68,458	$54,766	$85,573
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$101,004	$41,450	$71,227	$56,982	$89,034
	Group 4 (FSU, UNC-P, WSSU)	6	$111,089	$42,000	$76,545	$61,236	$95,681
	Group 5 (UNCSA, UNC-A)	5	$74,623	$46,046	$60,335	$48,268	$75,418
2057-"Director, Educational Media Services"	Group 1 (NCSU & UNC-CH)	5	$135,837	$59,398	$97,618	$78,094	$122,022
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$78,726	$50,004	$64,365	$51,492	$80,456
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$82,908	$53,439	$68,174	$54,539	$85,217
	Group 4 (FSU, UNC-P, WSSU)	7	$99,766	$56,484	$78,125	$62,500	$97,656
2058-"Director, Learning Resources Center "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	$92,384	$56,091	$74,238	$59,390	$92,797
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$100,699	$65,553	$83,126	$66,501	$103,908
2076-"Associate Director, Admissions"	Group 1 (NCSU & UNC-CH)	16	$120,000	$56,027	$88,014	$70,411	$110,017
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$72,334	$43,120	$57,727	$46,182	$72,159
	Group 3 (ASU, NCCU, UNC-W, WCU)	29	$83,580	$32,091	$57,836	$46,268	$72,294
	Group 4 (FSU, UNC-P, WSSU)	11	$83,088	$40,022	$61,555	$49,244	$76,944
	Group 5 (UNCSA, UNC-A)	15	$76,348	$38,007	$57,178	$45,742	$71,472
	Group 6 (ECSU, NCSSM)	6	$69,930	$45,043	$57,487	$45,989	$71,858
2078-Registrar	Group 1 (NCSU & UNC-CH)	22	$166,359	$85,625	$125,992	$100,794	$157,490
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$128,753	$68,769	$98,761	$79,009	$123,451
	Group 3 (ASU, NCCU, UNC-W, WCU)	37	$131,890	$57,712	$94,801	$75,841	$118,501
	Group 4 (FSU, UNC-P, WSSU)	20	$98,238	$55,000	$76,619	$61,295	$95,774
	Group 5 (UNCSA, UNC-A)	15	$115,814	$59,330	$87,572	$70,058	$109,465
	Group 6 (ECSU, NCSSM)	9	$81,600	$53,684	$67,642	$54,114	$84,553

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2079-Associate Registrar	Group 1 (NCSU & UNC-CH)	20	$104,742	$58,295	$81,519	$65,215	$101,898
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	$84,433	$41,040	$62,737	$50,189	$78,421
	Group 3 (ASU, NCCU, UNC-W, WCU)	30	$86,797	$39,480	$63,139	$50,511	$78,923
	Group 4 (FSU, UNC-P, WSSU)	12	$80,896	$39,062	$59,979	$47,983	$74,974
	Group 5 (UNCSA, UNC-A)	10	$91,730	$43,500	$67,615	$54,092	$84,519
	Group 6 (ECSU, NCSSM)	6	$59,623	$30,706	$45,165	$36,132	$56,456
2080-Assistant Registrar	Group 1 (NCSU & UNC-CH)	15	$69,735	$47,068	$58,402	$46,721	$73,002
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	$73,766	$34,627	$54,197	$43,357	$67,746
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$69,662	$33,933	$51,798	$41,438	$64,747
	Group 4 (FSU, UNC-P, WSSU)	11	$74,890	$36,134	$55,512	$44,410	$69,390
	Group 5 (UNCSA, UNC-A)	10	$58,140	$34,794	$46,467	$37,174	$58,084
2082-"Director, Student Financial Aid"	Group 1 (NCSU & UNC-CH)	21	$176,851	$95,000	$135,926	$108,740	$169,907
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	39	$117,000	$71,657	$94,329	$75,463	$117,911
	Group 3 (ASU, NCCU, UNC-W, WCU)	32	$117,286	$53,000	$85,143	$68,114	$106,429
	Group 4 (FSU, UNC-P, WSSU)	22	$103,307	$55,000	$79,154	$63,323	$98,942
	Group 5 (UNCSA, UNC-A)	18	$140,389	$53,000	$96,695	$77,356	$120,868
	Group 6 (ECSU, NCSSM)	7	$79,981	$61,295	$70,638	$56,510	$88,298
2083-"Associate Director, Student Financial Aid"	Group 1 (NCSU & UNC-CH)	16	$106,534	$66,229	$86,382	$69,105	$107,977
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	40	$85,405	$46,591	$65,998	$52,798	$82,498
	Group 3 (ASU, NCCU, UNC-W, WCU)	26	$90,009	$42,622	$66,316	$53,052	$82,894
	Group 4 (FSU, UNC-P, WSSU)	12	$60,000	$35,004	$47,502	$38,002	$59,378
	Group 5 (UNCSA, UNC-A)	8	$56,490	$37,587	$47,039	$37,631	$58,798
	Group 6 (ECSU, NCSSM)	7	$67,482	$37,700	$52,591	$42,073	$65,739
2090-Executive Director of Executive Education	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$223,664	$77,875	$150,770	$120,616	$188,462
3001-"Director, Risk Management and Insurance"	Group 1 (NCSU & UNC-CH)	15	$171,132	$68,250	$119,691	$95,753	$149,614
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$113,783	$42,791	$78,287	$62,630	$97,859
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$110,670	$44,912	$77,791	$62,233	$97,239
3004-"Director, University Research Park "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$210,574	$100,213	$155,394	$124,315	$194,242
3005-"Director, Contracts and Grants "	Group 1 (NCSU & UNC-CH)	9	$207,076	$90,000	$148,538	$118,830	$185,673
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$115,544	$78,682	$97,113	$77,690	$121,391
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$109,473	$55,184	$82,329	$65,863	$102,911
3006-"Director, College/University Press "	Group 1 (NCSU & UNC-CH)	9	$178,860	$112,006	$145,433	$116,346	$181,791
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$140,000	$58,992	$99,496	$79,597	$124,370

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
3007-College/Division Business Affairs Officer	Group 1 (NCSU & UNC-CH)	7	$164,390	$83,330	$123,860	$99,088	$154,825
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$156,000	$60,004	$108,002	$86,402	$135,003
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$109,071	$61,542	$85,307	$68,245	$106,633
3009-Director/Head of Sustainability	Group 1 (NCSU & UNC-CH)	8	$130,000	$72,930	$101,465	$81,172	$126,831
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$150,000	$44,245	$97,123	$77,698	$121,403
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$120,750	$50,000	$85,375	$68,300	$106,719
3010-Associate VP for Administrative Services	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$168,500	$70,824	$119,662	$95,730	$149,578
3026-Associate Budget Director	Group 1 (NCSU & UNC-CH)	9	$163,320	$85,303	$124,312	$99,449	$155,389
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$120,000	$60,000	$90,000	$72,000	$112,500
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$106,133	$49,188	$77,661	$62,128	$97,076
	Group 4 (FSU, UNC-P, WSSU)	8	$91,700	$49,188	$70,444	$56,355	$88,055
3027-Assistant Comptroller	Group 1 (NCSU & UNC-CH)	10	$159,206	$81,113	$120,160	$96,128	$150,199
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$109,148	$55,809	$82,479	$65,983	$103,098
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$92,948	$52,223	$72,586	$58,068	$90,732
	Group 4 (FSU, UNC-P, WSSU)	9	$105,700	$49,450	$77,575	$62,060	$96,969
	Group 5 (UNCSA, UNC-A)	6	$126,690	$52,223	$89,457	$71,565	$111,821
3028-Restricted Funds Accountant	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$65,385	$33,271	$49,328	$39,462	$61,660
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$71,925	$35,500	$53,713	$42,970	$67,141
3029-"Director, Accounting"	Group 1 (NCSU & UNC-CH)	14	$161,870	$74,095	$117,983	$94,386	$147,478
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$114,346	$64,375	$89,361	$71,488	$111,701
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$115,000	$50,548	$82,774	$66,219	$103,468
	Group 4 (FSU, UNC-P, WSSU)	12	$85,000	$50,548	$67,774	$54,219	$84,718
	Group 6 (ECSU, NCSSM)	5	$101,538	$55,000	$78,269	$62,615	$97,836
3030-Bursar	Group 1 (NCSU & UNC-CH)	11	$148,896	$86,944	$117,920	$94,336	$147,400
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	32	$112,770	$46,001	$79,386	$63,508	$99,232
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$104,074	$46,261	$75,168	$60,134	$93,959
	Group 4 (FSU, UNC-P, WSSU)	15	$93,315	$50,015	$71,665	$57,332	$89,581
	Group 5 (UNCSA, UNC-A)	11	$93,882	$51,501	$72,692	$58,153	$90,864
	Group 6 (ECSU, NCSSM)	6	$72,975	$42,288	$57,632	$46,105	$72,039
3031-Associate/Assistant Bursar	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$88,639	$40,891	$64,765	$51,812	$80,956
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$78,208	$46,571	$62,390	$49,912	$77,987

