



The University of North Carolina
POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

William A. Fleming, Vice President for Human Resources

Telephone: (919) 962-4561 Fax: (919) 843-8327

E-mail: wafleming@northcarolina.edu

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
School of the Arts

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

Constituent High School
North Carolina
School of Science
and Mathematics

An Equal Opportunity/
Affirmative Action
Employer

Date: June 28, 2011

To: Chief Academic Officers
HR Council

From: William Fleming
Bruce Mallette

Subject: 2011-2012 Salary Ranges

In previous years, salary ranges and salary increase guidelines were communicated in one memorandum. This year, in response to campus requests, these guidelines will be sent separately. This first memorandum addresses only salary ranges for the 2011-2012 fiscal/academic year and it will be helpful in making new hire decisions. A second memorandum on salary increase guidelines for current employees will be provided within the next several weeks after the UNC Board of Governors and NC Office of State Budget and Management provide guidance.

When the 2010-2011 salary ranges were communicated last year, you were informed that General Administration Academic Affairs and Human Resources were evaluating the possibility of changing the method by which UNC salary ranges are calculated. After a careful review, which included input from the Chief Academic Officers and the HR Council, the methodology was changed from a 3-year weighted method to a 1-year midpoint method, beginning with the 2011-2012 salary ranges. A comparison of both methods is attached.

The change in methodology provides ranges which are similar to standard market analyses. The change in method does not affect the peers selected for each campus, nor does it affect the grouped peer analysis. The ranges are based on the CUPA codes for like positions. The complete ranges for all positions covered by the CUPA surveys are attached.

In accordance with UNC policy, these ranges must be used for all SAAO Tier I positions on each campus for which ranges are provided. Recently, each campus was asked to confirm the SAAO Tier I positions for their campus. A comparison of the SAAO Tier I positions to their peers for each campus is included with the attached ranges.

For campuses without Management Flexibility as defined under UNC Policy 600.3.4, "Granting of Management Flexibility To Appoint and Fix Compensation", the attached salary ranges must be used for all SAAO positions. For those campuses with

Management Flexibility who have established a methodology to determine competitive ranges for SAAO Tier II positions, the use of the attached SAAO Tier II ranges is not required. However, if there are not campus-developed ranges, then the attached ranges should be used. For positions for which there is not an applicable CUPA code, please contact UNCGA Human Resources for assistance in developing an appropriate salary range.

With any change in methodology, the changes in ranges may result in some appointments moving outside the salary range for that position. The existing exception process for out-of-range approvals for future salary increases will be followed for these cases.

The 2011 Session of the North Carolina General Assembly did not provide any appropriation to the Board of Governors for salary increases for 2011-2012 for faculty and other employees who are Exempt from the State Personnel Act (EPA). However, the General Assembly did provide limited exceptions for certain salary adjustments. Further information on allowable salary adjustments will be provided after instructions have been issued by OSBM and the Board of Governors.

Please feel free to contact Ann Lemmon at awlemmon@northcarolina.edu or 919-962-4555 for questions regarding these provided salary ranges.

Attachment

UNC General Administration Administrative Salary Study Summary

3-Year Weighted Method

Process:

- Peer groups are established using peers selected by each campus and approved by the Board of Governors
- Salary data for each position is collected from CUPA
 - By individual Campus Peers
 - For each of the past three years
 - No data is provided if there are fewer than 5 institutions reporting to CUPA
- After data collection is complete:
 - A weighted average, mean, 25th percentile, and 80th percentile is calculated
 - The weighting process consists of:
 - Three years of data provided:
 - Current year is multiplied by .5
 - Previous year is multiplied by .3
 - Third year (oldest) data is multiplied by .2
 - Two years of data provided:
 - Current year is multiplied by .6
 - Previous year is multiplied by .4
 - One year of data provided:
 - Current year is multiplied by 1
 - Salaries of positions within a given Group-Position-Year combination exceeding the mean by plus or minus 2 standard deviations are deleted
 - Grouped peer analyses are completed. Grouped peers are all unduplicated reporting institutions of the combined peer lists of applicable UNC institutions
 - A minimum is set by multiplying the 80th percentile by .7031
 - A range maximum is set by multiplying the 80th percentile by 1.125
 - Data are projected for the next year by multiplying the 80th, minimum, and maximum by the percentage of increase of administrators as reported by CUPA for the current year. 0% for 2010-11
 - Analysis is performed only if five or more institutions in the group reported data to CUPA for the position
 - If no data is provided for a position, it is indicative of an insufficient number of peer institutions reporting data to CUPA for this position

1-Year Midpoint Method

Process:

- Peer groups are established using peers selected by each campus and approved by the Board of Governors
- Salary data for each position is collected from CUPA
 - By individual Campus Peers
 - For the past year
 - No data is provided if there are fewer than 5 institutions reporting to CUPA
- After data collection is complete:
 - The mean is calculated
 - Salaries of positions within a given Group-Position combination exceeding the mean by plus or minus 2 standard deviations are deleted
 - A Midpoint is calculated by taking the Maximum Salary reported, subtracting the Minimum Salary reported, and dividing by 2
 - A Salary Range is constructed by:
 - Dividing the Midpoint by 1.25 to establish a Minimum
 - Multiplying the Midpoint by 1.25 to establish a Maximum
 - Grouped peer analyses are completed. Grouped peers are all unduplicated reporting institutions of the combined peer lists of applicable UNC institutions
 - Data are projected for the next year by multiplying the Midpoint, minimum, and maximum by the percentage of increase of administrators as reported by CUPA for the current year. 0% for 2010-11
 - Analysis is performed only if five or more institutions in the group reported data to CUPA for the position
- If no data is provided for a position, it is indicative of an insufficient number of peer institutions reporting data to CUPA for this position

**Administrative Salary Study
2011-12 Ranges
June 2011**

**UNC General Administration
Institutional Research and Analysis**

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number	CUPA Position Title	1-Yr Midpoint					
		2010-11 Data			2011-12 Ranges*		
		Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum	Projected Maximum
GROUP 1 - (NCSU & UNC-CH)							
	Position						
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	11	\$620,004	\$416,000	\$518,002	\$414,402	\$647,503
1005	Executive Vice President/Vice Chancellor	5	480,000	200,285	340,143	272,114	425,178
1027	Chief Research Officer	17	356,108	194,800	275,454	220,363	344,318
1029	Chief Business Officer	10	316,400	173,811	245,106	196,084	306,382
1036	Chief Legal Affairs Officer (General Counsel)	13	405,900	152,880	279,390	223,512	349,238
1037	Chief Human Resources Officer	20	277,000	152,648	214,824	171,859	268,530
1038	Chief Information Officer (CIO)	17	360,000	198,877	279,439	223,551	349,298
1041	Chief Health Professions Officer	7	728,000	295,896	511,948	409,558	639,935
1043	Chief Student Affairs/Life Officer	17	281,839	171,959	226,899	181,519	283,624
1047	Chief Development Officer	12	456,435	220,000	338,218	270,574	422,772
1201	Dean, Agriculture	11	300,000	219,337	259,669	207,735	324,586
1202	Dean, Architecture	11	273,000	195,000	234,000	187,200	292,500
1204	Dean, Arts and Sciences	13	360,000	217,400	288,700	230,960	360,875
1206	Dean, Business	19	500,000	247,246	373,623	298,898	467,029
1212	Dean, Education	15	301,868	205,000	253,434	202,747	316,793
1213	Dean, Engineering	19	370,530	259,908	315,219	252,175	394,024
1217	Dean, Forestry & Environmental Studies	No data					
1218	Dean, Government/Public Affairs/Public Policy	8	283,200	216,303	249,752	199,801	312,189
1219	Dean, Graduate Programs	14	280,260	172,600	226,430	181,144	283,038
1222	Dean, Humanities	No data					
1224	Dean, Journalism & Mass Communications	8	284,205	128,184	206,195	164,956	257,743
1225	Dean, Law	13	437,158	270,693	353,926	283,140	442,407
1226	Library Dean (previously Dean, Library and Information Sciences)	10	313,088	185,503	249,296	199,436	311,619
1227	Dean, Mathematics	No data					
1230	Dean, Nursing	8	337,008	215,000	276,004	220,803	345,005
1233	Dean, Pharmacy	10	316,824	172,731	244,778	195,822	305,972
1235	Dean, Public Health	10	481,430	164,564	322,997	258,398	403,746
1238	Dean, Social Work	7	318,449	203,126	260,788	208,630	325,984
1239	Dean, Special Programs	No data					
1240	Dean, Undergraduate Programs	8	250,000	147,400	198,700	158,960	248,375
1241	Dean, Veterinary Medicine	10	287,795	169,730	228,763	183,010	285,953
2050	Library Director (previously Director, Library Services)	16	302,846	125,551	214,199	171,359	267,748

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number	CUPA Position Title	1-Yr Midpoint					
		2010-11 Data			2011-12 Ranges*		
		Number of Peers	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)	37	\$549,500	\$210,405	\$379,953	\$303,962	\$474,941
1004	Executive Assistant/Chief of Staff for the CEO of a Single Institution	25	190,000	73,116	131,558	105,246	164,448
1026	Chief Academic Affairs Officer and Provost	37	347,396	181,125	264,261	211,408	330,326
1027	Chief Research Officer	34	279,600	123,315	201,458	161,166	251,822
1029	Chief Business Officer	27	300,000	130,550	215,275	172,220	269,094
1036	Chief Legal Affairs Officer (General Counsel)	28	230,441	117,620	174,031	139,224	217,538
1037	Chief Human Resources Officer	37	205,284	73,000	139,142	111,314	173,928
1038	Chief Information Officer (CIO)	36	260,000	99,435	179,718	143,774	224,647
1041	Chief Health Professions Officer	5	918,988	244,650	581,819	465,455	727,274
1043	Chief Student Affairs/Life Officer	38	236,251	126,494	181,373	145,098	226,716
1047	Chief Development Officer	29	285,000	115,600	200,300	160,240	250,375
1049	Chief Development and Public Relations Officer	5	277,680	129,150	203,415	162,732	254,269
1201	Dean, Agriculture	9	239,000	115,300	177,150	141,720	221,438
1202	Dean, Architecture	7	200,000	126,785	163,393	130,714	204,241
1203	Dean, Arts and Letters	5	213,262	152,800	183,031	146,425	228,789
1204	Dean, Arts and Sciences	29	260,580	123,500	192,040	153,632	240,050
1206	Dean, Business	37	340,251	144,500	242,376	193,900	302,969
1207	Dean, Computer & Information Sciences	No data					
1208	Dean, Continuing Education	11	177,733	94,379	136,056	108,845	170,070
1210	Dean, Dentistry	5	288,100	210,604	249,352	199,482	311,690
1212	Dean, Education	30	217,010	127,425	172,218	137,774	215,272
1213	Dean, Engineering	31	273,710	151,163	212,437	169,949	265,546
1215	Dean, Family and Consumer Sciences/Human Sciences	No data					
1219	Dean, Graduate Programs	23	210,666	107,900	159,283	127,426	199,104
1220	Dean, Health-Related Professions	13	226,090	114,236	170,163	136,130	212,704
1221	Dean, Honors Program	21	175,049	82,000	128,525	102,820	160,656
1226	Library Dean (previously Dean, Library and Information Sciences)	25	190,000	105,000	147,500	118,000	184,375
1228	Dean, Medicine	12	540,381	191,221	365,801	292,641	457,251
1229	Dean, Music	5	182,300	120,797	151,549	121,239	189,436
1230	Dean, Nursing	23	241,717	103,125	172,421	137,937	215,526
1231	Dean, Occupational Studies/Vocational Education/Technology	No data					
1240	Dean, Undergraduate Programs	11	174,250	109,174	141,712	113,370	177,140
2034	Chief Librarian, Medical School	8	143,322	71,628	107,475	85,980	134,344
2050	Library Director (previously Director, Library Services)	14	177,735	107,687	142,711	114,169	178,389
6001	Director of Athletics	38	379,600	101,500	240,550	192,440	300,688
7003	Dean of Students	20	147,175	56,850	102,013	81,610	127,516

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number	CUPA Position Title	1-Yr Midpoint					
		2010-11 Data			2011-12 Ranges*		
		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)	37	\$396,287	\$194,225	\$295,256	\$236,205	\$369,070
1004	Executive Assistant/Chief of Staff for the CEO of a Single Institution	20	165,000	79,900	122,450	97,960	153,063
1026	Chief Academic Affairs Officer and Provost	31	255,000	150,000	202,500	162,000	253,125
1027	Chief Research Officer	9	280,871	81,033	180,952	144,762	226,190
1029	Chief Business Officer	27	225,624	112,000	168,812	135,050	211,015
1036	Chief Legal Affairs Officer (General Counsel)	19	173,111	103,324	138,218	110,574	172,772
1038	Chief Information Officer (CIO)	30	200,000	97,998	148,999	119,199	186,249
1043	Chief Student Affairs/Life Officer	35	191,227	108,069	149,648	119,718	187,060
1046	Chief External Affairs Officer	9	230,611	107,100	168,856	135,084	211,069
1047	Chief Development Officer	21	230,000	111,821	170,911	136,728	213,638
1204	Dean, Arts and Sciences	17	195,700	115,000	155,350	124,280	194,188
1206	Dean, Business	32	220,000	125,652	172,826	138,261	216,033
1212	Dean, Education	28	208,518	66,278	137,398	109,918	171,748
1213	Dean, Engineering	7	348,296	121,248	234,772	187,818	293,465
1216	Dean, Fine Arts	11	187,775	117,068	152,422	121,937	190,527
1219	Dean, Graduate Programs	23	210,666	107,900	159,283	127,426	199,104
1220	Dean, Health-Related Professions	10	188,700	114,236	151,468	121,174	189,335
1221	Dean, Honors Program	8	160,000	56,034	108,017	86,414	135,021
1222	Dean, Humanities	7	241,867	100,000	170,934	136,747	213,667
1225	Dean, Law	No data					
1226	Library Dean (previously Dean, Library and Information Sciences)	18	169,068	95,000	132,034	105,627	165,043
1229	Dean, Music	No data					
1232	Dean, Performing Arts	5	224,482	72,757	148,620	118,896	185,774
1236	Dean, Sciences	15	181,596	114,124	147,860	118,288	184,825
1237	Dean, Social Sciences	No data					
1240	Dean, Undergraduate Programs	No data					
2001	Vice Provost	9	255,392	105,000	180,196	144,157	225,245
2050	Library Director (previously Director, Library Services)	19	132,216	82,000	107,108	85,686	133,885
8026	Director, Governmental/Legislative Relations	12	170,621	82,250	126,436	101,148	158,044