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
3032-"Director/Manager, Payroll"	Group 1 (NCSU & UNC-CH)	16	$130,835	$67,387	$99,111	$79,289	$123,889
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	33	$107,982	$45,000	$76,491	$61,193	$95,614
	Group 3 (ASU, NCCU, UNC-W, WCU)	22	$90,850	$39,101	$64,976	$51,980	$81,219
	Group 4 (FSU, UNC-P, WSSU)	13	$86,757	$40,600	$63,679	$50,943	$79,598
	Group 5 (UNCSA, UNC-A)	9	$117,832	$39,101	$78,467	$62,773	$98,083
3033-"Director, Purchasing/Materials Management"	Group 1 (NCSU & UNC-CH)	20	$174,603	$90,917	$132,760	$106,208	$165,950
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	$125,073	$54,588	$89,831	$71,864	$112,288
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	$118,056	$52,084	$85,070	$68,056	$106,338
	Group 4 (FSU, UNC-P, WSSU)	19	$96,135	$43,008	$69,572	$55,657	$86,964
	Group 5 (UNCSA, UNC-A)	10	$164,801	$61,800	$113,301	$90,640	$141,626
	Group 6 (ECSU, NCSSM)	7	$90,976	$57,306	$74,141	$59,313	$92,676
3034-"Associate Director, Purchasing/Materials Management"	Group 1 (NCSU & UNC-CH)	11	$127,111	$73,130	$100,121	$80,096	$125,151
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$91,967	$48,165	$70,066	$56,053	$87,583
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$88,012	$35,585	$61,799	$49,439	$77,248
3050-"Director, Auxiliary Services"	Group 1 (NCSU & UNC-CH)	7	$191,196	$120,000	$155,598	$124,478	$194,498
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$156,148	$64,311	$110,230	$88,184	$137,787
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$150,000	$77,156	$113,578	$90,862	$141,973
	Group 4 (FSU, UNC-P, WSSU)	8	$127,800	$74,445	$101,123	$80,898	$126,403
3051-"Director/Manager, Printing Services"	Group 1 (NCSU & UNC-CH)	11	$126,000	$66,056	$96,028	$76,822	$120,035
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$84,750	$33,488	$59,119	$47,295	$73,899
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$68,551	$40,152	$54,352	$43,481	$67,939
	Group 4 (FSU, UNC-P, WSSU)	7	$50,777	$38,868	$44,823	$35,858	$56,028
3052-"Director/Manager, Mail Services "	Group 1 (NCSU & UNC-CH)	16	$106,147	$43,468	$74,808	$59,846	$93,509
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$78,942	$32,000	$55,471	$44,377	$69,339
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$60,003	$27,017	$43,510	$34,808	$54,388
	Group 4 (FSU, UNC-P, WSSU)	7	$70,989	$29,600	$50,295	$40,236	$62,868
3053-"Director, Bookstore"	Group 1 (NCSU & UNC-CH)	8	$139,033	$83,838	$111,436	$89,148	$139,294
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$110,006	$56,108	$83,057	$66,446	$103,821
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$96,647	$41,820	$69,234	$55,387	$86,542
	Group 6 (ECSU, NCSSM)	5	$63,654	$35,000	$49,327	$39,462	$61,659
3054-"Associate Director, Bookstore"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$67,000	$41,646	$54,323	$43,458	$67,904
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$58,500	$33,872	$46,186	$36,949	$57,733
3055-"Director, Food/Dining Services"	Group 1 (NCSU & UNC-CH)	11	$162,240	$82,310	$122,275	$97,820	$152,844
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$153,320	$50,460	$101,890	$81,512	$127,363
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$110,852	$73,564	$92,208	$73,766	$115,260

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
3056-"Associate Director, Food /Dining Services"	Group 1 (NCSU & UNC-CH)	11	$117,417	$66,718	$92,068	$73,654	$115,084
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$99,620	$70,101	$84,861	$67,888	$106,076
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$74,790	$60,890	$67,840	$54,272	$84,800
3076-"Director, Environmental Health and Safety"	Group 1 (NCSU & UNC-CH)	18	$188,400	$111,825	$150,113	$120,090	$187,641
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	32	$132,900	$59,198	$96,049	$76,839	$120,061
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	$110,919	$59,708	$85,314	$68,251	$106,642
	Group 4 (FSU, UNC-P, WSSU)	5	$70,000	$50,651	$60,326	$48,260	$75,407
	Group 5 (UNCSA, UNC-A)	7	$188,400	$54,122	$121,261	$97,009	$151,576
3077-"Director, Campus Security/Safety"	Group 1 (NCSU & UNC-CH)	20	$219,452	$112,500	$165,976	$132,781	$207,470
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	43	$150,000	$60,008	$105,004	$84,003	$131,255
	Group 3 (ASU, NCCU, UNC-W, WCU)	34	$126,790	$60,898	$93,844	$75,075	$117,305
	Group 4 (FSU, UNC-P, WSSU)	21	$111,000	$44,350	$77,675	$62,140	$97,094
	Group 5 (UNCSA, UNC-A)	17	$154,350	$57,915	$106,133	$84,906	$132,666
	Group 6 (ECSU, NCSSM)	9	$105,000	$40,000	$72,500	$58,000	$90,625
3078-"Director, Parking and Transportation"	Group 1 (NCSU & UNC-CH)	19	$166,787	$72,500	$119,644	$95,715	$149,554
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$115,778	$43,000	$79,389	$63,511	$99,236
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$93,065	$42,915	$67,990	$54,392	$84,988
3101-"Director, Real Estate and Space Management "	Group 1 (NCSU & UNC-CH)	11	$187,501	$77,700	$132,601	$106,080	$165,751
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$170,000	$68,037	$119,019	$95,215	$148,773
3102-Architect for the Institution	Group 1 (NCSU & UNC-CH)	11	$185,717	$92,976	$139,347	$111,477	$174,183
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$140,000	$67,000	$103,500	$82,800	$129,375
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$115,700	$78,594	$97,147	$77,718	$121,434
	Group 5 (UNCSA, UNC-A)	5	$148,791	$68,422	$108,607	$86,885	$135,758
3103-"Associate Director, Physical Plant/Facilities Management"	Group 1 (NCSU & UNC-CH)	12	$148,500	$90,000	$119,250	$95,400	$149,063
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$132,069	$64,728	$98,399	$78,719	$122,998
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$122,079	$53,000	$87,540	$70,032	$109,424
	Group 4 (FSU, UNC-P, WSSU)	11	$89,000	$49,092	$69,046	$55,237	$86,308
	Group 5 (UNCSA, UNC-A)	8	$101,325	$64,125	$82,725	$66,180	$103,406
3104-"Director, Energy and Utilities "	Group 1 (NCSU & UNC-CH)	8	$165,384	$88,917	$127,151	$101,720	$158,938
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$119,866	$57,546	$88,706	$70,965	$110,883
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$106,165	$56,768	$81,467	$65,173	$101,833

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
3105-"Manager, Landscape and Grounds"	Group 1 (NCSU & UNC-CH)	17	$139,553	$60,000	$99,777	$79,821	$124,721
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$97,946	$49,092	$73,519	$58,815	$91,899
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$80,025	$35,422	$57,724	$46,179	$72,154
	Group 4 (FSU, UNC-P, WSSU)	11	$64,938	$35,422	$50,180	$40,144	$62,725
	Group 5 (UNCSA, UNC-A)	5	$168,105	$66,462	$117,284	$93,827	$146,604
3106-"Manager, Building Maintenance Trades"	Group 1 (NCSU & UNC-CH)	16	$163,800	$65,005	$114,403	$91,522	$143,003
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$111,803	$54,035	$82,919	$66,335	$103,649
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	$87,735	$42,000	$64,868	$51,894	$81,084
	Group 4 (FSU, UNC-P, WSSU)	10	$81,595	$41,033	$61,314	$49,051	$76,643
	Group 5 (UNCSA, UNC-A)	6	$90,096	$42,000	$66,048	$52,838	$82,560
3107-"Manager, Technical Trades"	Group 1 (NCSU & UNC-CH)	9	$136,864	$73,840	$105,352	$84,282	$131,690
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$86,900	$48,751	$67,826	$54,260	$84,782
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$80,686	$43,735	$62,211	$49,768	$77,763
	Group 5 (UNCSA, UNC-A)	5	$119,479	$43,735	$81,607	$65,286	$102,009
3108-"Manager, Custodial Services"	Group 1 (NCSU & UNC-CH)	13	$146,717	$61,302	$104,010	$83,208	$130,012
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	$75,629	$35,976	$55,803	$44,642	$69,753
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$75,629	$40,970	$58,300	$46,640	$72,874
	Group 4 (FSU, UNC-P, WSSU)	13	$93,544	$38,124	$65,834	$52,667	$82,293
	Group 5 (UNCSA, UNC-A)	8	$113,016	$45,507	$79,262	$63,409	$99,077
	Group 6 (ECSU, NCSSM)	5	$79,624	$30,096	$54,860	$43,888	$68,575
3109-"Manager, Power Plant"	Group 1 (NCSU & UNC-CH)	9	$146,775	$70,683	$108,729	$86,983	$135,911
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$112,000	$43,434	$77,717	$62,174	$97,146
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$90,646	$45,531	$68,089	$54,471	$85,111
4001-"Associate Director, Human Resources"	Group 1 (NCSU & UNC-CH)	10	$144,802	$85,777	$115,290	$92,232	$144,112
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$125,000	$55,000	$90,000	$72,000	$112,500
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	$100,227	$45,320	$72,774	$58,219	$90,967
	Group 4 (FSU, UNC-P, WSSU)	10	$81,264	$45,650	$63,457	$50,766	$79,321
	Group 5 (UNCSA, UNC-A)	7	$109,450	$54,985	$82,218	$65,774	$102,772
	Group 6 (ECSU, NCSSM)	5	$98,900	$57,941	$78,421	$62,736	$98,026
4002-"Director/Manager, Employee Benefits"	Group 1 (NCSU & UNC-CH)	15	$151,755	$71,000	$111,378	$89,102	$139,222
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$104,550	$43,150	$73,850	$59,080	$92,313
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	$80,000	$39,223	$59,612	$47,689	$74,514
	Group 4 (FSU, UNC-P, WSSU)	7	$74,441	$34,882	$54,662	$43,729	$68,327
	Group 5 (UNCSA, UNC-A)	5	$133,900	$65,157	$99,529	$79,623	$124,411

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
4003-"Director/Manager, Training and Development"	Group 1 (NCSU & UNC-CH)	16	$158,852	$76,092	$117,472	$93,978	$146,840
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$91,145	$46,967	$69,056	$55,245	$86,320
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$100,636	$50,342	$75,489	$60,391	$94,361
4004-"Director/Manager, Employee Relations"	Group 1 (NCSU & UNC-CH)	10	$146,370	$56,796	$101,583	$81,266	$126,979
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	$107,332	$53,694	$80,513	$64,410	$100,641
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$84,684	$54,215	$69,450	$55,560	$86,812
4005-"Director/Manager, Labor Relations"	Group 1 (NCSU & UNC-CH)	5	$149,604	$72,000	$110,802	$88,642	$138,503
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$88,480	$67,081	$77,781	$62,224	$97,226
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$108,854	$51,497	$80,176	$64,140	$100,219
4006-"Director/Manager, Employment"	Group 1 (NCSU & UNC-CH)	10	$120,000	$68,000	$94,000	$75,200	$117,500
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	$87,125	$41,499	$64,312	$51,450	$80,390
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$73,043	$38,121	$55,582	$44,466	$69,478
	Group 4 (FSU, UNC-P, WSSU)	5	$111,300	$41,673	$76,487	$61,189	$95,608
4007-"Director/Manager, Compensation and Classification"	Group 1 (NCSU & UNC-CH)	13	$158,962	$68,675	$113,819	$91,055	$142,273
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$110,000	$40,000	$75,000	$60,000	$93,750
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$80,148	$50,828	$65,488	$52,390	$81,860
4008-"Director/Manager, Human Resources Information Systems (HRIS)"	Group 1 (NCSU & UNC-CH)	10	$148,800	$67,823	$108,312	$86,649	$135,389
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$106,340	$40,164	$73,252	$58,602	$91,565
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$89,544	$40,163	$64,854	$51,883	$81,067
4009-"Director, Affirmative Action/Equal Employment"	Group 1 (NCSU & UNC-CH)	16	$180,138	$81,840	$130,989	$104,791	$163,736
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$125,052	$70,000	$97,526	$78,021	$121,908
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$119,600	$66,631	$93,116	$74,492	$116,394
	Group 4 (FSU, UNC-P, WSSU)	6	$125,247	$51,500	$88,374	$70,699	$110,467
	Group 5 (UNCSA, UNC-A)	6	$140,794	$81,000	$110,897	$88,718	$138,621
4010-"Associate Director, Affirmative Action/Equal Employment"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$78,000	$50,000	$64,000	$51,200	$80,000
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$77,481	$50,900	$64,191	$51,352	$80,238
4012-"Director, Disability Services"	Group 1 (NCSU & UNC-CH)	8	$132,437	$52,333	$92,385	$73,908	$115,481
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$99,758	$51,478	$75,618	$60,494	$94,523
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$99,936	$55,960	$77,948	$62,358	$97,435
	Group 5 (UNCSA, UNC-A)	5	$70,004	$53,274	$61,639	$49,311	$77,049
5001-Deputy Chief Information Officer	Group 1 (NCSU & UNC-CH)	11	$250,000	$138,826	$194,413	$155,530	$243,016
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$172,717	$91,971	$132,344	$105,875	$165,430
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$145,482	$72,500	$108,991	$87,193	$136,239
	Group 4 (FSU, UNC-P, WSSU)	9	$143,774	$50,126	$96,950	$77,560	$121,188
	Group 5 (UNCSA, UNC-A)	5	$230,070	$69,540	$149,805	$119,844	$187,256

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
5002-"Director, Academic Computing"	Group 1 (NCSU & UNC-CH)	8	$174,424	$85,351	$129,888	$103,910	$162,359
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$135,219	$70,000	$102,610	$82,088	$128,262
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$135,600	$63,553	$99,577	$79,661	$124,471
5003-"Associate Director, Academic Computing"	Group 1 (NCSU & UNC-CH)	5	$133,683	$76,500	$105,092	$84,073	$131,364
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$100,000	$60,406	$80,203	$64,162	$100,254
5004-"Director, Administrative Computing"	Group 1 (NCSU & UNC-CH)	9	$241,000	$108,700	$174,850	$139,880	$218,563
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	$171,128	$72,820	$121,974	$97,579	$152,468
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$136,842	$64,045	$100,444	$80,355	$125,554
	Group 4 (FSU, UNC-P, WSSU)	5	$88,782	$73,440	$81,111	$64,889	$101,389
	Group 5 (UNCSA, UNC-A)	6	$147,800	$83,942	$115,871	$92,697	$144,839
5005-"Associate Director, Administrative Computing"	Group 1 (NCSU & UNC-CH)	5	$112,750	$100,425	$106,588	$85,270	$133,234
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	$116,813	$74,750	$95,782	$76,625	$119,727
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$109,272	$68,376	$88,824	$71,059	$111,030
5006-"Director, Telecommunications/ Networking"	Group 1 (NCSU & UNC-CH)	13	$181,368	$93,000	$137,184	$109,747	$171,480
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$136,578	$70,788	$103,683	$82,946	$129,604
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$127,475	$63,974	$95,725	$76,580	$119,656
	Group 4 (FSU, UNC-P, WSSU)	10	$108,610	$61,500	$85,055	$68,044	$106,319
	Group 5 (UNCSA, UNC-A)	5	$140,225	$86,935	$113,580	$90,864	$141,975
5007-"Director, Enterprise Information Systems "	Group 1 (NCSU & UNC-CH)	9	$182,723	$125,880	$154,302	$123,441	$192,877
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$133,602	$75,249	$104,426	$83,540	$130,532
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	$132,300	$74,636	$103,468	$82,774	$129,335
	Group 4 (FSU, UNC-P, WSSU)	6	$107,800	$80,000	$93,900	$75,120	$117,375
	Group 5 (UNCSA, UNC-A)	5	$324,510	$84,314	$204,412	$163,530	$255,515
5008-"Director, Research Computing "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$179,232	$80,004	$129,618	$103,694	$162,023
5009-"Director, Enterprise Data Center"	Group 1 (NCSU & UNC-CH)	6	$154,500	$105,000	$129,750	$103,800	$162,188
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	$130,062	$84,903	$107,483	$85,986	$134,353
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$119,514	$71,028	$95,271	$76,217	$119,089
5010-"Director, IT Security "	Group 1 (NCSU & UNC-CH)	13	$195,858	$100,000	$147,929	$118,343	$184,911
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$140,088	$58,000	$99,044	$79,235	$123,805
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$113,025	$64,118	$88,572	$70,857	$110,714
5011-"Director, Instructional Technology "	Group 1 (NCSU & UNC-CH)	7	$161,053	$80,000	$120,527	$96,421	$150,658
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$120,860	$64,816	$92,838	$74,270	$116,048
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$117,096	$53,944	$85,520	$68,416	$106,900

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
5012-"Director, User Services "	Group 1 (NCSU & UNC-CH)	6	$170,749	$74,706	$122,728	$98,182	$153,409
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$103,970	$65,343	$84,657	$67,725	$105,821
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$120,122	$46,311	$83,217	$66,573	$104,021
5013-"Director, Information Management "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$125,000	$69,294	$97,147	$77,718	$121,434
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	$113,952	$72,000	$92,976	$74,381	$116,220
5014-Principal Database Administrator	Group 1 (NCSU & UNC-CH)	9	$151,598	$61,564	$106,581	$85,265	$133,226
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$110,000	$62,500	$86,250	$69,000	$107,813
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$115,433	$65,140	$90,287	$72,229	$112,858
	Group 4 (FSU, UNC-P, WSSU)	5	$122,200	$64,890	$93,545	$74,836	$116,931
	Group 5 (UNCSA, UNC-A)	5	$125,721	$77,381	$101,551	$81,241	$126,939
5015-Principal Systems Analyst	Group 1 (NCSU & UNC-CH)	9	$117,631	$74,282	$95,957	$76,765	$119,946
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	$114,267	$54,125	$84,196	$67,357	$105,245
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$101,666	$71,819	$86,743	$69,394	$108,428
6001-Director of Athletics	Group 1 (NCSU & UNC-CH)	19	$690,000	$121,797	$405,899	$324,719	$507,373
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	43	$384,065	$108,727	$246,396	$197,117	$307,995
	Group 3 (ASU, NCCU, UNC-W, WCU)	38	$193,800	$81,495	$137,648	$110,118	$172,059
	Group 4 (FSU, UNC-P, WSSU)	19	$144,200	$61,915	$103,058	$82,446	$128,822
	Group 5 (UNCSA, UNC-A)	14	$163,200	$70,182	$116,691	$93,353	$145,864
	Group 6 (ECSU, NCSSM)	10	$130,000	$71,124	$100,562	$80,450	$125,703
6002-Associate Athletic Director	Group 1 (NCSU & UNC-CH)	12	$185,000	$111,700	$148,350	$118,680	$185,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$160,575	$52,008	$106,292	$85,033	$132,864
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$123,732	$52,310	$88,021	$70,417	$110,026
	Group 4 (FSU, UNC-P, WSSU)	10	$101,900	$44,584	$73,242	$58,594	$91,553
	Group 5 (UNCSA, UNC-A)	7	$125,402	$41,692	$83,547	$66,838	$104,434
	Group 6 (ECSU, NCSSM)	6	$77,250	$57,441	$67,346	$53,876	$84,182
6003-"Assoc/Asst Athletic Director, Sports Information/Communications"	Group 1 (NCSU & UNC-CH)	16	$140,000	$59,030	$99,515	$79,612	$124,394
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	$84,660	$37,738	$61,199	$48,959	$76,499
	Group 3 (ASU, NCCU, UNC-W, WCU)	26	$70,923	$38,646	$54,785	$43,828	$68,481
	Group 4 (FSU, UNC-P, WSSU)	15	$72,729	$36,500	$54,615	$43,692	$68,268
	Group 5 (UNCSA, UNC-A)	8	$100,000	$44,000	$72,000	$57,600	$90,000
6005-"Assoc/Asst Athletic Director, Senior Women's Administrator	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$115,000	$57,114	$86,057	$68,846	$107,571
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$90,015	$49,630	$69,823	$55,858	$87,278
6006-Assoc/Asst Athletic Director for Finance & Business	Group 1 (NCSU & UNC-CH)	15	$200,000	$51,810	$125,905	$100,724	$157,381
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$140,000	$44,936	$92,468	$73,974	$115,585
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$105,973	$31,889	$68,931	$55,145	$86,164