**Salary Ranges for Selected Administrative Positions
2010-11 Data**

CUPA Position Number	CUPA Position Title	1-Yr Midpoint					
		2010-11 Data			2011-12 Ranges*		
		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)	28	\$325,000	\$157,380	\$241,190	\$192,952	\$301,488
1004	Executive Assistant/Chief of Staff for the CEO of a Single Institution	13	143,737	56,745	100,241	80,193	125,301
1005	Executive Vice President/Vice Chancellor	No data					
1006	Secretary of the University	No data					
1026	Chief Academic Affairs Officer and Provost	28	214,500	132,083	173,292	138,633	216,614
1027	Chief Research Officer	No data					
1029	Chief Business Officer	25	190,089	127,218	158,654	126,923	198,317
1036	Chief Legal Affairs Officer (General Counsel)	9	160,000	68,000	114,000	91,200	142,500
1038	Chief Information Officer (CIO)	22	151,938	82,000	116,969	93,575	146,211
1043	Chief Student Affairs/Life Officer	27	184,695	75,000	129,848	103,878	162,309
1045	Chief, Enrollment Management Officer	14	150,000	72,000	111,000	88,800	138,750
1047	Chief Development Officer	18	165,838	89,701	127,770	102,216	159,712
1048	Chief Public Relations Officer	17	115,000	50,313	82,657	66,125	103,321
1204	Dean, Arts and Sciences	17	135,700	107,895	121,798	97,438	152,247
1206	Dean, Business	32	220,000	125,652	172,826	138,261	216,033
1212	Dean, Education	25	138,000	102,108	120,054	96,043	150,068
1219	Dean, Graduate Programs	14	155,000	81,320	118,160	94,528	147,700
1226	Library Dean (previously Dean, Library and Information Sciences)	12	113,000	71,604	92,302	73,842	115,378
1230	Dean, Nursing	5	121,249	98,840	110,045	88,036	137,556
1240	Dean, Undergraduate Programs	No data					
2050	Library Director (previously Director, Library Services)	16	125,695	68,495	97,095	77,676	121,369
3035	Director, Internal Audit	No data					
6001	Director of Athletics	26	159,650	82,688	121,169	96,935	151,461

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number	CUPA Position Title	1-Yr Midpoint					
		2010-11 Data			2011-12 Ranges*		
		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)	12	\$430,000	\$183,675	\$306,838	\$245,470	\$383,547
1004	Executive Assistant/Chief of Staff for the CEO of a Single Institution	8	136,042	58,000	97,021	77,617	121,276
1026	Chief Academic Affairs Officer and Provost	11	270,300	120,000	195,150	156,120	243,938
1029	Chief Business Officer	12	274,000	134,312	204,156	163,325	255,195
1031	Chief Financial Officer	5	174,925	92,725	133,825	107,060	167,281
1036	Chief Legal Affairs Officer (General Counsel)	No data					
1043	Chief Student Affairs/Life Officer	12	175,100	70,499	122,800	98,240	153,499
1047	Chief Development Officer	11	220,000	106,788	163,394	130,715	204,243
1222	Dean, Humanities	No data					
1232	Dean, Performing Arts	No data					
2050	Library Director (previously Director, Library Services)	12	122,079	67,000	94,540	75,632	118,174

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number		CUPA Position Title		1-Yr Midpoint						
				2010-11 Data			2011-12 Ranges*			
				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)		8	\$266,000	\$141,717	\$203,859	\$163,087	\$254,823	
1026		Chief Academic Affairs Officer and Provost		9	205,000	108,468	156,734	125,387	195,918	
1029		Chief Business Officer		No data						
1031		Chief Financial Officer		6	\$139,420	\$70,651	\$105,036	\$84,028	\$131,294	
1036		Chief Legal Affairs Officer (General Counsel)		No data						
1038		Chief Information Officer (CIO)		8	\$133,650	\$77,550	\$105,600	\$84,480	\$132,000	
1043		Chief Student Affairs/Life Officer		7	\$115,000	\$87,040	\$101,020	\$80,816	\$126,275	
1047		Chief Development Officer		6	\$165,000	\$99,448	\$132,224	\$105,779	\$165,280	
1206		Dean, Business		6	\$170,000	\$103,000	\$136,500	\$109,200	\$170,625	
1208		Dean, Continuing Education		No data						
1222		Dean, Humanities		No data						
1236		Dean, Sciences		No data						
2002		Associate Provost		6	107,003	76,646	91,825	73,460	114,781	
2009		Director, Sponsored Research and Programs		No data						

Salary Ranges for Selected Administrative Positions 2010-11 Data

CUPA Position Number	CUPA Position Title	1-Yr Midpoint				
		2010-11 Data			2011-12 Ranges*	
		Number of Peers	Highest Salary	Lowest Salary	Midpoint Salary	Projected Minimum
GROUP 0 - UNIVERSITY SYSTEMS						
Position						
1003	President	11	\$731,605	\$490,880	\$611,242	\$488,994 \$764,053
1006	Secretary of the University**	121	\$170,542	\$30,867	\$136,434	\$109,147 \$170,542
1026	Senior Vice President for Academic Affairs	14	\$554,600	\$279,070	\$416,835	\$333,468 \$521,044
1027	Vice President for Sponsored Programs & Research	17	\$420,207	\$229,864	\$325,036	\$260,029 \$406,295
1029	Vice President for Finance	10	\$373,352	\$205,097	\$289,224	\$231,380 \$361,531
1030	Chief of Staff	8	\$457,840	\$277,300	\$367,570	\$294,056 \$459,463
1036	Vice President and General Counsel	13	\$478,962	\$180,398	\$329,680	\$263,744 \$412,100
1037	Vice President for Human Resources	20	\$326,860	\$180,125	\$253,492	\$202,794 \$316,865
1038	Vice President for Information Resources and Chief Information Officer	17	\$424,800	\$234,675	\$329,737	\$263,790 \$412,172
1039	Associate Vice President for Finance & University Property Officer	18	\$299,724	\$153,902	\$226,813	\$181,450 \$283,516
1047	Associate Vice President for Advancement	12	\$538,593	\$259,600	\$399,097	\$319,277 \$498,871
1048	Vice President for Communications	15	\$313,165	\$197,178	\$255,171	\$204,137 \$318,964
1050	Assistant Vice President for Finance for Audit & Financial Reporting	16	\$300,900	\$139,240	\$220,070	\$176,056 \$275,088
2001	Senior Associate Vice President for Academic & Student Affairs	10	\$312,131	\$203,528	\$257,829	\$206,264 \$322,287
2002	Vice President for Academic Planning/Univ. School Programs	9	\$255,789	\$169,330	\$212,559	\$170,047 \$265,699
2003	Executive Director, NC SEAA	5	\$225,319	\$98,383	\$161,851	\$129,480 \$202,313
3007	Associate Vice President for Finance & Services Officer	6	\$208,729	\$103,119	\$155,924	\$124,739 \$194,905
3026	Associate Vice President for Finance	10	\$248,980	\$93,043	\$171,012	\$136,809 \$213,764
3103	Associate Vice President for Finance	15	\$226,240	\$109,300	\$167,770	\$134,216 \$209,713
4001	Associate Vice President for Human Resources	9	\$171,808	\$99,233	\$135,521	\$108,417 \$169,401
5001	Associate CIO & Executive Director, Shared Services Alliance	13	\$284,404	\$169,283	\$226,843	\$181,475 \$283,554
5007	Project Management Officer	9	\$206,500	\$133,912	\$170,206	\$136,165 \$212,758
5007	Associate Vice President ERP Consulting & Support	9	\$206,500	\$133,912	\$170,206	\$136,165 \$212,758
7002	Assistant Vice President for Academic & Student Affairs	9	\$182,622	\$119,505	\$151,063	\$120,850 \$188,829
8026	Vice President, Government Relations	13	\$276,828	\$137,141	\$206,984	\$165,588 \$258,730
8027	Vice President, Federal Relations	11	\$237,945	\$142,575	\$190,260	\$152,208 \$237,825
3076	Associate Vice President for Safety & Emergency Operations	19	\$206,849	\$124,667	\$165,758	\$132,607 \$207,198
4002	Associate Vice President for Human Resources & University Benefits Officer	18	\$172,206	\$82,444	\$127,325	\$101,860 \$159,156

UNC-GA IRA/AdminSal.IT011/6-24-11

* Values from 2010-11 CUPA data projected for 2011-12 salary ranges.

**Special Study based upon all CUPA participants.

**1003 - CEO
2011-12 Salary Ranges**

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				Midpoint Data						
				1	2	3	4	5	6	
			Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.		
0	UNC-GA	TOM ROSS	\$525,000	\$488,994	\$0	\$611,242	\$86,242	\$764,053	\$239,053	President
1	NCSU	WOODSON, W. RANDOLPH	\$420,000	\$414,402	\$0	\$518,002	\$98,002	\$647,503	\$227,503	Chancellor
1	UNC-CH	THORP, HOLDEN	\$420,000	\$414,402	\$0	\$518,002	\$98,002	\$647,503	\$227,503	Chancellor
2	ECU	BALLARD, STEVEN C.	\$315,000	\$303,962	\$0	\$379,953	\$64,953	\$474,941	\$159,941	Chancellor
2	NCA&T	MARTIN, HAROLD	\$300,000	\$303,962	\$3,962	\$379,953	\$79,953	\$474,941	\$174,941	Chancellor
2	UNCC	DUBOIS, PHILLIP	\$315,000	\$303,962	\$0	\$379,953	\$64,953	\$474,941	\$159,941	Chancellor
2	UNCG	BRADY, LINDA	\$315,000	\$303,962	\$0	\$379,953	\$64,953	\$474,941	\$159,941	Chancellor
3	ASU	PEACOCK, KENNETH E.	\$290,000	\$236,205	\$0	\$295,256	\$5,256	\$369,070	\$79,070	Chancellor
3	NCCU	NELMS, CHARLIE	\$315,000	\$236,205	\$0	\$295,256	\$0	\$369,070	\$54,070	Chancellor
3	UNCW	MILLER, GARY	\$275,000	\$236,205	\$0	\$295,256	\$20,256	\$369,070	\$94,070	Chancellor
3	WCU	BELCHER, DAVID	\$275,000	\$236,205	\$0	\$295,256	\$20,256	\$369,070	\$94,070	Chancellor
4	FSU	ANDERSON, JAMES A.	\$234,000	\$192,952	\$0	\$241,190	\$7,190	\$301,488	\$67,488	Chancellor
4	UNCP	CARTER, KYLE	\$240,000	\$192,952	\$0	\$241,190	\$1,190	\$301,488	\$61,488	Chancellor
4	WSSU	REAVES, DONALD J.	\$234,000	\$192,952	\$0	\$241,190	\$7,190	\$301,488	\$67,488	Chancellor
5	UNCA	PONDER, ANNE	\$237,930	\$245,470	\$7,540	\$306,838	\$68,908	\$383,547	\$145,617	Chancellor
5	UNCSA	MAUCERI, JOHN F.	\$236,000	\$245,470	\$9,470	\$306,838	\$70,838	\$383,547	\$147,547	Chancellor
6	ECSU	GILCHRIST, WILLIE J.	\$216,300	\$163,087	\$0	\$203,859	\$0	\$254,823	\$38,523	Chancellor
6	NCSSM	ROBERTS, J. TODD	\$210,000	\$163,087	\$0	\$203,859	\$0	\$254,823	\$44,823	Chancellor
Sum of Positives							\$20,972	\$758,142	\$2,243,077	

UNC-GA IRA/AdminSal.IT002(CEO)/6-24-11

**1026 - Chief Academic Affairs Officer and Provost
2011-12 Salary Ranges**

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
			Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.		
0	UNC-GA	SUZANNE ORTEGA	\$267,500	\$333,468	\$65,968	\$416,835	\$149,335	\$521,044	\$253,544	Senior Vice President - Academic Affairs
2	ECU	SHEERER, MARILYN	\$276,000	\$211,408	\$0	\$264,261	\$0	\$330,326	\$54,326	Provost and Senior Vice Chancellor for Academic and Student Affairs
2	NCA&T	ADAMS, LINDA	\$240,000	\$211,408	\$0	\$264,261	\$24,261	\$330,326	\$90,326	Provost and Vice Chancellor for Academic Affairs
2	UNCC	LORDEN, JOAN F.	\$249,600	\$211,408	\$0	\$264,261	\$14,661	\$330,326	\$80,726	Provost & Vice Chancellor of Academic Affairs
2	UNCG	PERRIN, DAVID H.	\$278,000	\$211,408	\$0	\$264,261	\$0	\$330,326	\$52,326	Provost & Executive Vice Chancellor
3	ASU	BAUMHOVER, LORIN	\$220,000	\$162,000	\$0	\$202,500	\$0	\$253,125	\$33,125	Interim Provost and Executive Vice Chancellor
3	NCCU	AGGREY, KWESI	\$208,000	\$162,000	\$0	\$202,500	\$0	\$253,125	\$45,125	Provost and Vice Chancellor for Academic Affairs
3	UNCW	BARLOW, CATHY	\$215,000	\$162,000	\$0	\$202,500	\$0	\$253,125	\$38,125	Provost - VC Academic Affairs
3	WCU	STANFORD, LINDA	\$163,800	\$162,000	\$0	\$202,500	\$38,700	\$253,125	\$89,325	Interim Provost
4	FSU	YOUNG, JON M.	\$166,000	\$138,633	\$0	\$173,292	\$7,292	\$216,614	\$50,614	Provost and Vice Chancellor for Academic Affairs
4	UNCP	KITTS, KENNETH	\$175,000	\$138,633	\$0	\$173,292	\$0	\$216,614	\$41,614	Provost and Vice Chancellor of Academic Affairs
4	WSSU	ALLEN, BRENDA	\$193,300	\$138,633	\$0	\$173,292	\$0	\$216,614	\$23,314	Provost and Vice Chancellor of Academic Affairs
5	UNCA	FERNANDES, JANE	\$175,100	\$156,120	\$0	\$195,150	\$20,050	\$243,938	\$68,838	Provost & VC for Academic Affairs
5	UNCSA	NELSON, DAVID	\$165,000	\$156,120	\$0	\$195,150	\$30,150	\$243,938	\$78,938	Provost
6	ECSU	KHAN, ALI	\$169,000	\$125,387	\$0	\$156,734	\$0	\$195,918	\$26,918	Provost/Vice Chancellor for Academic Affairs
6	NCSSM	WARSHAW, STEPHEN J.	\$124,307	\$125,387	\$1,080	\$156,734	\$32,427	\$195,918	\$71,611	Chief Academic Officer/Provost
Sum of Positives					\$67,048		\$316,876		\$1,098,795	