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
6007-Assoc/Asst Athletic Director for Facilities and Operations	Group 1 (NCSU & UNC-CH)	10	$137,508	$67,239	$102,374	$81,899	$127,967
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$99,535	$30,004	$64,770	$51,816	$80,962
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$96,600	$35,992	$66,296	$53,037	$82,870
6008-Assoc/Asst Athletic Director for External Affairs	Group 1 (NCSU & UNC-CH)	10	$180,200	$97,017	$138,609	$110,887	$173,261
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$150,000	$34,008	$92,004	$73,603	$115,005
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$105,473	$31,000	$68,237	$54,589	$85,296
	Group 4 (FSU, UNC-P, WSSU)	7	$82,938	$31,000	$56,969	$45,575	$71,211
6009-Assoc/Asst Athletic Director for Development	Group 1 (NCSU & UNC-CH)	15	$225,000	$77,980	$151,490	$121,192	$189,363
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$126,000	$42,000	$84,000	$67,200	$105,000
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$90,000	$49,332	$69,666	$55,733	$87,083
6010-Assoc/Asst Athletic Director for Academic Affairs	Group 1 (NCSU & UNC-CH)	11	$150,000	$70,000	$110,000	$88,000	$137,500
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$111,624	$34,540	$73,082	$58,466	$91,353
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$88,284	$44,549	$66,417	$53,133	$83,021
6011-Assoc/Asst Athletic Director for Compliance	Group 1 (NCSU & UNC-CH)	17	$157,830	$56,000	$106,915	$85,532	$133,644
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	$99,129	$38,936	$69,033	$55,226	$86,291
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$74,114	$38,966	$56,540	$45,232	$70,675
	Group 4 (FSU, UNC-P, WSSU)	7	$60,000	$34,627	$47,314	$37,851	$59,142
	Group 5 (UNCSA, UNC-A)	6	$157,830	$46,640	$102,235	$81,788	$127,794
7001-Associate VP for Student Affairs	Group 1 (NCSU & UNC-CH)	12	$185,000	$120,849	$152,925	$122,340	$191,156
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$160,174	$88,300	$124,237	$99,390	$155,296
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	$151,746	$90,000	$120,873	$96,698	$151,091
	Group 4 (FSU, UNC-P, WSSU)	5	$148,800	$84,769	$116,785	$93,428	$145,981
7002-Assistant VP for Student Affairs	Group 1 (NCSU & UNC-CH)	10	$156,881	$105,273	$131,077	$104,862	$163,846
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$132,192	$75,564	$103,878	$83,102	$129,848
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$125,073	$79,020	$102,047	$81,637	$127,558
	Group 5 (UNCSA, UNC-A)	6	$118,529	$73,000	$95,765	$76,612	$119,706
7003-Dean of Students	Group 1 (NCSU & UNC-CH)	13	$202,933	$100,000	$151,467	$121,173	$189,333
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$153,798	$66,211	$110,005	$88,004	$137,506
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$148,731	$65,000	$106,866	$85,492	$133,582
	Group 4 (FSU, UNC-P, WSSU)	11	$131,040	$68,284	$99,662	$79,730	$124,578
	Group 5 (UNCSA, UNC-A)	6	$202,933	$73,634	$138,284	$110,627	$172,854
7004-"Director, Greek Life "	Group 1 (NCSU & UNC-CH)	15	$90,000	$42,789	$66,395	$53,116	$82,993
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	$60,819	$36,463	$48,641	$38,913	$60,801
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$74,500	$38,360	$56,430	$45,144	$70,538

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
7005-"Director, Foreign Students"	Group 1 (NCSU & UNC-CH)	11	$112,476	$61,396	$86,936	$69,549	$108,670
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$93,285	$42,000	$67,643	$54,114	$84,553
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$78,912	$41,201	$60,057	$48,045	$75,071
	Group 4 (FSU, UNC-P, WSSU)	6	$122,245	$39,635	$80,940	$64,752	$101,175
7007-"Director, Minority Affairs"	Group 1 (NCSU & UNC-CH)	10	$108,100	$60,770	$84,435	$67,548	$105,544
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$90,000	$46,523	$68,262	$54,609	$85,327
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$99,984	$46,523	$73,254	$58,603	$91,567
	Group 4 (FSU, UNC-P, WSSU)	8	$53,000	$40,548	$46,774	$37,419	$58,468
	Group 5 (UNCSA, UNC-A)	5	$62,482	$49,014	$55,748	$44,598	$69,685
7008-"Director, Conferences"	Group 1 (NCSU & UNC-CH)	7	$117,000	$59,674	$88,337	$70,670	$110,421
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$132,911	$50,000	$91,456	$73,164	$114,319
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$97,130	$60,075	$78,603	$62,882	$98,253
7009-"Director, Woman's Center"	Group 1 (NCSU & UNC-CH)	13	$117,984	$55,000	$86,492	$69,194	$108,115
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$134,120	$46,617	$90,369	$72,295	$112,961
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	$72,499	$64,199	$68,349	$54,679	$85,436
7010-"Associate/Assistant Director, Women's Center"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$64,882	$37,740	$51,311	$41,049	$64,139
7026-"Director, Student Activities"	Group 1 (NCSU & UNC-CH)	15	$115,927	$39,900	$77,914	$62,331	$97,392
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	$100,000	$43,598	$71,799	$57,439	$89,749
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$87,550	$42,500	$65,025	$52,020	$81,281
	Group 4 (FSU, UNC-P, WSSU)	11	$68,000	$42,500	$55,250	$44,200	$69,063
	Group 5 (UNCSA, UNC-A)	15	$91,632	$45,000	$68,316	$54,653	$85,395
	Group 6 (ECSU, NCSSM)	6	$62,200	$46,550	$54,375	$43,500	$67,969
7027-"Assistant Director, Student Activities"	Group 1 (NCSU & UNC-CH)	7	$62,730	$42,061	$52,396	$41,916	$65,494
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$63,911	$34,865	$49,388	$39,510	$61,735
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$56,151	$35,000	$45,576	$36,460	$56,969
	Group 4 (FSU, UNC-P, WSSU)	6	$45,000	$31,666	$38,333	$30,666	$47,916
	Group 6 (ECSU, NCSSM)	6	$48,000	$32,760	$40,380	$32,304	$50,475
7028-"Director, Campus Recreation/Intramurals"	Group 1 (NCSU & UNC-CH)	21	$146,761	$69,200	$107,981	$86,384	$134,976
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	35	$108,456	$49,254	$78,855	$63,084	$98,569
	Group 3 (ASU, NCCU, UNC-W, WCU)	25	$93,030	$42,000	$67,515	$54,012	$84,394
	Group 4 (FSU, UNC-P, WSSU)	12	$78,276	$44,136	$61,206	$48,965	$76,508
	Group 5 (UNCSA, UNC-A)	7	$190,809	$35,700	$113,255	$90,604	$141,568

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
7029-"Assistant Director, Campus Recreation/Intramurals"	Group 1 (NCSU & UNC-CH)	13	$96,000	$46,349	$71,175	$56,940	$88,968
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$68,368	$41,000	$54,684	$43,747	$68,355
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	$68,368	$30,600	$49,484	$39,587	$61,855
	Group 4 (FSU, UNC-P, WSSU)	8	$53,293	$30,024	$41,659	$33,327	$52,073
7030-Director of Union and Student Activities	Group 1 (NCSU & UNC-CH)	5	$140,603	$110,196	$125,400	$100,320	$156,749
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	$113,579	$41,274	$77,427	$61,941	$96,783
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$89,465	$64,074	$76,770	$61,416	$95,962
7031-"Director, Student Union"	Group 1 (NCSU & UNC-CH)	13	$163,378	$52,822	$108,100	$86,480	$135,125
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$125,180	$55,780	$90,480	$72,384	$113,100
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$98,093	$52,209	$75,151	$60,121	$93,939
	Group 4 (FSU, UNC-P, WSSU)	8	$70,700	$58,211	$64,456	$51,564	$80,569
	Group 6 (ECSU, NCSSM)	5	$70,253	$40,900	$55,577	$44,461	$69,471
7032-"Associate/Assistant Director, Student Union"	Group 1 (NCSU & UNC-CH)	9	$106,798	$60,563	$83,681	$66,944	$104,601
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	$86,332	$36,939	$61,636	$49,308	$77,044
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$65,513	$43,191	$54,352	$43,482	$67,940
	Group 4 (FSU, UNC-P, WSSU)	5	$58,693	$38,500	$48,597	$38,877	$60,746
	Group 5 (UNCSA, UNC-A)	5	$92,475	$34,650	$63,563	$50,850	$79,453
7050-"Director, Academic Advising"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$98,495	$45,945	$72,220	$57,776	$90,275
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	$111,310	$44,220	$77,765	$62,212	$97,206
	Group 4 (FSU, UNC-P, WSSU)	8	$100,699	$43,260	$71,980	$57,584	$89,974
7051-"Director, Career Development and Placement"	Group 1 (NCSU & UNC-CH)	20	$150,450	$83,136	$116,793	$93,434	$145,991
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	$100,000	$57,865	$78,933	$63,146	$98,666
	Group 3 (ASU, NCCU, UNC-W, WCU)	27	$105,171	$63,931	$84,551	$67,641	$105,689
	Group 4 (FSU, UNC-P, WSSU)	15	$82,022	$44,870	$63,446	$50,757	$79,308
	Group 5 (UNCSA, UNC-A)	8	$128,956	$56,417	$92,687	$74,149	$115,858
	Group 6 (ECSU, NCSSM)	6	$69,464	$60,374	$64,919	$51,935	$81,149
7052-"Director, Student Academic Counseling"	Group 1 (NCSU & UNC-CH)	5	$130,000	$80,000	$105,000	$84,000	$131,250
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$103,000	$49,321	$76,161	$60,928	$95,201
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	$124,824	$48,400	$86,612	$69,290	$108,265
7053-"Associate Director, Student Counseling"	Group 1 (NCSU & UNC-CH)	7	$97,400	$52,125	$74,763	$59,810	$93,453
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	$79,110	$54,468	$66,789	$53,431	$83,486
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$100,607	$53,054	$76,831	$61,464	$96,038
	Group 4 (FSU, UNC-P, WSSU)	6	$98,600	$40,000	$69,300	$55,440	$86,625

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
7076-"Director, Student Housing"	Group 1 (NCSU & UNC-CH)	16	$153,979	$103,410	$128,695	$102,956	$160,868
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	$124,136	$61,944	$93,040	$74,432	$116,300
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	$107,260	$54,000	$80,630	$64,504	$100,788
	Group 4 (FSU, UNC-P, WSSU)	17	$93,704	$49,903	$71,804	$57,443	$89,754
	Group 5 (UNCSA, UNC-A)	13	$110,110	$37,489	$73,800	$59,040	$92,249
	Group 6 (ECSU, NCSSM)	9	$87,550	$35,525	$61,538	$49,230	$76,922
7077-"Associate Director, Student Housing"	Group 1 (NCSU & UNC-CH)	11	$103,866	$62,293	$83,080	$66,464	$103,849
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$84,943	$36,204	$60,574	$48,459	$75,717
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	$90,598	$30,618	$60,608	$48,486	$75,760
	Group 4 (FSU, UNC-P, WSSU)	11	$75,538	$36,900	$56,219	$44,975	$70,274
	Group 5 (UNCSA, UNC-A)	6	$129,882	$36,503	$83,193	$66,554	$103,991
	Group 6 (ECSU, NCSSM)	5	$55,620	$38,871	$47,246	$37,796	$59,057
7078-Housing Officer/Administrative Operations	Group 1 (NCSU & UNC-CH)	9	$130,000	$84,182	$107,091	$85,673	$133,864
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$90,490	$45,123	$67,807	$54,245	$84,758
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$87,372	$36,477	$61,925	$49,540	$77,406
	Group 4 (FSU, UNC-P, WSSU)	5	$90,025	$42,145	$66,085	$52,868	$82,606
7079-Housing Officer/Residence Life	Group 1 (NCSU & UNC-CH)	13	$132,263	$43,149	$87,706	$70,165	$109,633
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$91,183	$31,999	$61,591	$49,273	$76,989
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	$80,000	$31,999	$56,000	$44,800	$69,999
	Group 4 (FSU, UNC-P, WSSU)	10	$58,239	$34,788	$46,514	$37,211	$58,142
7101-"Director, Student Health Services (Physician Administrator)"	Group 1 (NCSU & UNC-CH)	16	$233,637	$132,687	$183,162	$146,530	$228,953
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	$206,018	$94,523	$150,271	$120,216	$187,838
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$172,000	$112,173	$142,087	$113,669	$177,608
7102-"Director, Student Health Services (Nurse Administrator)"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	$125,860	$51,644	$88,752	$71,002	$110,940
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$103,848	$64,074	$83,961	$67,169	$104,951
	Group 4 (FSU, UNC-P, WSSU)	11	$93,416	$53,042	$73,229	$58,583	$91,536
	Group 5 (UNCSA, UNC-A)	9	$98,491	$49,573	$74,032	$59,226	$92,540
7103-"Director, Student Health Services (Non Medical Administrator)"	Group 1 (NCSU & UNC-CH)	6	$164,763	$80,223	$122,493	$97,994	$153,116
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	$170,000	$52,378	$111,189	$88,951	$138,986
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$142,934	$63,958	$103,446	$82,757	$129,308

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
7104-"Director, Counseling and Psychological Services"	Group 1 (NCSU & UNC-CH)	18	$148,341	$85,867	$117,104	$93,683	$146,380
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	$119,363	$64,890	$92,127	$73,701	$115,158
	Group 3 (ASU, NCCU, UNC-W, WCU)	22	$119,089	$76,740	$97,915	$78,332	$122,393
	Group 4 (FSU, UNC-P, WSSU)	10	$97,320	$51,265	$74,293	$59,434	$92,866
	Group 5 (UNCSA, UNC-A)	14	$130,000	$59,198	$94,599	$75,679	$118,249
	Group 6 (ECSU, NCSSM)	6	$86,050	$63,108	$74,579	$59,663	$93,224
8001-Associate/Assistant Vice President/Chancellor for Development	Group 1 (NCSU & UNC-CH)	8	$245,000	$160,149	$202,575	$162,060	$253,218
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	$184,517	$97,850	$141,184	$112,947	$176,479
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$186,333	$88,300	$137,317	$109,853	$171,646
	Group 4 (FSU, UNC-P, WSSU)	5	$131,100	$86,700	$108,900	$87,120	$136,125
	Group 5 (UNCSA, UNC-A)	5	$194,750	$90,364	$142,557	$114,046	$178,196
8002-"Director, Annual Giving"	Group 1 (NCSU & UNC-CH)	15	$145,458	$65,273	$105,366	$84,292	$131,707
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	$107,620	$45,023	$76,322	$61,057	$95,402
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	$89,040	$48,600	$68,820	$55,056	$86,025
	Group 4 (FSU, UNC-P, WSSU)	10	$76,985	$43,008	$59,997	$47,997	$74,996
	Group 5 (UNCSA, UNC-A)	12	$127,260	$48,410	$87,835	$70,268	$109,794
	Group 6 (ECSU, NCSSM)	8	$70,000	$46,350	$58,175	$46,540	$72,719
8003-"Director, Corporate/Foundation Relations"	Group 1 (NCSU & UNC-CH)	16	$170,014	$86,450	$128,232	$102,586	$160,290
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$135,000	$66,223	$100,612	$80,489	$125,764
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$108,100	$53,560	$80,830	$64,664	$101,038
	Group 5 (UNCSA, UNC-A)	5	$130,908	$47,631	$89,270	$71,416	$111,587
8004-"Director, Planned Giving"	Group 1 (NCSU & UNC-CH)	14	$181,167	$89,742	$135,455	$108,364	$169,318
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$130,000	$83,000	$106,500	$85,200	$133,125
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	$117,300	$55,000	$86,150	$68,920	$107,688
	Group 5 (UNCSA, UNC-A)	5	$111,002	$59,216	$85,109	$68,087	$106,386
8005-"Director, Alumni Affairs"	Group 1 (NCSU & UNC-CH)	16	$270,000	$97,432	$183,716	$146,973	$229,645
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	$137,914	$49,506	$93,710	$74,968	$117,138
	Group 3 (ASU, NCCU, UNC-W, WCU)	25	$116,000	$48,410	$82,205	$65,764	$102,756
	Group 4 (FSU, UNC-P, WSSU)	17	$89,040	$33,376	$61,208	$48,966	$76,510
	Group 5 (UNCSA, UNC-A)	10	$186,186	$50,000	$118,093	$94,474	$147,616
	Group 6 (ECSU, NCSSM)	8	$96,499	$45,149	$70,824	$56,659	$88,530
8006-"Director, Development and Alumni Affairs"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$180,000	$60,000	$120,000	$96,000	$150,000

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
8007-"Director, Major Gifts"	Group 1 (NCSU & UNC-CH)	11	$187,916	$123,565	$155,741	$124,592	$194,676
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$135,000	$54,615	$94,808	$75,846	$118,509
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	$115,000	$67,488	$91,244	$72,995	$114,055
	Group 4 (FSU, UNC-P, WSSU)	5	$93,050	$59,185	$76,118	$60,894	$95,147
	Group 5 (UNCSA, UNC-A)	7	$153,090	$56,650	$104,870	$83,896	$131,088
8008-Director of Development for an Institutional School/College	Group 1 (NCSU & UNC-CH)	10	$149,724	$83,389	$116,557	$93,245	$145,696
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	$94,538	$57,721	$76,130	$60,904	$95,162
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$99,784	$53,240	$76,512	$61,210	$95,640
8009-"Director, Donor Relations "	Group 1 (NCSU & UNC-CH)	9	$116,125	$65,070	$90,598	$72,478	$113,247
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$88,886	$47,184	$68,035	$54,428	$85,044
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	$76,700	$36,868	$56,784	$45,427	$70,980
	Group 5 (UNCSA, UNC-A)	5	$180,580	$38,000	$109,290	$87,432	$136,613
8010-"Director, Advancement Research/Prospect Management "	Group 1 (NCSU & UNC-CH)	8	$96,304	$73,200	$84,752	$67,802	$105,940
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	$100,176	$53,344	$76,760	$61,408	$95,950
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	$104,744	$45,000	$74,872	$59,898	$93,590
	Group 4 (FSU, UNC-P, WSSU)	5	$75,193	$55,682	$65,438	$52,350	$81,797
8026-"Director, Governmental/Legislative Relations"	Group 1 (NCSU & UNC-CH)	11	$215,000	$133,374	$174,187	$139,350	$217,734
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	$190,000	$82,500	$136,250	$109,000	$170,313
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$150,000	$75,674	$112,837	$90,270	$141,046
8027-"Director, Federal Relations "	Group 1 (NCSU & UNC-CH)	12	$201,648	$123,847	$162,748	$130,198	$203,434
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	$142,039	$87,250	$114,645	$91,716	$143,306
8028-"Director, State Government Relations"	Group 1 (NCSU & UNC-CH)	10	$195,100	$70,653	$132,877	$106,301	$166,096
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	$145,000	$74,000	$109,500	$87,600	$136,875
8030-"Director, Community Services"	Group 1 (NCSU & UNC-CH)	6	$150,000	$72,117	$111,059	$88,847	$138,823
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	$125,008	$36,672	$80,840	$64,672	$101,050
8050-"Director, Publications"	Group 1 (NCSU & UNC-CH)	10	$117,086	$70,000	$93,543	$74,834	$116,929
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	$106,418	$55,752	$81,085	$64,868	$101,356
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	$85,260	$39,676	$62,468	$49,974	$78,085
8052-"Director, Information Office"	Group 1 (NCSU & UNC-CH)	11	$153,816	$73,543	$113,680	$90,944	$142,099
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	$97,734	$47,811	$72,773	$58,218	$90,966
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	$85,691	$55,000	$70,346	$56,276	$87,932
	Group 4 (FSU, UNC-P, WSSU)	7	$66,500	$41,000	$53,750	$43,000	$67,188
8053-"Director, News Bureau/Service"	Group 1 (NCSU & UNC-CH)	11	$140,751	$56,228	$98,490	$78,792	$123,112
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	$104,394	$52,800	$78,597	$62,878	$98,246
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	$93,400	$46,228	$69,814	$55,851	$87,268

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
8054-Director of Marketing	Group 1 (NCSU & UNC-CH)	8	$195,700	$79,610	$137,655	$110,124	$172,069
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	$128,346	$60,000	$94,173	$75,338	$117,716
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	$101,000	$78,580	$89,790	$71,832	$112,238
	Group 4 (FSU, UNC-P, WSSU)	5	$81,010	$43,170	$62,090	$49,672	$77,613

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Note: Group peers are all unduplicated reporting institutions of the combined peer lists of applicable UNC institutions.