UNC-GA IRA/AdminSal.IT002(CAO)/6-24-11

1004 Chief of Staff 2011-12 Salary Ranges

Midpoint Ranges

2011-12 Salary Ranges											
Midpoint Data											
1	2	3	4	5	6						
Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	Current Salary	Min.	\$ to Min.	Midpoint	Max.	PRTITLE
2	ECU	ROGERS, PHILIP G.	\$115,000	\$105,246	\$0	\$131,558	\$16,558	\$164,448	\$49,448	Chief of Staff	
3	NCCU	HESTER, SUSAN	\$165,000	\$97,960	\$0	\$122,450	\$0	\$153,063	\$0	Vice Chancellor & Chief of Staff	
3	WCU	LYNCH, DIANNE	\$138,087	\$97,960	\$0	\$122,450	\$0	\$153,063	\$14,976	Chief of Staff	
4	FSU	CONWAY, THOMAS	\$184,000	\$80,193	\$0	\$100,241	\$0	\$125,301	\$0	Chief of Staff	
5	UNCA	RILEY, CHRISTINE	\$121,176	\$77,617	\$0	\$97,021	\$0	\$121,276	\$100	Chief of Staff	
5	UNCSA	LAIDLAW, CATHERINE	\$110,000	\$77,617	\$0	\$97,021	\$0	\$121,276	\$11,276	Executive Producer	
Sum of Positives					\$0	\$16,558	\$75,800				

UNC-GA IRA/AdminSal.IT002(ChOS)/6-24-11

**1027 - Chief Research Officer
2011-12 Salary Ranges**

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
				Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	
0	UNC-GA	STEVE LEATH	\$236,900	\$260,029	\$23,129	\$325,036	\$88,136	\$406,295	\$169,395	Vice President for Sponsored Programs & Research
1	NCSU	LOMAX, TERRI	\$229,281	\$220,363	\$0	\$275,454	\$46,173	\$344,318	\$115,037	Vice Chancellor for Research & Innovation
1	UNC-CH	ENTWISLE, BARBARA	\$320,000	\$220,363	\$0	\$275,454	\$0	\$344,318	\$24,318	Kenan Prof & vice Chancellor for Research
2	ECU	MAGEEAN, DEIRDRE	\$210,550	\$161,166	\$0	\$201,458	\$0	\$251,822	\$41,272	Vice Chancellor
2	NCA&T	NTUEN, CELESTINE	\$185,001	\$161,166	\$0	\$201,458	\$16,457	\$251,822	\$66,821	Vice Chancellor for Research and Economic Development (Interim)
2	UNCC	MOSIER, STEPHEN	\$185,400	\$161,166	\$0	\$201,458	\$16,058	\$251,822	\$66,422	Vice Chancellor for Research & Federal Relations
2	UNCG	SHELTON, TERRI	\$200,000	\$161,166	\$0	\$201,458	\$1,458	\$251,822	\$51,822	Vice Chancellor for Research and Economic Development
3	ASU	HUNTLEY, EDELMA	\$148,230	\$144,762	\$0	\$180,952	\$32,722	\$226,190	\$77,960	Dean, Graduate Studies and Research
3	NCCU	REED, HAZELL	\$180,000	\$144,762	\$0	\$180,952	\$952	\$226,190	\$46,190	Vice Chancellor
4	FSU	OLION, LADELLE	** \$143,104	\$0	\$0	\$0	\$0	\$0	\$0	Dean of Graduate School
Sum of Positives					\$23,129		\$201,956		\$659,237	

UNC-GA IRA/AdminSal.IT002(Res)/6-24-11

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

**1029 - Chief Business Officer
2011-12 Salary Ranges**

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
			Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.		
0	UNC-GA	CHARLES PERUSSE	\$230,000	\$231,380	\$1,380	\$289,224	\$59,224	\$361,531	\$131,531	Vice President for Finance
1	NCSU	LEFFLER, CHARLES	\$260,000	\$196,084	\$0	\$245,106	\$0	\$306,382	\$46,382	Vice Chancellor for Finance and Business
1	UNC-CH	MANN, RICHARD L.	\$340,000	\$196,084	\$0	\$245,106	\$0	\$306,382	\$0	Vice Chancellor for Finance and Administration
2	ECU	NISWANDER, RICK	\$270,000	\$172,220	\$0	\$215,275	\$0	\$269,094	\$0	Vice Chancellor
2	NCA&T	POMPEY, ROBERT	\$177,840	\$172,220	\$0	\$215,275	\$37,435	\$269,094	\$91,254	Vice Chancellor for Business and Finance
2	UNCC	HARDIN, ELIZABETH	\$207,500	\$172,220	\$0	\$215,275	\$7,775	\$269,094	\$61,594	Vice Chancellor, Business Affairs
2	UNCG	TAYLOR, READE	\$225,509	\$172,220	\$0	\$215,275	\$0	\$269,094	\$43,585	Vice Chancellor, Business Affairs
3	ASU	LOVINS, GREGORY M.	\$169,600	\$135,050	\$0	\$168,812	\$0	\$211,015	\$41,415	Interim VC for Business Affs
3	NCCU	DAVIS, WENDELL	\$190,000	\$135,050	\$0	\$168,812	\$0	\$211,015	\$21,015	Vice Chancellor
3	UNCW	MAIMONE, CHARLES A.	\$175,440	\$135,050	\$0	\$168,812	\$0	\$211,015	\$35,575	Vice Chancellor
3	WCU	EDWARDS, ROBERT	\$148,223	\$135,050	\$0	\$168,812	\$20,589	\$211,015	\$62,792	Interim VC for Administration & Finance
4	FSU	BOTLEY, ROBERT	\$155,000	\$126,923	\$0	\$158,654	\$3,654	\$198,317	\$43,317	Vice Chancellor for Business and Finance
4	UNCP	HAWK, R NEIL	\$156,450	\$126,923	\$0	\$158,654	\$2,204	\$198,317	\$41,867	Vice Chancellor for Business Affairs
4	WSSU	HUNTER, GERALD	\$162,400	\$126,923	\$0	\$158,654	\$0	\$198,317	\$35,917	Vice Chancellor for Finance & Administration
5	UNCSA	BURNETTE, GEORGE	\$205,920	\$163,325	\$0	\$204,156	\$0	\$255,195	\$49,275	Chief Operating Officer
6	ECSU	DURANT, BENJAMIN	\$148,000	\$0	\$0	\$0	\$0	\$0	\$0	Vice Chancellor for Business and Finance
					\$1,380		\$130,881		\$705,519	

UNC-GA IRA/AdminSal.IT002(Bus)/6-24-11

1036 - General Counsel 2011-12 Salary Ranges

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
			Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.		
0	UNC-GA	LAURA B. LUGER	\$228,375	\$263,744	\$35,369	\$329,680	\$101,305	\$412,100	\$183,725	Vice President & General Counsel
1	NCSU	GOLDGEIER, EILEEN	\$229,000	\$223,512	\$0	\$279,390	\$50,390	\$349,238	\$120,238	Vice Chancellor & General Counsel
1	UNC-CH	STROHM, LESLIE	\$291,200	\$223,512	\$0	\$279,390	\$0	\$349,238	\$58,038	Vice Chancellor and General Counsel
2	ECU	PAYNE, DONNA	\$180,000	\$139,224	\$0	\$174,031	\$0	\$217,538	\$37,538	University Attorney
2	NCA&T	WALDRUP, JOHN CHARLES	\$175,000	\$139,224	\$0	\$174,031	\$0	\$217,538	\$42,538	General Counsel
2	UNCC	BROOME, DAVID	\$164,610	\$139,224	\$0	\$174,031	\$9,421	\$217,538	\$52,928	University Counsel
2	UNCG	SERCK, STEVEN	\$165,000	\$139,224	\$0	\$174,031	\$9,031	\$217,538	\$52,538	University Counsel
3	ASU	COLE, DAYTON T.	\$140,000	\$110,574	\$0	\$138,218	\$0	\$172,772	\$32,772	General Counsel
3	NCCU	HOLLOWAY, MELISSA	\$130,000	\$110,574	\$0	\$138,218	\$8,218	\$172,772	\$42,772	Chief Legal Counsel
3	UNCW	HOON, ROBERT	\$141,181	\$110,574	\$0	\$138,218	\$0	\$172,772	\$31,591	General Counsel
3	WCU	LOCHNER, MARY ANN	\$125,000	\$110,574	\$0	\$138,218	\$13,218	\$172,772	\$47,772	General Counsel
4	FSU	JENKINS, WANDA L.	\$138,442	\$91,200	\$0	\$114,000	\$0	\$142,500	\$4,058	General Counsel and Chief Compliance Officer
4	UNCP	MALCOLM, JOSHUA	\$109,200	\$91,200	\$0	\$114,000	\$4,800	\$142,500	\$33,300	General Counsel
4	WSSU	KLUTTZ-LEACH, CAMILLE	\$130,000	\$91,200	\$0	\$114,000	\$0	\$142,500	\$12,500	General Counsel
5	UNCA	CAPONE, LUCIEN	** \$107,000	\$0	\$0	\$0	\$0	\$0	\$0	University Counsel
5	UNCSA	RISHER, JULIE	** \$110,000	\$0	\$0	\$0	\$0	\$0	\$0	General Counsel
6	ECSU	BROWN, H. BERNETTA	** \$102,043	\$0	\$0	\$0	\$0	\$0	\$0	Assistant to the Chancellor for Legal Affairs
6	NCSSM	VACANT	** \$0	\$0	\$0	\$0	\$0	\$0	\$0	General Counsel
Sum of Positives					\$35,369		\$196,383		\$752,308	

UNC-GA IRA/AdminSal.IT002(GenC)/6-24-11

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

1038 - Chief Information Officer 2011-12 Salary Ranges

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
				Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	
0	UNC-GA	JOHN LEYDON	\$236,000	\$263,790	\$27,790	\$329,737	\$93,737	\$412,172	\$176,172	Vice President - Information Res. & CIO
1	NCSU	HOIT, MARC	\$270,000	\$223,551	\$0	\$279,439	\$9,439	\$349,298	\$79,298	Vice Chancellor for Information Technology
1	UNC-CH	CONRAD, LARRY	\$278,100	\$223,551	\$0	\$279,439	\$1,339	\$349,298	\$71,198	Vice Chancellor/Vice Chancellor for Info Tech. & CIO
2	NCA&T	ELLIS, BARBARA	\$176,000	\$143,774	\$0	\$179,718	\$3,718	\$224,647	\$48,647	Vice Chancellor for IT & CIO
2	UNCC	DOMINICK, JAY	\$190,000	\$143,774	\$0	\$179,718	\$0	\$224,647	\$34,647	Vice Chancellor for Information Technology
2	UNCG	CLOTFELTER, JAMES H.	\$205,950	\$143,774	\$0	\$179,718	\$0	\$224,647	\$18,697	Vice Chancellor, Info Technology Services
3	UNCW	KRAUS, LEAH	\$136,411	\$119,199	\$0	\$148,999	\$12,588	\$186,249	\$49,838	Interim Vice Chancellor for ITSD
3	WCU	FOWLER, CRAIG	\$160,000	\$119,199	\$0	\$148,999	\$0	\$186,249	\$26,249	Chief Information Officer
4	FSU	GANESAN, ARASU T.	\$126,000	\$93,575	\$0	\$116,969	\$0	\$146,211	\$20,211	Chief Information Officer
4	WSSU	MCKENZIE, JUSTIN	\$146,000	\$93,575	\$0	\$116,969	\$0	\$146,211	\$211	Chief Information Officer
6	ECSU	ADADE, ANTHONY	\$103,000	\$84,480	\$0	\$105,600	\$2,600	\$132,000	\$29,000	Chief Information Officer
Sum of Positives					\$27,790		\$123,421		\$554,168	