CUPA data for some Group-Position combinations in 2010-11 (not shown) data may contain duplicated reporting institutions.

CUPA data for some Group-Year combinations may contain UNC institutions as peers selected by other UNC institutions.

Analysis is performed only if five or more institutions in the group reported data for the position.

Salaries of positions within a given Group-Position-Year combination exceeding the mean by plus or minus 2.00 standard deviations are deleted.

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1003-Chief Executive Officer of a Single Institution (President or Chancellor)	Group 0 University Systems	13	$991,200	$462,560	$726,880	$581,504	$908,600
1004-Executive Assistant/Chief of Staff for the CEO of a Single Institution	Group 0 University Systems	12	$261,370	$147,500	$204,435	$163,548	$255,544
1005-Executive Vice President/Vice Chancellor	Group 0 University Systems	6	$600,384	$369,930	$485,157	$388,126	$606,446
1026-Chief Academic Affairs Officer and Provost	Group 0 University Systems	19	$625,400	$220,431	$422,916	$338,332	$528,644
1027-Chief Research Officer	Group 0 University Systems	17	$431,111	$239,181	$335,146	$268,117	$418,932
1028-Chief Technology Transfer Officer	Group 0 University Systems	15	$429,559	$142,865	$286,212	$228,970	$357,765
1029-Chief Business Officer	Group 0 University Systems	8	$442,500	$205,097	$323,798	$259,039	$404,748
1030-Chief Administration Officer	Group 0 University Systems	10	$560,500	$311,738	$436,119	$348,895	$545,149
1031-Chief Financial Officer	Group 0 University Systems	13	$449,607	$196,706	$323,157	$258,525	$403,946
1032-Chief Investment Officer	Group 0 University Systems	8	$796,500	$121,540	$459,020	$367,216	$573,775
1033-Chief Planning Officer	Group 0 University Systems	7	$320,960	$154,964	$237,962	$190,369	$297,452
1034-Chief Budget Officer	Group 0 University Systems	15	$253,700	$128,797	$191,249	$152,999	$239,061
1035-Chief Planning and Budget Officer	Group 0 University Systems	6	$514,244	$193,024	$353,634	$282,907	$442,043
1036-Chief Legal Affairs Officer (General Counsel)	Group 0 University Systems	16	$531,000	$189,418	$360,209	$288,167	$450,261
1037-Chief Human Resources Officer	Group 0 University Systems	23	$358,814	$177,000	$267,907	$214,326	$334,884
1038-Chief Information Officer (CIO)	Group 0 University Systems	17	$437,544	$236,000	$336,772	$269,418	$420,965
1039-Chief Physical Plant/Facilities Officer	Group 0 University Systems	19	$286,558	$143,056	$214,807	$171,846	$268,509
1040-Chief Accounting Officer/Comptroller	Group 0 University Systems	17	$265,500	$162,368	$213,934	$171,147	$267,418
1041-Chief Health Professions Officer	Group 0 University Systems	9	$944,000	$149,246	$546,623	$437,299	$683,279
1043-Chief Student Affairs/Life Officer	Group 0 University Systems	20	$341,716	$205,273	$273,495	$218,796	$341,868
1044-Chief Admissions Officer	Group 0 University Systems	18	$260,190	$114,460	$187,325	$149,860	$234,156
1045-"Chief, Enrollment Management Officer"	Group 0 University Systems	7	$340,312	$177,000	$258,656	$206,925	$323,320
1047-Chief Development Officer	Group 0 University Systems	15	$552,240	$195,170	$373,705	$298,964	$467,131
1048-Chief Public Relations Officer	Group 0 University Systems	16	$332,760	$144,898	$238,829	$191,063	$298,536
1049-Chief Development and Public Relations Officer	Group 0 University Systems	6	$560,094	$247,800	$403,947	$323,158	$504,934
1050-"Chief Audit Officer (previously Director, Internal Audit, #3035)"	Group 0 University Systems	15	$345,386	$139,860	$242,623	$194,098	$303,278
1051-Chief Diversity Officer (Replaces Director of Institutional Diversity [2006])	Group 0 University Systems	10	$365,800	$116,726	$241,263	$193,010	$301,579
1201-"Dean, Agriculture"	Group 0 University Systems	11	$324,500	$253,700	$289,100	$231,280	$361,375
1202-"Dean, Architecture "	Group 0 University Systems	13	$331,816	$230,100	$280,958	$224,766	$351,198
1203-"Dean, Arts and Letters"	Group 0 University Systems	5	$278,032	$236,093	$257,062	$205,650	$321,328

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1204-"Dean, Arts and Sciences"	Group 0 University Systems	13	$437,544	$264,202	$350,873	$280,698	$438,591
1206-"Dean, Business"	Group 0 University Systems	20	$649,000	$291,750	$470,375	$376,300	$587,969
1208-"Dean, Continuing Education"	Group 0 University Systems	9	$289,100	$194,110	$241,605	$193,284	$302,006
1210-"Dean, Dentistry"	Group 0 University Systems	7	$489,865	$267,232	$378,549	$302,839	$473,186
1212-"Dean, Education"	Group 0 University Systems	15	$318,327	$249,216	$283,772	$227,017	$354,715
1213-"Dean, Engineering"	Group 0 University Systems	19	$452,530	$271,400	$361,965	$289,572	$452,456
1216-"Dean, Fine Arts"	Group 0 University Systems	6	$339,052	$223,350	$281,201	$224,961	$351,501
1218-"Dean, Government/Public Affairs/Public Policy"	Group 0 University Systems	8	$359,900	$296,995	$328,448	$262,758	$410,560
1219-"Dean, Graduate Programs"	Group 0 University Systems	12	$338,941	$206,500	$272,720	$218,176	$340,901
1221-"Dean, Honors Program"	Group 0 University Systems	6	$203,352	$119,156	$161,254	$129,003	$201,568
1224-"Dean, Journalism & Mass Communications"	Group 0 University Systems	7	$335,362	$151,257	$243,310	$194,648	$304,137
1225-"Dean, Law"	Group 0 University Systems	14	$542,800	$330,143	$436,471	$349,177	$545,589
1228-"Dean, Medicine"	Group 0 University Systems	9	$1,001,752	$336,300	$669,026	$535,221	$836,282
1229-"Dean, Music"	Group 0 University Systems	5	$391,760	$177,028	$284,394	$227,515	$355,493
1230-"Dean, Nursing"	Group 0 University Systems	11	$437,811	$253,700	$345,755	$276,604	$432,194
1233-"Dean, Pharmacy"	Group 0 University Systems	9	$389,457	$210,318	$299,888	$239,910	$374,859
1235-"Dean, Public Health"	Group 0 University Systems	10	$587,994	$200,206	$394,100	$315,280	$492,625
1236-"Dean, Sciences"	Group 0 University Systems	9	$390,580	$261,309	$325,944	$260,755	$407,430
1237-"Dean, Social Sciences"	Group 0 University Systems	6	$334,294	$229,687	$281,991	$225,592	$352,488
1238-"Dean, Social Work"	Group 0 University Systems	6	$391,264	$254,639	$322,952	$258,361	$403,690
1240-"Dean, Undergraduate Programs"	Group 0 University Systems	7	$303,850	$212,570	$258,210	$206,568	$322,762
1241-"Dean, Veterinary Medicine"	Group 0 University Systems	9	$324,505	$253,700	$289,102	$231,282	$361,378
1401-"Assoc/Asst Dean, Agriculture"	Group 0 University Systems	11	$239,469	$139,949	$189,709	$151,767	$237,136
1402-"Assoc/Asst Dean, Architecture"	Group 0 University Systems	8	$190,040	$130,975	$160,508	$128,406	$200,635
1403-"Assoc/Asst Dean, Arts and Letters"	Group 0 University Systems	5	$218,574	$141,181	$179,877	$143,902	$224,847
1404-"Assoc/Asst Dean, Arts and Sciences"	Group 0 University Systems	9	$215,822	$113,950	$164,886	$131,909	$206,108
1406-"Assoc/Asst Dean, Business"	Group 0 University Systems	15	$371,836	$109,919	$240,878	$192,702	$301,097
1408-"Assoc/Asst Dean, Continuing Education"	Group 0 University Systems	5	$174,567	$114,678	$144,623	$115,698	$180,778
1412-"Assoc/Asst Dean, Education"	Group 0 University Systems	11	$195,120	$137,666	$166,393	$133,114	$207,991
1413-"Assoc/Asst Dean, Engineering"	Group 0 University Systems	13	$254,223	$144,310	$199,267	$159,413	$249,083
1419-"Assoc/Asst Dean, Graduate Programs "	Group 0 University Systems	7	$171,376	$139,273	$155,325	$124,260	$194,156
1425-"Assoc/Asst Dean, Law"	Group 0 University Systems	8	$181,831	$136,610	$159,220	$127,376	$199,025
1428-"Assoc/Asst Dean, Medicine"	Group 0 University Systems	8	$309,898	$130,567	$220,232	$176,186	$275,290