UNC-GA IRA/AdminSal.IT002(CIO)/6-24-11

1043 - Chief Student Affairs Officer 2011-12 Salary Ranges

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
				Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.	
1	NCSU	STAFFORD, THOMAS	\$173,250	\$181,519	\$8,269	\$226,899	\$53,649	\$283,624	\$110,374	Vice Chancellor for Student Affairs
1	UNC-CH	CRISP, WINSTON B.	\$236,000	\$181,519	\$0	\$226,899	\$0	\$283,624	\$47,624	Vice Chancellor for Student Affairs
2	NCA&T	PIERCE, MELODY	\$183,000	\$145,098	\$0	\$181,373	\$0	\$226,716	\$43,716	Vice Chancellor for Student Affairs
2	UNCC	JACKSON, ARTHUR	\$180,250	\$145,098	\$0	\$181,373	\$1,123	\$226,716	\$46,466	Vice Chancellor for Student Affairs
2	UNCG	CALLAHAN, CHERYL M.	\$185,950	\$145,098	\$0	\$181,373	\$0	\$226,716	\$40,766	Vice Chancellor, Student Affairs
3	ASU	WALLACE, CINDY A.	\$159,318	\$119,718	\$0	\$149,648	\$0	\$187,060	\$27,742	Vice Chancellor for Student Development
3	NCCU	ROME, KEVIN D.	\$179,000	\$119,718	\$0	\$149,648	\$0	\$187,060	\$8,060	Vice Chancellor
3	UNCW	LEONARD, PATRICIA L.	\$162,666	\$119,718	\$0	\$149,648	\$0	\$187,060	\$24,394	Vice Chancellor Student Affairs
3	WCU	MILLER, SAMUEL	\$158,620	\$119,718	\$0	\$149,648	\$0	\$187,060	\$28,440	Vice Chancellor, Student Affairs
4	FSU	HAYNIE, JANICE	\$133,000	\$103,878	\$0	\$129,848	\$0	\$162,309	\$29,309	Vice Chancellor for Student Affairs
4	UNCP	JONES, DIANE O.	\$141,000	\$103,878	\$0	\$129,848	\$0	\$162,309	\$21,309	Vice Chancellor for Student Services
4	WSSU	COTTON, TRAE T.	\$150,000	\$103,878	\$0	\$129,848	\$0	\$162,309	\$12,309	Vice Chancellor for Student Affairs
5	UNCA	HAGGARD, BILL	\$113,247	\$98,240	\$0	\$122,800	\$9,553	\$153,499	\$40,252	Vice Chancellor Student Affairs
5	UNCSA	VACANT	\$122,304	\$98,240	\$0	\$122,800	\$496	\$153,499	\$31,195	Dean of Students
6	ECSU	BROWN, ANTHONY	\$114,941	\$80,816	\$0	\$101,020	\$0	\$126,275	\$11,334	Vice Chancellor for Student Affairs
6	NCSSM	BARBER, JOAN D.	\$123,695	\$80,816	\$0	\$101,020	\$0	\$126,275	\$2,580	Chief Student Affairs Officer
Sum of Positives					\$8,269		\$64,821		\$525,870	

UNC-GA IRA/AdminSal.IT002(StAff)/6-24-11

1047 - Chief Development Officer 2011-12 Salary Ranges

Midpoint Ranges

Group	Campus	Name	Current Salary	2011-12 Salary Ranges						PRTITLE
				1	2	3	4	5	6	
				Midpoint Data						
			Min.	\$ to Min.	Midpoint	\$ to Midpoint	Max.	\$ to Max.		
0	UNC-GA	HANBY-SIKORA, CATHY	\$126,875	\$319,277	\$192,402	\$399,097	\$272,222	\$498,871	\$371,996	Associate Vice President for Advancement
1	NCSU	KESSLER, NEVIN	\$288,750	\$270,574	\$0	\$338,218	\$49,468	\$422,772	\$134,022	Vice Chancellor for University Advancement
1	UNC-CH	KUPEC, MATT	\$349,800	\$270,574	\$0	\$338,218	\$0	\$422,772	\$72,972	Vice Chancellor for University Advancement
2	ECU	DOWDY, MICHAEL B.	\$223,881	\$160,240	\$0	\$200,300	\$0	\$250,375	\$26,494	Vice Chancellor for University Advancement
2	NCA&T	KIEL, MARK	\$178,464	\$160,240	\$0	\$200,300	\$21,836	\$250,375	\$71,911	Vice Chancellor for University Advancement
2	UNCG	STEWART, PATRICIA W.	\$233,200	\$160,240	\$0	\$200,300	\$0	\$250,375	\$17,175	Vice Chancellor, University Advancement
3	ASU	PETTYJOHN, SUSAN	\$185,500	\$136,728	\$0	\$170,911	\$0	\$213,638	\$28,138	Vice Chancellor for University Advancement
3	NCCU	DELOATCH, L. LOIS	\$165,500	\$136,728	\$0	\$170,911	\$5,411	\$213,638	\$48,138	Vice Chancellor
3	UNCW	GORNT0, MARY M.	\$146,804	\$136,728	\$0	\$170,911	\$24,107	\$213,638	\$66,834	Vice Chancellor for University Advancement
4	FSU	AFFLECK, ARTHUR	\$140,000	\$102,216	\$0	\$127,770	\$0	\$159,712	\$19,712	Vice Chancellor for Institutional Advancement
4	UNCP	WATERKOTTE, SANDRA K.	\$143,000	\$102,216	\$0	\$127,770	\$0	\$159,712	\$16,712	Vice Chancellor of Institutional Advancement
4	WSSU	COOK, MICHELLE	\$150,000	\$102,216	\$0	\$127,770	\$0	\$159,712	\$9,712	Chief Development Officer
5	UNCA	VACANT	\$141,125	\$130,715	\$0	\$163,394	\$22,269	\$204,243	\$63,118	Executive Director of the Foundation
5	UNCSA	VACANT	\$171,600	\$130,715	\$0	\$163,394	\$0	\$204,243	\$32,643	Chief Advancement Officer
6	NCSSM	WINSLOW, T. BROCK	\$105,094	\$105,779	\$685	\$132,224	\$27,130	\$165,280	\$60,186	Chief Development Officer
Sum of Positives					\$193,087		\$422,443		\$1,039,763	

UNC-GA IRA/AdminSal.IT002(Dev)/6-24-11

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 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 include 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]
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]

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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.	
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)	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]
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]

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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		[242.10]
		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	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	NEW 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	NEW 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.	

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
2017 NEW	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.	
2026	Chief Operating Officer (non-faculty), Medical School	Responsible for the overall management, operation and administration of the Medical School.	2026
2027	Chief Financial Officer, Medical School	Responsible for the financial affairs of the Medical School, typically including budgets, accounting and investments.	2027
2028	Chief Admissions Officer, Medical School	Responsible for admissions to the medical school. May include recruitment and selection.	2028
2029	Chief Financial Aid Officer, Medical School	Responsible for administration of the medical school's financial aid programs.	2029
2030	Chief Student Affairs Officer, Medical School	Responsible for student life/services within the medical school.	2030
2031	Chief Development Officer, Medical School	Responsible for the medical school's development programs/fundraising.	2031
2032	Chief IT Officer, Medical School	Responsible for the medical schools academic and administrative computing activities, including voice and data communications.	2032
2033	Chief Research Officer, Medical School	Oversees the medical school's scientific research.	2033
2034	Chief Librarian, Medical School	Directs all activities of the medical school's libraries.	2034
2035	Chief Human Resources Officer, Medical School	Provides human resource services for the Medical School's faculty and staff.	2035
Library & Media Services			
2050	Library Director (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
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 Director of Admissions.	[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]
BUSINESS & ADMINISTRATIVE AFFAIRS			
Selected Directors			
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

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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 NEW	Creates and implments 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 NEW	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.	
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]
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 personnel 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 personnel office functions.	[306.60]
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]

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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.	
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
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	Directs intramural and intercollegiate athletic programs for men and women. Functions typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.	[518.00]
6002	Associate Athletic Director	Responsible for one or several areas of the Athletic organization. Reports to the Director of Athletics.	6002
6003	Assoc/Asst Athletic Director, Sports Information/Communications	Institutional representative to the media for all athletic activities.	[519.00]
6004	Assoc/Asst Athletic Director, Men's Athletic Programs	Directs intramural and intercollegiate athletic programs for men only. Responsibilities typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.	[520.00]
6005	Assoc/Asst Athletic Director, Women's Athletic Programs	Oversees women's athletic programs. Responsibilities typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance. May also have responsibility for intramural athletic programs and other additional management responsibilities.	[521.00]
6006	Assoc/Asst Athletic Director for Finance & Business	Serves as chief financial officer for the Athletic Department. Typically responsible for day-to-day operations, budget planning and reporting, contracts, human resources and information technology.	6006
6007	Assoc/Asst Athletic Director for Operations	Responsible for oversight of the facilities and game/event management. May also have additional management responsibilities.	6007
6008	Assoc/Asst Athletic Director for External Affairs	Responsible for marketing and promotions, development and licensing programs, and contract oversight relative to broadcasting, sponsorship and internet partners. May also have additional management responsibilities.	6008
6009	Assoc/Asst Athletic Director for Development	Responsible for all fund raising for athletic programs/association including major gift cultivation and solicitation. Typically includes such things as capital campaigns, major gift programs, athletic club, premium seating programs, private suites, etc.	6009
6010	Assoc/Asst Athletic Director for Academic Affairs	Responsible for supervising the academic counseling unit and monitoring institutional compliance with NCAA/conference eligibility regulations for student-athletes in all sports.	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	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]

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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 all non-varsity and club sports and has responsibility for some facilities, including recreational facilities.	[522.00]
7029	Assistant Director, Campus Recreation/Intramurals	Assists the Director in the day-to-day administration of all non-varsity and club sports.	[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 as 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]
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

2010-11 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS			
Survey Changes: Four new positions have been added to the AdComp Survey: 1242: Dean, Multiple Academic Disciplines; 1442: Assoc/Asst Dean, Multiple Academic Disciplines; 3008: Director/Head of Title III Program; and 3009: Director/Head of Sustainability are			
2010-11 Number	POSITION	DESCRIPTION	Old 2006-07 Number
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		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1003-Chief Executive Officer of a Single Institution (President or Chancellor)	Group 1 (NCSU & UNC-CH)	11	\$620,004	\$416,000	\$518,002	\$414,402	\$647,503
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$549,500	\$210,405	\$379,953	\$303,962	\$474,941
	Group 3 (ASU, NCCU, UNC-W, WCU)	37	\$396,287	\$194,225	\$295,256	\$236,205	\$369,070
	Group 4 (FSU, UNC-P, WSSU)	28	\$325,000	\$157,380	\$241,190	\$192,952	\$301,488
	Group 5 (UNC-SA, UNC-A)	12	\$430,000	\$183,675	\$306,838	\$245,470	\$383,547
	Group 6 (ECSU, NCSSM)	8	\$266,000	\$141,717	\$203,859	\$163,087	\$254,823
1004-Executive Assistant/Chief of Staff for the CEO of a Single Institution	Group 1 (NCSU & UNC-CH)	10	\$214,500	\$100,000	\$157,250	\$125,800	\$196,563
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	\$190,000	\$73,116	\$131,558	\$105,246	\$164,448
	Group 3 (ASU, NCCU, UNC-W, WCU)	20	\$165,000	\$79,900	\$122,450	\$97,960	\$153,063
	Group 4 (FSU, UNC-P, WSSU)	13	\$143,737	\$56,745	\$100,241	\$80,193	\$125,301
	Group 5 (UNC-SA, UNC-A)	8	\$136,042	\$58,000	\$97,021	\$77,617	\$121,276
	Group 6 (ECSU, NCSSM)	5	\$91,700	\$44,479	\$68,090	\$54,472	\$85,112
1005-Executive Vice President/Vice Chancellor	Group 1 (NCSU & UNC-CH)	5	\$480,000	\$200,285	\$340,143	\$272,114	\$425,178
1026-Chief Academic Affairs Officer and Provost	Group 1 (NCSU & UNC-CH)	14	\$470,000	\$236,500	\$353,250	\$282,600	\$441,563
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$347,396	\$181,125	\$264,261	\$211,408	\$330,326
	Group 3 (ASU, NCCU, UNC-W, WCU)	31	\$255,000	\$150,000	\$202,500	\$162,000	\$253,125
	Group 4 (FSU, UNC-P, WSSU)	28	\$214,500	\$132,083	\$173,292	\$138,633	\$216,614
	Group 5 (UNC-SA, UNC-A)	11	\$270,300	\$120,000	\$195,150	\$156,120	\$243,938
	Group 6 (ECSU, NCSSM)	9	\$205,000	\$108,468	\$156,734	\$125,387	\$195,918
1027-Chief Research Officer	Group 1 (NCSU & UNC-CH)	17	\$356,108	\$194,800	\$275,454	\$220,363	\$344,318
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	\$279,600	\$123,315	\$201,458	\$161,166	\$251,822
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$280,871	\$81,033	\$180,952	\$144,762	\$226,190
1028-Chief Technology Transfer Officer	Group 1 (NCSU & UNC-CH)	13	\$356,895	\$108,100	\$232,498	\$185,998	\$290,622
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$222,929	\$65,000	\$143,965	\$115,172	\$179,956
1029-Chief Business Officer	Group 1 (NCSU & UNC-CH)	10	\$316,400	\$173,811	\$245,106	\$196,084	\$306,382
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$300,000	\$130,550	\$215,275	\$172,220	\$269,094
	Group 3 (ASU, NCCU, UNC-W, WCU)	27	\$225,624	\$112,000	\$168,812	\$135,050	\$211,015
	Group 4 (FSU, UNC-P, WSSU)	25	\$190,089	\$127,218	\$158,654	\$126,923	\$198,317
	Group 5 (UNC-SA, UNC-A)	12	\$274,000	\$134,312	\$204,156	\$163,325	\$255,195
1030-Chief Administration Officer	Group 1 (NCSU & UNC-CH)	8	\$388,000	\$235,000	\$311,500	\$249,200	\$389,375
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$241,024	\$120,497	\$180,761	\$144,608	\$225,951
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$210,000	\$133,004	\$171,502	\$137,202	\$214,378

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1031-Chief Financial Officer	Group 1 (NCSU & UNC-CH)	11	\$500,000	\$118,394	\$309,197	\$247,358	\$386,496
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$235,000	\$102,090	\$168,545	\$134,836	\$210,681
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$200,099	\$96,460	\$148,280	\$118,624	\$185,349
	Group 4 (FSU, UNC-P, WSSU)	8	\$170,000	\$80,700	\$125,350	\$100,280	\$156,688
	Group 5 (UNCSA, UNC-A)	5	\$174,925	\$92,725	\$133,825	\$107,060	\$167,281
	Group 6 (ECSU, NCSSM)	6	\$139,420	\$70,651	\$105,036	\$84,028	\$131,294
1032-Chief Investment Officer	Group 1 (NCSU & UNC-CH)	7	\$575,000	\$150,886	\$362,943	\$290,354	\$453,679
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$212,900	\$92,250	\$152,575	\$122,060	\$190,719
1033-Chief Planning Officer	Group 1 (NCSU & UNC-CH)	6	\$293,979	\$125,000	\$209,490	\$167,592	\$261,862
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$165,768	\$85,000	\$125,384	\$100,307	\$156,730
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$176,674	\$97,500	\$137,087	\$109,670	\$171,359
	Group 4 (FSU, UNC-P, WSSU)	5	\$125,161	\$82,752	\$103,957	\$83,165	\$129,946
1034-Chief Budget Officer	Group 1 (NCSU & UNC-CH)	16	\$212,100	\$100,008	\$156,054	\$124,843	\$195,068
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$165,585	\$87,526	\$126,556	\$101,244	\$158,194
	Group 3 (ASU, NCCU, UNC-W, WCU)	22	\$127,500	\$79,519	\$103,510	\$82,808	\$129,387
	Group 4 (FSU, UNC-P, WSSU)	18	\$115,837	\$60,432	\$88,135	\$70,508	\$110,168
	Group 5 (UNCSA, UNC-A)	6	\$158,000	\$86,941	\$122,471	\$97,976	\$153,088
1035-Chief Planning and Budget Officer	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$179,620	\$114,152	\$146,886	\$117,509	\$183,608
1036-Chief Legal Affairs Officer (General Counsel)	Group 1 (NCSU & UNC-CH)	13	\$405,900	\$152,880	\$279,390	\$223,512	\$349,238
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	\$230,441	\$117,620	\$174,031	\$139,224	\$217,538
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$173,111	\$103,324	\$138,218	\$110,574	\$172,772
	Group 4 (FSU, UNC-P, WSSU)	9	\$160,000	\$68,000	\$114,000	\$91,200	\$142,500
1037-Chief Human Resources Officer	Group 1 (NCSU & UNC-CH)	20	\$277,000	\$152,648	\$214,824	\$171,859	\$268,530
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$205,284	\$73,000	\$139,142	\$111,314	\$173,928
	Group 3 (ASU, NCCU, UNC-W, WCU)	33	\$149,000	\$75,000	\$112,000	\$89,600	\$140,000
	Group 4 (FSU, UNC-P, WSSU)	22	\$109,550	\$61,484	\$85,517	\$68,414	\$106,896
	Group 5 (UNCSA, UNC-A)	10	\$143,256	\$67,840	\$105,548	\$84,438	\$131,935
	Group 6 (ECSU, NCSSM)	6	\$99,457	\$50,000	\$74,729	\$59,783	\$93,411
1038-Chief Information Officer (CIO)	Group 1 (NCSU & UNC-CH)	17	\$360,000	\$198,877	\$279,439	\$223,551	\$349,298
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	\$260,000	\$99,435	\$179,718	\$143,774	\$224,647
	Group 3 (ASU, NCCU, UNC-W, WCU)	30	\$200,000	\$97,998	\$148,999	\$119,199	\$186,249
	Group 4 (FSU, UNC-P, WSSU)	22	\$151,938	\$82,000	\$116,969	\$93,575	\$146,211
	Group 5 (UNCSA, UNC-A)	11	\$186,701	\$107,000	\$146,851	\$117,480	\$183,563
	Group 6 (ECSU, NCSSM)	8	\$133,650	\$77,550	\$105,600	\$84,480	\$132,000

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1039-Chief Physical Plant/Facilities Officer	Group 1 (NCSU & UNC-CH)	18	\$254,003	\$130,425	\$192,214	\$153,771	\$240,268
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	\$191,782	\$84,342	\$138,062	\$110,450	\$172,578
	Group 3 (ASU, NCCU, UNC-W, WCU)	29	\$149,040	\$88,959	\$119,000	\$95,200	\$148,749
	Group 4 (FSU, UNC-P, WSSU)	25	\$125,000	\$65,000	\$95,000	\$76,000	\$118,750
	Group 5 (UNCSA, UNC-A)	14	\$168,465	\$91,557	\$130,011	\$104,009	\$162,514
	Group 6 (ECSU, NCSSM)	7	\$91,000	\$65,550	\$78,275	\$62,620	\$97,844
1040-Chief Accounting Officer/Comptroller	Group 1 (NCSU & UNC-CH)	16	\$280,000	\$133,248	\$206,624	\$165,299	\$258,280
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	\$155,000	\$96,733	\$125,867	\$100,693	\$157,333
	Group 3 (ASU, NCCU, UNC-W, WCU)	26	\$155,000	\$81,143	\$118,072	\$94,457	\$147,589
	Group 4 (FSU, UNC-P, WSSU)	18	\$117,598	\$73,440	\$95,519	\$76,415	\$119,399
	Group 5 (UNCSA, UNC-A)	10	\$115,000	\$77,175	\$96,088	\$76,870	\$120,109
1041-Chief Health Professions Officer	Group 1 (NCSU & UNC-CH)	7	\$728,000	\$295,896	\$511,948	\$409,558	\$639,935
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$918,988	\$244,650	\$581,819	\$465,455	\$727,274
1042-"Chief Administrator, Hospital/Medical Center"	Group 1 (NCSU & UNC-CH)	5	\$900,100	\$214,332	\$557,216	\$445,773	\$696,520
1043-Chief Student Affairs/Life Officer	Group 1 (NCSU & UNC-CH)	17	\$281,839	\$171,959	\$226,899	\$181,519	\$283,624
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	\$236,251	\$126,494	\$181,373	\$145,098	\$226,716
	Group 3 (ASU, NCCU, UNC-W, WCU)	35	\$191,227	\$108,069	\$149,648	\$119,718	\$187,060
	Group 4 (FSU, UNC-P, WSSU)	27	\$184,695	\$75,000	\$129,848	\$103,878	\$162,309
	Group 5 (UNCSA, UNC-A)	12	\$175,100	\$70,499	\$122,800	\$98,240	\$153,499
	Group 6 (ECSU, NCSSM)	7	\$115,000	\$87,040	\$101,020	\$80,816	\$126,275
1044-Chief Admissions Officer	Group 1 (NCSU & UNC-CH)	20	\$210,000	\$89,000	\$149,500	\$119,600	\$186,875
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	30	\$129,337	\$76,980	\$103,159	\$82,527	\$128,948
	Group 3 (ASU, NCCU, UNC-W, WCU)	31	\$128,517	\$51,000	\$89,759	\$71,807	\$112,198
	Group 4 (FSU, UNC-P, WSSU)	27	\$105,000	\$40,178	\$72,589	\$58,071	\$90,736
	Group 5 (UNCSA, UNC-A)	9	\$122,079	\$66,175	\$94,127	\$75,302	\$117,659
1045-"Chief, Enrollment Management Officer"	Group 1 (NCSU & UNC-CH)	6	\$280,000	\$152,000	\$216,000	\$172,800	\$270,000
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	\$198,209	\$81,543	\$139,876	\$111,901	\$174,845
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$151,800	\$88,000	\$119,900	\$95,920	\$149,875
	Group 4 (FSU, UNC-P, WSSU)	14	\$150,000	\$72,000	\$111,000	\$88,800	\$138,750
	Group 5 (UNCSA, UNC-A)	11	\$199,104	\$88,000	\$143,552	\$114,842	\$179,440
	Group 6 (ECSU, NCSSM)	5	\$131,300	\$75,700	\$103,500	\$82,800	\$129,375
1046-Chief External Affairs Officer	Group 1 (NCSU & UNC-CH)	5	\$353,000	\$220,000	\$286,500	\$229,200	\$358,125
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$257,397	\$137,926	\$197,662	\$158,129	\$247,077
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$230,611	\$107,100	\$168,856	\$135,084	\$211,069
	Group 4 (FSU, UNC-P, WSSU)	9	\$166,005	\$96,308	\$131,157	\$104,925	\$163,946

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1047-Chief Development Officer	Group 1 (NCSU & UNC-CH)	12	\$456,435	\$220,000	\$338,218	\$270,574	\$422,772
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	\$285,000	\$115,600	\$200,300	\$160,240	\$250,375
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	\$230,000	\$111,821	\$170,911	\$136,728	\$213,638
	Group 4 (FSU, UNC-P, WSSU)	18	\$165,838	\$89,701	\$127,770	\$102,216	\$159,712
	Group 5 (UNCSA, UNC-A)	11	\$220,000	\$106,788	\$163,394	\$130,715	\$204,243
	Group 6 (ECSU, NCSSM)	6	\$165,000	\$99,448	\$132,224	\$105,779	\$165,280
1048-Chief Public Relations Officer	Group 1 (NCSU & UNC-CH)	15	\$265,394	\$167,100	\$216,247	\$172,998	\$270,309
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$230,000	\$80,000	\$155,000	\$124,000	\$193,750
	Group 3 (ASU, NCCU, UNC-W, WCU)	20	\$190,000	\$59,349	\$124,675	\$99,740	\$155,843
	Group 4 (FSU, UNC-P, WSSU)	17	\$115,000	\$50,313	\$82,657	\$66,125	\$103,321
	Group 5 (UNCSA, UNC-A)	8	\$153,000	\$59,349	\$106,175	\$84,940	\$132,718
1049-Chief Development and Public Relations Officer	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$277,680	\$129,150	\$203,415	\$162,732	\$254,269
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	\$211,081	\$116,000	\$163,541	\$130,832	\$204,426
1050-"Chief Audit Officer (previously Director, Internal Audit, #3035)"	Group 1 (NCSU & UNC-CH)	16	\$255,000	\$118,000	\$186,500	\$149,200	\$233,125
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$157,036	\$70,000	\$113,518	\$90,814	\$141,898
	Group 3 (ASU, NCCU, UNC-W, WCU)	20	\$120,522	\$49,897	\$85,210	\$68,168	\$106,512
	Group 4 (FSU, UNC-P, WSSU)	11	\$90,000	\$50,000	\$70,000	\$56,000	\$87,500
1051-Chief Diversity Officer (Replaces Director of Institutional Diversity [2006])	Group 1 (NCSU & UNC-CH)	10	\$258,750	\$139,005	\$198,878	\$159,102	\$248,597
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$187,619	\$51,000	\$119,310	\$95,448	\$149,137
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$140,662	\$78,000	\$109,331	\$87,465	\$136,664
	Group 4 (FSU, UNC-P, WSSU)	6	\$125,247	\$82,000	\$103,624	\$82,899	\$129,529
1201-"Dean, Agriculture"	Group 1 (NCSU & UNC-CH)	11	\$300,000	\$219,337	\$259,669	\$207,735	\$324,586
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$239,000	\$115,300	\$177,150	\$141,720	\$221,438
1202-"Dean, Architecture "	Group 1 (NCSU & UNC-CH)	11	\$273,000	\$195,000	\$234,000	\$187,200	\$292,500
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$200,000	\$126,785	\$163,393	\$130,714	\$204,241
1203-"Dean, Arts and Letters"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$213,262	\$152,800	\$183,031	\$146,425	\$228,789
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$167,028	\$98,821	\$132,925	\$106,340	\$166,156
1204-"Dean, Arts and Sciences"	Group 1 (NCSU & UNC-CH)	13	\$360,000	\$217,400	\$288,700	\$230,960	\$360,875
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	\$260,580	\$123,500	\$192,040	\$153,632	\$240,050
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$195,700	\$115,000	\$155,350	\$124,280	\$194,188
	Group 4 (FSU, UNC-P, WSSU)	17	\$135,700	\$107,895	\$121,798	\$97,438	\$152,247
1205-"Dean, Biological & Life Sciences"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$236,306	\$81,511	\$158,909	\$127,127	\$198,636
1206-"Dean, Business"	Group 1 (NCSU & UNC-CH)	19	\$500,000	\$247,246	\$373,623	\$298,898	\$467,029
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$340,251	\$144,500	\$242,376	\$193,900	\$302,969
	Group 3 (ASU, NCCU, UNC-W, WCU)	32	\$220,000	\$125,652	\$172,826	\$138,261	\$216,033
	Group 4 (FSU, UNC-P, WSSU)	26	\$182,000	\$116,280	\$149,140	\$119,312	\$186,425
	Group 6 (ECSU, NCSSM)	6	\$170,000	\$103,000	\$136,500	\$109,200	\$170,625