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
1430-"Assoc/Asst Dean, Nursing"	Group 0 University Systems	10	$222,435	$129,252	$175,844	$140,675	$219,805
1433-"Assoc/Asst Dean, Pharmacy"	Group 0 University Systems	7	$245,440	$131,333	$188,386	$150,709	$235,483
1435-"Assoc/Asst Dean, Public Health"	Group 0 University Systems	6	$230,100	$153,872	$191,986	$153,589	$239,983
1436-"Assoc/Asst Dean, Sciences"	Group 0 University Systems	7	$186,440	$137,509	$161,974	$129,580	$202,468
1441-"Assoc/Asst Dean, Veterinary Medicine "	Group 0 University Systems	9	$230,265	$155,244	$192,755	$154,204	$240,943
2001-Vice Provost	Group 0 University Systems	12	$319,446	$208,320	$263,883	$211,106	$329,854
2002-Associate Provost	Group 0 University Systems	12	$283,200	$169,330	$226,265	$181,012	$282,831
2003-Assistant Provost	Group 0 University Systems	6	$191,986	$103,742	$147,864	$118,291	$184,830
2004-Director of Institutional Research	Group 0 University Systems	20	$215,008	$122,025	$168,516	$134,813	$210,645
2005-"Associate Director, Institutional Research"	Group 0 University Systems	7	$136,880	$90,506	$113,693	$90,954	$142,116
2007-"Director, International Education"	Group 0 University Systems	10	$275,655	$104,527	$190,091	$152,073	$237,614
2008-"Director, International Studies Education"	Group 0 University Systems	6	$129,800	$89,745	$109,772	$87,818	$137,216
2009-"Director, Sponsored Research and Programs"	Group 0 University Systems	17	$281,304	$118,000	$199,652	$159,721	$249,565
2010-"Director, Continuing Education"	Group 0 University Systems	6	$151,097	$90,587	$120,842	$96,674	$151,053
2011-Senior Technology Licensing Officer	Group 0 University Systems	12	$218,300	$104,165	$161,232	$128,986	$201,540
2012-"Director, Distance Learning"	Group 0 University Systems	5	$131,366	$76,269	$103,818	$83,054	$129,772
2013-"Director, Teaching Center"	Group 0 University Systems	8	$187,351	$101,384	$144,368	$115,494	$180,460
2014-Assoc/Asst VP for Research	Group 0 University Systems	13	$296,433	$190,907	$243,670	$194,936	$304,588
2015-Director of Museums	Group 0 University Systems	7	$283,462	$108,828	$196,145	$156,916	$245,181
2016-Education Abroad Director	Group 0 University Systems	10	$130,782	$90,860	$110,821	$88,657	$138,526
2019-Director of the Theater / Performing Arts Center	Group 0 University Systems	6	$283,200	$147,505	$215,352	$172,282	$269,190
2027-"Chief Financial Officer, Medical School "	Group 0 University Systems	7	$371,700	$154,117	$262,909	$210,327	$328,636
2028-"Chief Admissions Officer, Medical School "	Group 0 University Systems	7	$425,390	$80,287	$252,839	$202,271	$316,048
2032-"Chief IT Officer, Medical School "	Group 0 University Systems	6	$228,920	$103,677	$166,299	$133,039	$207,873
2033-"Chief Research Officer, Medical School "	Group 0 University Systems	5	$342,200	$198,352	$270,276	$216,221	$337,845
2035-"Chief Human Resources Officer, Medical School "	Group 0 University Systems	7	$252,803	$85,550	$169,177	$135,341	$211,471
2050-"Library Director (Dean) (previously Director, Library Services)"	Group 0 University Systems	15	$366,292	$207,183	$286,738	$229,390	$358,422
2051-"Acquisitions Librarian (previously Head Librarian, Acquisitions)"	Group 0 University Systems	10	$107,616	$79,855	$93,736	$74,989	$117,170

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
2052-"Head of Technical Services (Previously Head Librarian, Technical Services)"	Group 0 University Systems	7	$156,544	$106,416	$131,480	$105,184	$164,350
2053-"Head of Public (Access) Services (previously Head Librarian, Public/Access Services)	Group 0 University Systems	9	$156,068	$84,682	$120,375	$96,300	$150,468
2054-"Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Ca	Group 0 University Systems	6	$110,962	$77,855	$94,409	$75,527	$118,011
2055-"Head of Collection Development (previously Head Librarian, Collection Development)"	Group 0 University Systems	9	$157,678	$100,099	$128,888	$103,111	$161,111
2056-"Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Li	Group 0 University Systems	7	$161,176	$66,960	$114,068	$91,255	$142,585
2057-"Director, Educational Media Services"	Group 0 University Systems	5	$160,288	$70,090	$115,189	$92,151	$143,986
2076-"Associate Director, Admissions"	Group 0 University Systems	16	$141,600	$66,112	$103,856	$83,085	$129,820
2078-Registrar	Group 0 University Systems	22	$196,304	$101,038	$148,671	$118,936	$185,838
2079-Associate Registrar	Group 0 University Systems	20	$123,596	$68,788	$96,192	$76,953	$120,240
2080-Assistant Registrar	Group 0 University Systems	15	$82,287	$55,540	$68,914	$55,131	$86,142
2082-"Director, Student Financial Aid"	Group 0 University Systems	21	$208,684	$112,100	$160,392	$128,314	$200,490
2083-"Associate Director, Student Financial Aid"	Group 0 University Systems	16	$125,710	$78,150	$101,930	$81,544	$127,413
3001-"Director, Risk Management and Insurance"	Group 0 University Systems	15	$201,936	$80,535	$141,235	$112,988	$176,544
3005-"Director, Contracts and Grants "	Group 0 University Systems	9	$244,350	$106,200	$175,275	$140,220	$219,094
3006-"Director, College/University Press "	Group 0 University Systems	9	$211,055	$132,167	$171,611	$137,289	$214,514
3007-College/Division Business Affairs Officer	Group 0 University Systems	7	$193,980	$98,329	$146,155	$116,924	$182,694
3009-Director/Head of Sustainability	Group 0 University Systems	8	$153,400	$86,057	$119,729	$95,783	$149,661
3026-Associate Budget Director	Group 0 University Systems	9	$192,718	$100,658	$146,688	$117,350	$183,359
3027-Assistant Comptroller	Group 0 University Systems	10	$187,863	$95,713	$141,788	$113,431	$177,235
3029-"Director, Accounting"	Group 0 University Systems	14	$191,007	$87,432	$139,219	$111,375	$174,024
3030-Bursar	Group 0 University Systems	11	$175,697	$102,594	$139,146	$111,316	$173,932
3032-"Director/Manager, Payroll"	Group 0 University Systems	16	$154,385	$79,517	$116,951	$93,561	$146,189
3033-"Director, Purchasing/Materials Management"	Group 0 University Systems	20	$206,032	$107,282	$156,657	$125,325	$195,821
3034-"Associate Director, Purchasing/Materials Management"	Group 0 University Systems	11	$149,991	$86,293	$118,142	$94,514	$147,678
3050-"Director, Auxiliary Services"	Group 0 University Systems	7	$225,611	$141,600	$183,606	$146,885	$229,507
3051-"Director/Manager, Printing Services"	Group 0 University Systems	11	$148,680	$77,946	$113,313	$90,650	$141,641
3052-"Director/Manager, Mail Services "	Group 0 University Systems	16	$125,253	$51,292	$88,273	$70,618	$110,341

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
3053-"Director, Bookstore"	Group 0 University Systems	8	$164,059	$98,929	$131,494	$105,195	$164,367
3055-"Director, Food/Dining Services"	Group 0 University Systems	11	$191,443	$97,126	$144,285	$115,428	$180,356
3056-"Associate Director, Food /Dining Services"	Group 0 University Systems	11	$138,552	$78,727	$108,640	$86,912	$135,800
3076-"Director, Environmental Health and Safety"	Group 0 University Systems	18	$222,312	$131,954	$177,133	$141,706	$221,416
3077-"Director, Campus Security/Safety"	Group 0 University Systems	20	$258,953	$132,750	$195,852	$156,681	$244,815
3078-"Director, Parking and Transportation"	Group 0 University Systems	19	$196,809	$85,550	$141,179	$112,943	$176,474
3101-"Director, Real Estate and Space Management "	Group 0 University Systems	11	$221,251	$91,686	$156,469	$125,175	$195,586
3102-Architect for the Institution	Group 0 University Systems	11	$219,146	$109,712	$164,429	$131,543	$205,536
3103-"Associate Director, Physical Plant/Facilities Management"	Group 0 University Systems	12	$175,230	$106,200	$140,715	$112,572	$175,894
3104-"Director, Energy and Utilities "	Group 0 University Systems	8	$195,153	$104,922	$150,038	$120,030	$187,547
3105-"Manager, Landscape and Grounds"	Group 0 University Systems	17	$164,673	$70,800	$117,736	$94,189	$147,170
3106-"Manager, Building Maintenance Trades"	Group 0 University Systems	16	$193,284	$76,706	$134,995	$107,996	$168,744
3107-"Manager, Technical Trades"	Group 0 University Systems	9	$161,500	$87,131	$124,315	$99,452	$155,394
3108-"Manager, Custodial Services"	Group 0 University Systems	13	$173,126	$72,336	$122,731	$98,185	$153,414
3109-"Manager, Power Plant"	Group 0 University Systems	9	$173,195	$83,406	$128,300	$102,640	$160,375
4001-"Associate Director, Human Resources"	Group 0 University Systems	10	$170,866	$101,217	$136,042	$108,833	$170,052
4002-"Director/Manager, Employee Benefits"	Group 0 University Systems	15	$179,071	$83,780	$131,425	$105,140	$164,282
4003-"Director/Manager, Training and Development"	Group 0 University Systems	16	$187,445	$89,789	$138,617	$110,894	$173,271
4004-"Director/Manager, Employee Relations"	Group 0 University Systems	10	$172,717	$67,019	$119,868	$95,894	$149,835
4005-"Director/Manager, Labor Relations"	Group 0 University Systems	5	$176,533	$84,960	$130,746	$104,597	$163,433
4006-"Director/Manager, Employment"	Group 0 University Systems	10	$141,600	$80,240	$110,920	$88,736	$138,650
4007-"Director/Manager, Compensation and Classification"	Group 0 University Systems	13	$187,575	$81,037	$134,306	$107,445	$167,882
4008-"Director/Manager, Human Resources Information Systems (HRIS)"	Group 0 University Systems	10	$175,584	$80,031	$127,808	$102,246	$159,759
4009-"Director, Affirmative Action/Equal Employment"	Group 0 University Systems	16	$212,563	$96,571	$154,567	$123,654	$193,209
4012-"Director, Disability Services"	Group 0 University Systems	8	$156,276	$61,753	$109,014	$87,211	$136,268
5001-Deputy Chief Information Officer	Group 0 University Systems	11	$295,000	$163,815	$229,407	$183,526	$286,759
5002-"Director, Academic Computing"	Group 0 University Systems	8	$205,820	$100,714	$153,267	$122,614	$191,584
5003-"Associate Director, Academic Computing"	Group 0 University Systems	5	$157,746	$90,270	$124,008	$99,206	$155,010
5004-"Director, Administrative Computing"	Group 0 University Systems	9	$284,380	$128,266	$206,323	$165,058	$257,904