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1208-"Dean, Continuing Education"	Group 1 (NCSU & UNC-CH)	8	\$280,000	\$164,500	\$222,250	\$177,800	\$277,813
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$177,733	\$94,379	\$136,056	\$108,845	\$170,070
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$180,000	\$97,125	\$138,563	\$110,850	\$173,203
	Group 4 (FSU, UNC-P, WSSU)	7	\$154,422	\$70,000	\$112,211	\$89,769	\$140,264
1210-"Dean, Dentistry"	Group 1 (NCSU & UNC-CH)	7	\$404,029	\$222,317	\$313,173	\$250,538	\$391,466
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$288,100	\$210,604	\$249,352	\$199,482	\$311,690
1212-"Dean, Education"	Group 1 (NCSU & UNC-CH)	15	\$301,868	\$205,000	\$253,434	\$202,747	\$316,793
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	30	\$217,010	\$127,425	\$172,218	\$137,774	\$215,272
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	\$208,518	\$66,278	\$137,398	\$109,918	\$171,748
	Group 4 (FSU, UNC-P, WSSU)	25	\$138,000	\$102,108	\$120,054	\$96,043	\$150,068
1213-"Dean, Engineering"	Group 1 (NCSU & UNC-CH)	19	\$370,530	\$259,908	\$315,219	\$252,175	\$394,024
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	\$273,710	\$151,163	\$212,437	\$169,949	\$265,546
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$348,296	\$121,248	\$234,772	\$187,818	\$293,465
1216-"Dean, Fine Arts"	Group 1 (NCSU & UNC-CH)	5	\$278,963	\$189,280	\$234,122	\$187,297	\$292,652
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$214,306	\$150,000	\$182,153	\$145,722	\$227,691
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$187,775	\$117,068	\$152,422	\$121,937	\$190,527
1218-"Dean, Government/Public Affairs/Public Policy"	Group 1 (NCSU & UNC-CH)	8	\$283,200	\$216,303	\$249,752	\$199,801	\$312,189
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	\$245,000	\$102,500	\$173,750	\$139,000	\$217,188
1219-"Dean, Graduate Programs"	Group 1 (NCSU & UNC-CH)	14	\$280,260	\$172,600	\$226,430	\$181,144	\$283,038
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$210,666	\$107,900	\$159,283	\$127,426	\$199,104
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$162,216	\$117,500	\$139,858	\$111,886	\$174,823
	Group 4 (FSU, UNC-P, WSSU)	14	\$155,000	\$81,320	\$118,160	\$94,528	\$147,700
1220-"Dean, Health-Related Professions"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$226,090	\$114,236	\$170,163	\$136,130	\$212,704
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$188,700	\$114,236	\$151,468	\$121,174	\$189,335
	Group 4 (FSU, UNC-P, WSSU)	5	\$175,008	\$116,600	\$145,804	\$116,643	\$182,255
1221-"Dean, Honors Program"	Group 1 (NCSU & UNC-CH)	6	\$172,010	\$90,000	\$131,005	\$104,804	\$163,756
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$175,049	\$82,000	\$128,525	\$102,820	\$160,656
	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)	7	\$241,867	\$100,000	\$170,934	\$136,747	\$213,667
1224-"Dean, Journalism & Mass Communications"	Group 1 (NCSU & UNC-CH)	8	\$284,205	\$128,184	\$206,195	\$164,956	\$257,743
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$197,657	\$155,142	\$176,400	\$141,120	\$220,499
1225-"Dean, Law"	Group 1 (NCSU & UNC-CH)	13	\$437,158	\$270,693	\$353,926	\$283,140	\$442,407
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$339,560	\$200,000	\$269,780	\$215,824	\$337,225
1226-"Library Dean (previously Dean, Library and Information Sciences)"	Group 1 (NCSU & UNC-CH)	10	\$313,088	\$185,503	\$249,296	\$199,436	\$311,619
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	\$190,000	\$105,000	\$147,500	\$118,000	\$184,375
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$169,068	\$95,000	\$132,034	\$105,627	\$165,043
	Group 4 (FSU, UNC-P, WSSU)	12	\$113,000	\$71,604	\$92,302	\$73,842	\$115,378

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1228-"Dean, Medicine"	Group 1 (NCSU & UNC-CH)	8	\$808,516	\$247,247	\$527,882	\$422,305	\$659,852
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$540,381	\$191,221	\$365,801	\$292,641	\$457,251
1229-"Dean, Music"	Group 1 (NCSU & UNC-CH)	5	\$320,783	\$150,024	\$235,404	\$188,323	\$294,254
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$182,300	\$120,797	\$151,549	\$121,239	\$189,436
1230-"Dean, Nursing"	Group 1 (NCSU & UNC-CH)	8	\$337,008	\$215,000	\$276,004	\$220,803	\$345,005
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$241,717	\$103,125	\$172,421	\$137,937	\$215,526
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$143,632	\$113,663	\$128,648	\$102,918	\$160,809
	Group 4 (FSU, UNC-P, WSSU)	5	\$121,249	\$98,840	\$110,045	\$88,036	\$137,556
1232-"Dean, Performing Arts"	Group 3 (ASU, NCCU, UNC-W, WCU)	5	\$224,482	\$72,757	\$148,620	\$118,896	\$185,774
1233-"Dean, Pharmacy"	Group 1 (NCSU & UNC-CH)	10	\$316,824	\$172,731	\$244,778	\$195,822	\$305,972
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$245,677	\$151,300	\$198,489	\$158,791	\$248,111
1235-"Dean, Public Health"	Group 1 (NCSU & UNC-CH)	10	\$481,430	\$164,564	\$322,997	\$258,398	\$403,746
1236-"Dean, Sciences"	Group 1 (NCSU & UNC-CH)	8	\$275,000	\$221,448	\$248,224	\$198,579	\$310,280
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$210,000	\$154,000	\$182,000	\$145,600	\$227,500
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$181,596	\$114,124	\$147,860	\$118,288	\$184,825
	Group 4 (FSU, UNC-P, WSSU)	5	\$134,000	\$107,000	\$120,500	\$96,400	\$150,625
1237-"Dean, Social Sciences"	Group 1 (NCSU & UNC-CH)	5	\$275,000	\$184,500	\$229,750	\$183,800	\$287,188
1238-"Dean, Social Work"	Group 1 (NCSU & UNC-CH)	7	\$318,449	\$203,126	\$260,788	\$208,630	\$325,984
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$217,921	\$68,539	\$143,230	\$114,584	\$179,038
1240-"Dean, Undergraduate Programs"	Group 1 (NCSU & UNC-CH)	8	\$250,000	\$147,400	\$198,700	\$158,960	\$248,375
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$174,250	\$109,174	\$141,712	\$113,370	\$177,140
1241-"Dean, Veterinary Medicine"	Group 1 (NCSU & UNC-CH)	10	\$287,795	\$169,730	\$228,763	\$183,010	\$285,953
1401-"Assoc/Asst Dean, Agriculture"	Group 1 (NCSU & UNC-CH)	10	\$182,158	\$118,851	\$150,505	\$120,404	\$188,131
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	\$191,313	\$97,000	\$144,157	\$115,325	\$180,196
1402-"Assoc/Asst Dean, Architecture"	Group 1 (NCSU & UNC-CH)	7	\$155,605	\$104,992	\$130,299	\$104,239	\$162,873
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$127,320	\$79,878	\$103,599	\$82,879	\$129,499
1403-"Assoc/Asst Dean, Arts and Letters"	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$125,232	\$92,771	\$109,002	\$87,201	\$136,252
1404-"Assoc/Asst Dean, Arts and Sciences"	Group 1 (NCSU & UNC-CH)	10	\$201,103	\$90,421	\$145,762	\$116,610	\$182,203
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$163,196	\$80,417	\$121,807	\$97,445	\$152,258
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$109,935	\$77,243	\$93,589	\$74,871	\$116,986
	Group 4 (FSU, UNC-P, WSSU)	10	\$111,697	\$64,535	\$88,116	\$70,493	\$110,145
1406-"Assoc/Asst Dean, Business"	Group 1 (NCSU & UNC-CH)	12	\$315,115	\$93,587	\$204,351	\$163,481	\$255,439
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	\$184,494	\$67,320	\$125,907	\$100,726	\$157,384
	Group 3 (ASU, NCCU, UNC-W, WCU)	29	\$153,371	\$96,160	\$124,766	\$99,812	\$155,957
	Group 4 (FSU, UNC-P, WSSU)	11	\$166,517	\$79,400	\$122,959	\$98,367	\$153,698
1408-"Assoc/Asst Dean, Continuing Education"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$140,250	\$72,686	\$106,468	\$85,174	\$133,085

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1412-"Assoc/Asst Dean, Education"	Group 1 (NCSU & UNC-CH)	11	\$194,126	\$108,511	\$151,319	\$121,055	\$189,148
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	32	\$151,649	\$67,680	\$109,665	\$87,732	\$137,081
	Group 3 (ASU, NCCU, UNC-W, WCU)	27	\$131,814	\$79,083	\$105,449	\$84,359	\$131,811
	Group 4 (FSU, UNC-P, WSSU)	14	\$103,261	\$60,000	\$81,631	\$65,304	\$102,038
1413-"Assoc/Asst Dean, Engineering"	Group 1 (NCSU & UNC-CH)	11	\$208,829	\$118,735	\$163,782	\$131,026	\$204,728
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$171,000	\$80,000	\$125,500	\$100,400	\$156,875
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$157,094	\$88,777	\$122,936	\$98,348	\$153,669
1416-"Assoc/Asst Dean, Fine Arts"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$131,611	\$63,383	\$97,497	\$77,998	\$121,871
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$126,960	\$56,649	\$91,805	\$73,444	\$114,756
1418-"Assoc/Asst Dean, Government/Public Affairs/Public Policy"	Group 1 (NCSU & UNC-CH)	5	\$160,878	\$126,690	\$143,784	\$115,027	\$179,730
1419-"Assoc/Asst Dean, Graduate Programs "	Group 1 (NCSU & UNC-CH)	9	\$175,000	\$96,288	\$135,644	\$108,515	\$169,555
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	\$134,868	\$64,722	\$99,795	\$79,836	\$124,744
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$134,868	\$65,000	\$99,934	\$79,947	\$124,918
1420-"Assoc/Asst Dean, Health-Related Professions"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$144,391	\$100,500	\$122,446	\$97,956	\$153,057
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$119,558	\$51,000	\$85,279	\$68,223	\$106,599
	Group 4 (FSU, UNC-P, WSSU)	5	\$106,428	\$75,097	\$90,763	\$72,610	\$113,453
1421-"Assoc/Asst Dean, Honors Program"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$120,806	\$58,745	\$89,776	\$71,820	\$112,219
1422-"Assoc/Asst Dean, Humanities"	Group 3 (ASU, NCCU, UNC-W, WCU)	5	\$113,040	\$63,543	\$88,292	\$70,633	\$110,364
1424-"Assoc/Asst Dean, Journalism & Mass Communications "	Group 1 (NCSU & UNC-CH)	5	\$145,825	\$108,542	\$127,184	\$101,747	\$158,979
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$133,536	\$75,402	\$104,469	\$83,575	\$130,586
1425-"Assoc/Asst Dean, Law"	Group 1 (NCSU & UNC-CH)	9	\$258,203	\$114,207	\$186,205	\$148,964	\$232,756
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$191,900	\$87,447	\$139,674	\$111,739	\$174,592
1426-"Deputy College Librarian - Assoc Dean/Director or Branch Librarian (previously Assoc	Group 1 (NCSU & UNC-CH)	5	\$198,225	\$82,992	\$140,609	\$112,487	\$175,761
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$138,000	\$57,234	\$97,617	\$78,094	\$122,021
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$117,996	\$57,234	\$87,615	\$70,092	\$109,519
1428-"Assoc/Asst Dean, Medicine"	Group 1 (NCSU & UNC-CH)	6	\$322,308	\$84,314	\$203,311	\$162,649	\$254,139
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$236,110	\$101,065	\$168,588	\$134,870	\$210,734
1430-"Assoc/Asst Dean, Nursing"	Group 1 (NCSU & UNC-CH)	8	\$211,588	\$108,523	\$160,056	\$128,044	\$200,069
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$144,192	\$96,387	\$120,290	\$96,232	\$150,362
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$115,752	\$76,216	\$95,984	\$76,787	\$119,980
1433-"Assoc/Asst Dean, Pharmacy"	Group 1 (NCSU & UNC-CH)	7	\$171,911	\$109,536	\$140,724	\$112,579	\$175,904
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$153,587	\$100,550	\$127,069	\$101,655	\$158,836
1435-"Assoc/Asst Dean, Public Health"	Group 1 (NCSU & UNC-CH)	5	\$169,131	\$112,340	\$140,736	\$112,588	\$175,919

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1436-"Assoc/Asst Dean, Sciences"	Group 1 (NCSU & UNC-CH)	6	\$177,454	\$114,690	\$146,072	\$116,858	\$182,590
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$171,048	\$103,882	\$137,465	\$109,972	\$171,831
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$128,400	\$71,126	\$99,763	\$79,810	\$124,704
1441-"Assoc/Asst Dean, Veterinary Medicine "	Group 1 (NCSU & UNC-CH)	8	\$179,963	\$125,340	\$152,652	\$122,121	\$190,814
2001-Vice Provost	Group 1 (NCSU & UNC-CH)	10	\$264,518	\$172,481	\$218,500	\$174,800	\$273,124
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	\$240,000	\$109,526	\$174,763	\$139,810	\$218,454
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$255,392	\$105,000	\$180,196	\$144,157	\$225,245
2002-Associate Provost	Group 1 (NCSU & UNC-CH)	9	\$216,770	\$143,500	\$180,135	\$144,108	\$225,169
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$182,088	\$104,000	\$143,044	\$114,435	\$178,805
	Group 3 (ASU, NCCU, UNC-W, WCU)	25	\$171,360	\$92,680	\$132,020	\$105,616	\$165,025
	Group 4 (FSU, UNC-P, WSSU)	16	\$134,611	\$91,716	\$113,164	\$90,531	\$141,454
	Group 5 (UNCSA, UNC-A)	10	\$152,570	\$89,749	\$121,160	\$96,928	\$151,449
	Group 6 (ECSU, NCSSM)	6	\$107,003	\$76,646	\$91,825	\$73,460	\$114,781
2003-Assistant Provost	Group 1 (NCSU & UNC-CH)	5	\$190,948	\$83,375	\$137,162	\$109,729	\$171,452
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$125,000	\$82,995	\$103,998	\$83,198	\$129,997
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$124,200	\$78,845	\$101,523	\$81,218	\$126,903
	Group 4 (FSU, UNC-P, WSSU)	6	\$110,000	\$67,849	\$88,925	\$71,140	\$111,156
	Group 5 (UNCSA, UNC-A)	6	\$118,959	\$73,750	\$96,355	\$77,084	\$120,443
2004-Director of Institutional Research	Group 1 (NCSU & UNC-CH)	20	\$177,160	\$88,280	\$132,720	\$106,176	\$165,900
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	33	\$148,000	\$62,489	\$105,245	\$84,196	\$131,556
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	\$124,750	\$60,031	\$92,391	\$73,912	\$115,488
	Group 4 (FSU, UNC-P, WSSU)	23	\$106,224	\$52,802	\$79,513	\$63,610	\$99,391
	Group 5 (UNCSA, UNC-A)	9	\$167,800	\$61,027	\$114,414	\$91,531	\$143,017
	Group 6 (ECSU, NCSSM)	7	\$84,300	\$52,688	\$68,494	\$54,795	\$85,618
2005-"Associate Director, Institutional Research"	Group 1 (NCSU & UNC-CH)	9	\$96,582	\$74,600	\$85,591	\$68,473	\$106,989
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$95,768	\$58,252	\$77,010	\$61,608	\$96,263
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$86,875	\$50,000	\$68,438	\$54,750	\$85,547
	Group 4 (FSU, UNC-P, WSSU)	8	\$62,400	\$42,000	\$52,200	\$41,760	\$65,250
2007-"Director, International Education"	Group 1 (NCSU & UNC-CH)	10	\$208,000	\$90,000	\$149,000	\$119,200	\$186,250
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$127,926	\$56,442	\$92,184	\$73,747	\$115,230
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$114,574	\$74,000	\$94,287	\$75,430	\$117,859
	Group 4 (FSU, UNC-P, WSSU)	12	\$120,000	\$46,585	\$83,293	\$66,634	\$104,116
2008-"Director, International Studies Education"	Group 1 (NCSU & UNC-CH)	5	\$92,508	\$73,033	\$82,771	\$66,216	\$103,463
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$136,350	\$40,000	\$88,175	\$70,540	\$110,219
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$121,547	\$61,000	\$91,274	\$73,019	\$114,092
	Group 5 (UNCSA, UNC-A)	5	\$104,749	\$52,830	\$78,790	\$63,032	\$98,487

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
2009-"Director, Sponsored Research and Programs"	Group 1 (NCSU & UNC-CH)	19	\$238,393	\$100,000	\$169,197	\$135,357	\$211,496
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	\$171,780	\$75,000	\$123,390	\$98,712	\$154,238
	Group 3 (ASU, NCCU, UNC-W, WCU)	22	\$120,000	\$64,835	\$92,418	\$73,934	\$115,522
	Group 4 (FSU, UNC-P, WSSU)	14	\$105,000	\$45,000	\$75,000	\$60,000	\$93,750
2010-"Director, Continuing Education"	Group 1 (NCSU & UNC-CH)	8	\$181,125	\$77,700	\$129,413	\$103,530	\$161,766
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$142,662	\$63,052	\$102,857	\$82,286	\$128,571
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$108,657	\$71,171	\$89,914	\$71,931	\$112,393
	Group 4 (FSU, UNC-P, WSSU)	11	\$89,575	\$52,700	\$71,138	\$56,910	\$88,922
2011-Senior Technology Licensing Officer	Group 1 (NCSU & UNC-CH)	14	\$146,083	\$81,625	\$113,854	\$91,083	\$142,318
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$148,920	\$60,000	\$104,460	\$83,568	\$130,575
2012-"Director, Distance Learning"	Group 1 (NCSU & UNC-CH)	5	\$108,084	\$62,050	\$85,067	\$68,054	\$106,334
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$129,669	\$70,894	\$100,282	\$80,225	\$125,352
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$115,000	\$47,878	\$81,439	\$65,151	\$101,799
	Group 4 (FSU, UNC-P, WSSU)	5	\$80,403	\$47,770	\$64,087	\$51,269	\$80,108
2013-"Director, Teaching Center"	Group 1 (NCSU & UNC-CH)	7	\$158,772	\$81,056	\$119,914	\$95,931	\$149,893
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$110,000	\$68,000	\$89,000	\$71,200	\$111,250
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$135,233	\$72,003	\$103,618	\$82,894	\$129,523
	Group 4 (FSU, UNC-P, WSSU)	5	\$93,700	\$57,612	\$75,656	\$60,525	\$94,570
2014-Assoc/Asst VP for Research	Group 1 (NCSU & UNC-CH)	14	\$268,200	\$142,906	\$205,553	\$164,442	\$256,941
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$214,000	\$71,539	\$142,770	\$114,216	\$178,462
2015-Director of Museums	Group 1 (NCSU & UNC-CH)	11	\$255,556	\$87,908	\$171,732	\$137,386	\$214,665
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$188,190	\$51,497	\$119,844	\$95,875	\$149,804
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$108,476	\$51,497	\$79,987	\$63,989	\$99,983
2016-Education Abroad Director	Group 1 (NCSU & UNC-CH)	6	\$105,000	\$75,000	\$90,000	\$72,000	\$112,500
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$116,380	\$51,499	\$83,940	\$67,152	\$104,924
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$81,582	\$33,100	\$57,341	\$45,873	\$71,676
2026-"Chief Operating Officer (non-faculty), Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$318,121	\$164,000	\$241,061	\$192,848	\$301,326
2027-"Chief Financial Officer, Medical School "	Group 1 (NCSU & UNC-CH)	6	\$440,000	\$128,600	\$284,300	\$227,440	\$355,375
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$276,750	\$79,988	\$178,369	\$142,695	\$222,961
2028-"Chief Admissions Officer, Medical School "	Group 1 (NCSU & UNC-CH)	7	\$200,217	\$56,199	\$128,208	\$102,566	\$160,260
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$221,032	\$61,006	\$141,019	\$112,815	\$176,274
2029-"Chief Financial Aid Officer, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	\$124,800	\$49,978	\$87,389	\$69,911	\$109,236
2030-"Chief Student Affairs Officer, Medical School "	Group 1 (NCSU & UNC-CH)	5	\$182,910	\$92,700	\$137,805	\$110,244	\$172,256
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$221,032	\$91,205	\$156,119	\$124,895	\$195,148

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
2031-"Chief Development Officer, Medical School "	Group 1 (NCSU & UNC-CH)	5	\$375,000	\$186,090	\$280,545	\$224,436	\$350,681
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$174,250	\$74,481	\$124,366	\$99,492	\$155,457
2032-"Chief IT Officer, Medical School "	Group 1 (NCSU & UNC-CH)	8	\$186,250	\$87,862	\$137,056	\$109,645	\$171,320
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$115,000	\$77,793	\$96,397	\$77,117	\$120,496
2033-"Chief Research Officer, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$416,247	\$116,256	\$266,252	\$213,001	\$332,814
2034-"Chief Librarian, Medical School "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$143,322	\$71,628	\$107,475	\$85,980	\$134,344
2035-"Chief Human Resources Officer, Medical School "	Group 1 (NCSU & UNC-CH)	5	\$206,000	\$42,432	\$124,216	\$99,373	\$155,270
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$122,321	\$63,205	\$92,763	\$74,210	\$115,954
2050-"Library Director (previously Director, Library Services)"	Group 1 (NCSU & UNC-CH)	16	\$302,846	\$125,551	\$214,199	\$171,359	\$267,748
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$177,735	\$107,687	\$142,711	\$114,169	\$178,389
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$132,216	\$82,000	\$107,108	\$85,686	\$133,885
	Group 4 (FSU, UNC-P, WSSU)	16	\$125,695	\$68,495	\$97,095	\$77,676	\$121,369
	Group 5 (UNCSA, UNC-A)	12	\$122,079	\$67,000	\$94,540	\$75,632	\$118,174
	Group 6 (ECSU, NCSSM)	8	\$81,978	\$58,173	\$70,076	\$56,060	\$87,594
2051-"Acquisitions Librarian (previously Head Librarian, Acquisitions)"	Group 1 (NCSU & UNC-CH)	9	\$91,200	\$67,674	\$79,437	\$63,550	\$99,296
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$90,192	\$44,000	\$67,096	\$53,677	\$83,870
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$107,870	\$34,189	\$71,030	\$56,824	\$88,787
	Group 4 (FSU, UNC-P, WSSU)	12	\$86,620	\$32,651	\$59,636	\$47,708	\$74,544
2052-"Head of Technical Services (Previously Head Librarian, Technical Services)"	Group 1 (NCSU & UNC-CH)	7	\$155,211	\$86,575	\$120,893	\$96,714	\$151,116
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$119,000	\$49,208	\$84,104	\$67,283	\$105,130
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$99,072	\$54,591	\$76,832	\$61,465	\$96,039
	Group 4 (FSU, UNC-P, WSSU)	16	\$78,495	\$36,840	\$57,668	\$46,134	\$72,084
	Group 5 (UNCSA, UNC-A)	7	\$120,022	\$50,471	\$85,247	\$68,197	\$106,558
2053-"Head of Public (Access) Services (previously Head Librarian, Public/Access Services)"	Group 1 (NCSU & UNC-CH)	8	\$132,261	\$70,357	\$101,309	\$81,047	\$126,636
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$126,784	\$45,182	\$85,983	\$68,786	\$107,479
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$110,910	\$45,182	\$78,046	\$62,437	\$97,558
	Group 4 (FSU, UNC-P, WSSU)	12	\$77,399	\$42,000	\$59,700	\$47,760	\$74,624
	Group 5 (UNCSA, UNC-A)	5	\$87,000	\$51,406	\$69,203	\$55,362	\$86,504
2054-"Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Ca	Group 1 (NCSU & UNC-CH)	6	\$94,036	\$64,686	\$79,361	\$63,489	\$99,201
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$99,000	\$41,658	\$70,329	\$56,263	\$87,911
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$122,460	\$44,758	\$83,609	\$66,887	\$104,511
	Group 4 (FSU, UNC-P, WSSU)	8	\$83,650	\$37,916	\$60,783	\$48,626	\$75,979
2055-"Head of Collection Development (previously Head Librarian, Collection Development)"	Group 1 (NCSU & UNC-CH)	7	\$133,625	\$70,515	\$102,070	\$81,656	\$127,588
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$105,204	\$42,037	\$73,621	\$58,896	\$92,026
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$101,500	\$40,443	\$70,972	\$56,777	\$88,714

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
2056-"Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Li	Group 1 (NCSU & UNC-CH)	6	\$132,600	\$74,491	\$103,546	\$82,836	\$129,432
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$95,466	\$45,135	\$70,301	\$56,240	\$87,876
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$101,004	\$49,200	\$75,102	\$60,082	\$93,878
	Group 4 (FSU, UNC-P, WSSU)	11	\$74,819	\$40,400	\$57,610	\$46,088	\$72,012
2057-"Director, Educational Media Services"	Group 1 (NCSU & UNC-CH)	6	\$131,881	\$58,528	\$95,205	\$76,164	\$119,006
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$113,867	\$50,004	\$81,936	\$65,548	\$102,419
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$115,531	\$53,439	\$84,485	\$67,588	\$105,606
	Group 4 (FSU, UNC-P, WSSU)	11	\$99,766	\$42,754	\$71,260	\$57,008	\$89,075
	Group 5 (UNCOSA, UNC-A)	5	\$112,963	\$54,735	\$83,849	\$67,079	\$104,811
2058-"Director, Learning Resources Center "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$100,950	\$64,821	\$82,886	\$66,308	\$103,607
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	\$89,162	\$71,000	\$80,081	\$64,065	\$100,101
2076-"Associate Director, Admissions"	Group 1 (NCSU & UNC-CH)	16	\$123,557	\$67,566	\$95,562	\$76,449	\$119,452
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	\$90,997	\$42,120	\$66,559	\$53,247	\$83,198
	Group 3 (ASU, NCCU, UNC-W, WCU)	30	\$88,040	\$34,100	\$61,070	\$48,856	\$76,338
	Group 4 (FSU, UNC-P, WSSU)	15	\$80,457	\$34,100	\$57,279	\$45,823	\$71,598
	Group 5 (UNCOSA, UNC-A)	11	\$80,457	\$37,080	\$58,769	\$47,015	\$73,461
	Group 6 (ECSU, NCSSM)	6	\$68,775	\$44,300	\$56,538	\$45,230	\$70,672
2078-Registrar	Group 1 (NCSU & UNC-CH)	18	\$163,314	\$113,588	\$138,451	\$110,761	\$173,064
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	\$127,000	\$63,000	\$95,000	\$76,000	\$118,750
	Group 3 (ASU, NCCU, UNC-W, WCU)	34	\$128,049	\$60,000	\$94,025	\$75,220	\$117,531
	Group 4 (FSU, UNC-P, WSSU)	28	\$96,204	\$50,211	\$73,208	\$58,566	\$91,509
	Group 5 (UNCOSA, UNC-A)	11	\$109,531	\$59,330	\$84,431	\$67,544	\$105,538
	Group 6 (ECSU, NCSSM)	7	\$73,000	\$52,550	\$62,775	\$50,220	\$78,469
2079-Associate Registrar	Group 1 (NCSU & UNC-CH)	19	\$102,002	\$62,670	\$82,336	\$65,869	\$102,920
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$86,275	\$47,774	\$67,025	\$53,620	\$83,781
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	\$75,815	\$45,000	\$60,408	\$48,326	\$75,509
	Group 4 (FSU, UNC-P, WSSU)	15	\$63,846	\$39,480	\$51,663	\$41,330	\$64,579
	Group 5 (UNCOSA, UNC-A)	7	\$81,163	\$46,179	\$63,671	\$50,937	\$79,589
2080-Assistant Registrar	Group 1 (NCSU & UNC-CH)	13	\$64,129	\$46,048	\$55,089	\$44,071	\$68,861
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	\$71,500	\$37,561	\$54,531	\$43,624	\$68,163
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	\$68,605	\$30,437	\$49,521	\$39,617	\$61,901
	Group 4 (FSU, UNC-P, WSSU)	16	\$61,474	\$30,345	\$45,910	\$36,728	\$57,387
	Group 5 (UNCOSA, UNC-A)	9	\$71,067	\$30,437	\$50,752	\$40,602	\$63,440