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
5005-"Associate Director, Administrative Computing"	Group 0 University Systems	5	$133,045	$118,502	$125,773	$100,619	$157,217
5006-"Director, Telecommunications/ Networking"	Group 0 University Systems	13	$214,014	$109,740	$161,877	$129,502	$202,346
5007-"Director, Enterprise Information Systems "	Group 0 University Systems	9	$215,613	$148,538	$182,076	$145,661	$227,595
5009-"Director, Enterprise Data Center"	Group 0 University Systems	6	$182,310	$123,900	$153,105	$122,484	$191,381
5010-"Director, IT Security "	Group 0 University Systems	13	$231,112	$118,000	$174,556	$139,645	$218,195
5011-"Director, Instructional Technology "	Group 0 University Systems	7	$190,043	$94,400	$142,221	$113,777	$177,777
5012-"Director, User Services "	Group 0 University Systems	6	$201,484	$88,153	$144,818	$115,855	$181,023
5014-Principal Database Administrator	Group 0 University Systems	9	$178,886	$72,646	$125,766	$100,612	$157,207
5015-Principal Systems Analyst	Group 0 University Systems	9	$138,805	$87,653	$113,229	$90,583	$141,536
6001-Director of Athletics	Group 0 University Systems	19	$814,200	$143,720	$478,960	$383,168	$598,700
6002-Associate Athletic Director	Group 0 University Systems	12	$218,300	$131,806	$175,053	$140,042	$218,816
6003-"Assoc/Asst Athletic Director, Sports Information/Communications"	Group 0 University Systems	16	$165,200	$69,655	$117,428	$93,942	$146,785
6006-Assoc/Asst Athletic Director for Finance & Business	Group 0 University Systems	15	$236,000	$61,136	$148,568	$118,854	$185,710
6007-Assoc/Asst Athletic Director for Facilities and Operations (Previously Assoc/Asst Dir	Group 0 University Systems	10	$162,259	$79,342	$120,801	$96,641	$151,001
6008-Assoc/Asst Athletic Director for External Affairs	Group 0 University Systems	10	$212,636	$114,480	$163,558	$130,846	$204,448
6009-Assoc/Asst Athletic Director for Development	Group 0 University Systems	15	$265,500	$92,016	$178,758	$143,007	$223,448
6010-Assoc/Asst Athletic Director for Academic Affairs	Group 0 University Systems	11	$177,000	$82,600	$129,800	$103,840	$162,250
6011-Assoc/Asst Athletic Director for Compliance	Group 0 University Systems	17	$186,239	$66,080	$126,160	$100,928	$157,700
7001-Associate VP for Student Affairs	Group 0 University Systems	12	$218,300	$142,602	$180,451	$144,361	$225,564
7002-Assistant VP for Student Affairs	Group 0 University Systems	10	$185,120	$124,222	$154,671	$123,737	$193,339
7003-Dean of Students	Group 0 University Systems	13	$239,461	$118,000	$178,730	$142,984	$223,413
7004-"Director, Greek Life "	Group 0 University Systems	15	$106,200	$50,491	$78,346	$62,676	$97,932
7005-"Director, Foreign Students"	Group 0 University Systems	11	$132,722	$72,447	$102,584	$82,068	$128,231
7007-"Director, Minority Affairs"	Group 0 University Systems	10	$127,558	$71,709	$99,633	$79,707	$124,542
7008-"Director, Conferences"	Group 0 University Systems	7	$138,060	$70,415	$104,238	$83,390	$130,297
7009-"Director, Woman's Center"	Group 0 University Systems	13	$139,221	$64,900	$102,061	$81,648	$127,576
7026-"Director, Student Activities"	Group 0 University Systems	15	$136,794	$47,082	$91,938	$73,550	$114,922
7027-"Assistant Director, Student Activities"	Group 0 University Systems	7	$74,021	$49,632	$61,827	$49,461	$77,283

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
7028-"Director, Campus Recreation/Intramurals"	Group 0 University Systems	21	$173,178	$81,656	$127,417	$101,934	$159,271
7029-"Assistant Director, Campus Recreation/Intramurals"	Group 0 University Systems	13	$113,280	$54,692	$83,986	$67,189	$104,982
7030-Director of Union and Student Activities	Group 0 University Systems	5	$165,912	$130,031	$147,971	$118,377	$184,964
7031-"Director, Student Union"	Group 0 University Systems	13	$192,786	$62,330	$127,558	$102,046	$159,448
7032-"Associate/Assistant Director, Student Union"	Group 0 University Systems	9	$126,022	$71,464	$98,743	$78,994	$123,429
7051-"Director, Career Development and Placement"	Group 0 University Systems	20	$177,531	$98,100	$137,816	$110,253	$172,270
7052-"Director, Student Academic Counseling"	Group 0 University Systems	5	$153,400	$94,400	$123,900	$99,120	$154,875
7053-"Associate Director, Student Counseling"	Group 0 University Systems	7	$114,932	$61,508	$88,220	$70,576	$110,275
7076-"Director, Student Housing"	Group 0 University Systems	16	$181,695	$122,024	$151,860	$121,488	$189,824
7077-"Associate Director, Student Housing"	Group 0 University Systems	11	$122,562	$73,506	$98,034	$78,427	$122,542
7078-Housing Officer/Administrative Operations	Group 0 University Systems	9	$153,400	$99,335	$126,367	$101,094	$157,959
7079-Housing Officer/Residence Life	Group 0 University Systems	13	$156,070	$50,916	$103,493	$82,794	$129,366
7101-"Director, Student Health Services (Physician Administrator)"	Group 0 University Systems	16	$275,692	$156,571	$216,131	$172,905	$270,164
7103-"Director, Student Health Services (Non Medical Administrator)"	Group 0 University Systems	6	$194,420	$94,663	$144,542	$115,633	$180,677
7104-"Director, Counseling and Psychological Services"	Group 0 University Systems	18	$175,042	$101,323	$138,183	$110,546	$172,728
8001-Associate/Assistant Vice President/Chancellor for Development	Group 0 University Systems	8	$289,100	$188,976	$239,038	$191,230	$298,797
8002-"Director, Annual Giving"	Group 0 University Systems	15	$171,640	$77,022	$124,331	$99,465	$155,414
8003-"Director, Corporate/Foundation Relations"	Group 0 University Systems	16	$200,617	$102,011	$151,314	$121,051	$189,142
8004-"Director, Planned Giving"	Group 0 University Systems	14	$213,777	$105,896	$159,836	$127,869	$199,795
8005-"Director, Alumni Affairs"	Group 0 University Systems	16	$318,600	$114,970	$216,785	$173,428	$270,981
8007-"Director, Major Gifts"	Group 0 University Systems	11	$221,741	$145,807	$183,774	$147,019	$229,717
8008-Director of Development for an Institutional School/College	Group 0 University Systems	10	$176,674	$98,399	$137,537	$110,029	$171,921
8009-"Director, Donor Relations "	Group 0 University Systems	9	$137,028	$76,783	$106,905	$85,524	$133,631
8010-"Director, Advancement Research/Prospect Management "	Group 0 University Systems	8	$113,639	$86,376	$100,007	$80,006	$125,009
8026-"Director, Governmental/Legislative Relations"	Group 0 University Systems	11	$253,700	$157,381	$205,541	$164,433	$256,926
8027-"Director, Federal Relations "	Group 0 University Systems	12	$237,945	$146,139	$192,042	$153,634	$240,053

CUPA Title	Grouped Peers	2011-2012 Number of Peers	2011-12 Highest Salary	2011-12 Lowest Salary	2012-13 Midpoint Salary	2012-13 Projected Minimum	2012-13 Projected Maximum
8028-"Director, State Government Relations"	Group 0 University Systems	10	$230,218	$83,371	$156,794	$125,435	$195,993
8030-"Director, Community Services"	Group 0 University Systems	6	$177,000	$85,098	$131,049	$104,839	$163,811
8050-"Director, Publications"	Group 0 University Systems	10	$138,161	$82,600	$110,381	$88,305	$137,976
8052-"Director, Information Office"	Group 0 University Systems	11	$181,503	$86,781	$134,142	$107,313	$167,677
8053-"Director, News Bureau/Service"	Group 0 University Systems	11	$166,086	$66,349	$116,218	$92,974	$145,272
8054-Director of Marketing	Group 0 University Systems	8	$230,926	$93,940	$162,433	$129,946	$203,041

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Note: Group peers are all unduplicated reporting institutions of the combined peer lists of applicable UNC institutions.

CUPA data for some Group-Position combinations in 2010-11 (not shown) data may contain duplicated reporting institutions.

CUPA data for some Group-Year combinations may contain UNC institutions as peers selected by other UNC institutions.

Analysis is performed only if five or more institutions in the group reported data for the position.

Salaries of positions within a given Group-Position-Year combination exceeding the mean by plus or minus 2.00 standard deviations are deleted.