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
2082-"Director, Student Financial Aid"	Group 1 (NCSU & UNC-CH)	19	\$165,273	\$104,438	\$134,856	\$107,884	\$168,569
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	34	\$115,000	\$70,734	\$92,867	\$74,294	\$116,084
	Group 3 (ASU, NCCU, UNC-W, WCU)	33	\$116,586	\$63,745	\$90,166	\$72,132	\$112,707
	Group 4 (FSU, UNC-P, WSSU)	27	\$91,088	\$55,000	\$73,044	\$58,435	\$91,305
	Group 5 (UNC-SA, UNC-A)	12	\$106,696	\$52,000	\$79,348	\$63,478	\$99,185
	Group 6 (ECSU, NCSSM)	8	\$83,500	\$55,000	\$69,250	\$55,400	\$86,563
2083-"Associate Director, Student Financial Aid"	Group 1 (NCSU & UNC-CH)	16	\$105,225	\$63,761	\$84,493	\$67,594	\$105,616
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	33	\$85,405	\$42,936	\$64,171	\$51,336	\$80,213
	Group 3 (ASU, NCCU, UNC-W, WCU)	31	\$89,128	\$47,500	\$68,314	\$54,651	\$85,393
	Group 4 (FSU, UNC-P, WSSU)	22	\$70,700	\$35,004	\$52,852	\$42,282	\$66,065
	Group 5 (UNC-SA, UNC-A)	8	\$67,250	\$50,661	\$58,956	\$47,164	\$73,694
	Group 6 (ECSU, NCSSM)	5	\$65,517	\$35,900	\$50,709	\$40,567	\$63,386
3001-"Director, Risk Management and Insurance"	Group 1 (NCSU & UNC-CH)	15	\$171,132	\$43,513	\$107,323	\$85,858	\$134,153
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$113,783	\$62,700	\$88,242	\$70,593	\$110,302
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$108,500	\$44,912	\$76,706	\$61,365	\$95,883
3004-"Director, University Research Park "	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$202,510	\$150,000	\$176,255	\$141,004	\$220,319
3005-"Director, Contracts and Grants "	Group 1 (NCSU & UNC-CH)	9	\$201,632	\$99,059	\$150,346	\$120,276	\$187,932
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	\$115,544	\$57,000	\$86,272	\$69,018	\$107,840
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$109,473	\$51,000	\$80,237	\$64,189	\$100,296
3006-"Director, College/University Press "	Group 1 (NCSU & UNC-CH)	11	\$178,860	\$108,744	\$143,802	\$115,042	\$179,753
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$133,357	\$45,000	\$89,179	\$71,343	\$111,473
3007-College/Division Business Affairs Officer	Group 1 (NCSU & UNC-CH)	6	\$176,889	\$87,389	\$132,139	\$105,711	\$165,174
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$124,230	\$45,000	\$84,615	\$67,692	\$105,769
3009-Director/Head of Sustainability NEW	Group 1 (NCSU & UNC-CH)	9	\$186,232	\$72,600	\$129,416	\$103,533	\$161,770
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$107,598	\$45,760	\$76,679	\$61,343	\$95,849
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$117,500	\$73,524	\$95,512	\$76,410	\$119,390
3026-Associate Budget Director	Group 1 (NCSU & UNC-CH)	10	\$211,000	\$78,850	\$144,925	\$115,940	\$181,156
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$103,640	\$69,720	\$86,680	\$69,344	\$108,350
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$106,133	\$62,211	\$84,172	\$67,338	\$105,215
	Group 4 (FSU, UNC-P, WSSU)	6	\$81,923	\$45,388	\$63,656	\$50,924	\$79,569
3027-Assistant Comptroller	Group 1 (NCSU & UNC-CH)	9	\$211,120	\$76,000	\$143,560	\$114,848	\$179,450
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$112,892	\$62,925	\$87,909	\$70,327	\$109,886
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$91,347	\$60,473	\$75,910	\$60,728	\$94,888
	Group 4 (FSU, UNC-P, WSSU)	9	\$87,528	\$54,500	\$71,014	\$56,811	\$88,768
	Group 5 (UNC-SA, UNC-A)	5	\$81,600	\$51,223	\$66,412	\$53,129	\$83,014

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
3028-Restricted Funds Accountant	Group 1 (NCSU & UNC-CH)	5	\$98,216	\$53,349	\$75,783	\$60,626	\$94,728
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$84,534	\$29,033	\$56,784	\$45,427	\$70,979
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$69,830	\$47,500	\$58,665	\$46,932	\$73,331
	Group 4 (FSU, UNC-P, WSSU)	7	\$62,054	\$32,000	\$47,027	\$37,622	\$58,784
3029-"Director, Accounting"	Group 1 (NCSU & UNC-CH)	13	\$148,120	\$69,183	\$108,652	\$86,921	\$135,814
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$127,200	\$62,531	\$94,866	\$75,892	\$118,582
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$115,491	\$66,625	\$91,058	\$72,846	\$113,823
	Group 4 (FSU, UNC-P, WSSU)	16	\$86,708	\$41,700	\$64,204	\$51,363	\$80,255
3030-Bursar	Group 1 (NCSU & UNC-CH)	13	\$134,551	\$80,975	\$107,763	\$86,210	\$134,704
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$103,346	\$50,358	\$76,852	\$61,482	\$96,065
	Group 3 (ASU, NCCU, UNC-W, WCU)	25	\$93,353	\$50,358	\$71,856	\$57,484	\$89,819
	Group 4 (FSU, UNC-P, WSSU)	20	\$81,916	\$50,015	\$65,966	\$52,772	\$82,457
	Group 5 (UNCOSA, UNC-A)	9	\$109,787	\$40,281	\$75,034	\$60,027	\$93,793
3031-Associate/Assistant Bursar	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$76,198	\$44,965	\$60,582	\$48,465	\$75,727
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$83,417	\$44,330	\$63,874	\$51,099	\$79,842
	Group 4 (FSU, UNC-P, WSSU)	5	\$76,500	\$35,000	\$55,750	\$44,600	\$69,688
3032-"Director/Manager, Payroll"	Group 1 (NCSU & UNC-CH)	19	\$149,996	\$62,920	\$106,458	\$85,166	\$133,073
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	33	\$112,000	\$51,723	\$81,862	\$65,489	\$102,327
	Group 3 (ASU, NCCU, UNC-W, WCU)	25	\$86,524	\$38,147	\$62,336	\$49,868	\$77,919
	Group 4 (FSU, UNC-P, WSSU)	16	\$81,229	\$40,600	\$60,915	\$48,732	\$76,143
	Group 5 (UNCOSA, UNC-A)	7	\$62,500	\$38,147	\$50,324	\$40,259	\$62,904
3033-"Director, Purchasing/Materials Management"	Group 1 (NCSU & UNC-CH)	17	\$171,600	\$88,269	\$129,935	\$103,948	\$162,418
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	37	\$120,811	\$65,232	\$93,022	\$74,417	\$116,277
	Group 3 (ASU, NCCU, UNC-W, WCU)	31	\$115,144	\$55,000	\$85,072	\$68,058	\$106,340
	Group 4 (FSU, UNC-P, WSSU)	20	\$79,950	\$54,917	\$67,434	\$53,947	\$84,292
	Group 5 (UNCOSA, UNC-A)	5	\$81,600	\$63,355	\$72,478	\$57,982	\$90,597
	Group 6 (ECSU, NCSSM)	6	\$88,006	\$56,550	\$72,278	\$57,822	\$90,348
3034-"Associate Director, Purchasing/Materials Management"	Group 1 (NCSU & UNC-CH)	10	\$122,222	\$68,349	\$95,286	\$76,228	\$119,107
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$79,626	\$54,733	\$67,180	\$53,744	\$83,974
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$88,012	\$50,130	\$69,071	\$55,257	\$86,339
3050-"Director, Auxiliary Services"	Group 1 (NCSU & UNC-CH)	7	\$186,533	\$120,000	\$153,267	\$122,613	\$191,583
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$178,860	\$60,020	\$119,440	\$95,552	\$149,300
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$136,907	\$77,156	\$107,032	\$85,625	\$133,789
	Group 4 (FSU, UNC-P, WSSU)	11	\$91,120	\$74,475	\$82,798	\$66,238	\$103,497

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
3051-"Director/Manager, Printing Services"	Group 1 (NCSU & UNC-CH)	11	\$133,908	\$65,402	\$99,655	\$79,724	\$124,569
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$94,300	\$42,251	\$68,276	\$54,620	\$85,344
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$68,551	\$40,152	\$54,352	\$43,481	\$67,939
	Group 4 (FSU, UNC-P, WSSU)	11	\$61,921	\$38,868	\$50,395	\$40,316	\$62,993
3052-"Director/Manager, Mail Services "	Group 1 (NCSU & UNC-CH)	14	\$103,056	\$45,202	\$74,129	\$59,303	\$92,661
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$78,942	\$34,072	\$56,507	\$45,206	\$70,634
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$63,548	\$26,422	\$44,985	\$35,988	\$56,231
	Group 4 (FSU, UNC-P, WSSU)	6	\$55,495	\$32,930	\$44,213	\$35,370	\$55,266
3053-"Director, Bookstore"	Group 1 (NCSU & UNC-CH)	6	\$186,354	\$81,475	\$133,915	\$107,132	\$167,393
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$96,647	\$64,284	\$80,466	\$64,372	\$100,582
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$83,500	\$55,462	\$69,481	\$55,585	\$86,851
	Group 4 (FSU, UNC-P, WSSU)	8	\$70,700	\$41,000	\$55,850	\$44,680	\$69,813
3054-"Associate Director, Bookstore"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	7	\$84,226	\$52,851	\$68,539	\$54,831	\$85,673
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$59,565	\$33,872	\$46,719	\$37,375	\$58,398
3055-"Director, Food/Dining Services"	Group 1 (NCSU & UNC-CH)	13	\$162,102	\$80,340	\$121,221	\$96,977	\$151,526
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$119,392	\$73,587	\$96,490	\$77,192	\$120,612
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$108,413	\$71,000	\$89,707	\$71,765	\$112,133
3056-"Associate Director, Food /Dining Services"	Group 1 (NCSU & UNC-CH)	12	\$130,000	\$72,479	\$101,240	\$80,992	\$126,549
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$91,444	\$60,317	\$75,881	\$60,704	\$94,851
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$74,790	\$52,323	\$63,557	\$50,845	\$79,446
3076-"Director, Environmental Health and Safety"	Group 1 (NCSU & UNC-CH)	19	\$175,296	\$105,650	\$140,473	\$112,378	\$175,591
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	30	\$125,352	\$69,690	\$97,521	\$78,017	\$121,901
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	\$105,000	\$58,138	\$81,569	\$65,255	\$101,961
	Group 4 (FSU, UNC-P, WSSU)	14	\$73,311	\$48,218	\$60,765	\$48,612	\$75,956
3077-"Director, Campus Security/Safety"	Group 1 (NCSU & UNC-CH)	20	\$198,820	\$107,142	\$152,981	\$122,385	\$191,226
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	36	\$166,407	\$64,403	\$115,405	\$92,324	\$144,256
	Group 3 (ASU, NCCU, UNC-W, WCU)	35	\$118,013	\$63,943	\$90,978	\$72,782	\$113,723
	Group 4 (FSU, UNC-P, WSSU)	25	\$91,809	\$44,350	\$68,080	\$54,464	\$85,099
	Group 5 (UNCSA, UNC-A)	14	\$117,074	\$54,850	\$85,962	\$68,770	\$107,453
	Group 6 (ECSU, NCSSM)	8	\$100,000	\$40,000	\$70,000	\$56,000	\$87,500
3078-"Director, Parking and Transportation"	Group 1 (NCSU & UNC-CH)	16	\$160,000	\$66,950	\$113,475	\$90,780	\$141,844
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$112,270	\$45,619	\$78,945	\$63,156	\$98,681
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$93,065	\$45,105	\$69,085	\$55,268	\$86,356
3101-"Director, Real Estate and Space Management "	Group 1 (NCSU & UNC-CH)	10	\$185,400	\$77,700	\$131,550	\$105,240	\$164,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$160,000	\$74,528	\$117,264	\$93,811	\$146,580

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
3102-Architect for the Institution	Group 1 (NCSU & UNC-CH)	11	\$178,574	\$92,177	\$135,376	\$108,300	\$169,219
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$140,000	\$68,547	\$104,274	\$83,419	\$130,342
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$113,971	\$75,000	\$94,486	\$75,588	\$118,107
	Group 4 (FSU, UNC-P, WSSU)	5	\$104,472	\$54,045	\$79,259	\$63,407	\$99,073
3103-"Associate Director, Physical Plant/Facilities Management"	Group 1 (NCSU & UNC-CH)	15	\$191,729	\$92,627	\$142,178	\$113,742	\$177,723
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	32	\$132,069	\$68,275	\$100,172	\$80,138	\$125,215
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	\$113,000	\$61,932	\$87,466	\$69,973	\$109,333
	Group 4 (FSU, UNC-P, WSSU)	18	\$82,000	\$53,000	\$67,500	\$54,000	\$84,375
	Group 5 (UNCSCA, UNC-A)	9	\$133,050	\$67,303	\$100,177	\$80,141	\$125,221
3104-"Director, Energy and Utilities "	Group 1 (NCSU & UNC-CH)	10	\$162,140	\$78,250	\$120,195	\$96,156	\$150,244
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$104,736	\$56,142	\$80,439	\$64,351	\$100,549
3105-"Manager, Landscape and Grounds"	Group 1 (NCSU & UNC-CH)	14	\$136,817	\$65,000	\$100,909	\$80,727	\$126,136
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$101,000	\$34,008	\$67,504	\$54,003	\$84,380
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	\$75,231	\$34,008	\$54,620	\$43,696	\$68,274
	Group 4 (FSU, UNC-P, WSSU)	19	\$64,938	\$34,008	\$49,473	\$39,578	\$61,841
	Group 5 (UNCSCA, UNC-A)	5	\$74,346	\$53,435	\$63,891	\$51,112	\$79,863
3106-"Manager, Building Maintenance Trades"	Group 1 (NCSU & UNC-CH)	14	\$183,025	\$63,248	\$123,137	\$98,509	\$153,921
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$92,920	\$48,161	\$70,541	\$56,432	\$88,176
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$83,172	\$40,170	\$61,671	\$49,337	\$77,089
	Group 4 (FSU, UNC-P, WSSU)	12	\$65,506	\$41,033	\$53,270	\$42,616	\$66,587
	Group 5 (UNCSCA, UNC-A)	7	\$76,980	\$40,170	\$58,575	\$46,860	\$73,219
3107-"Manager, Technical Trades"	Group 1 (NCSU & UNC-CH)	7	\$136,864	\$69,442	\$103,153	\$82,522	\$128,941
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$86,900	\$53,000	\$69,950	\$55,960	\$87,438
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$84,000	\$42,735	\$63,368	\$50,694	\$79,209
	Group 4 (FSU, UNC-P, WSSU)	6	\$76,422	\$44,004	\$60,213	\$48,170	\$75,266
	Group 5 (UNCSCA, UNC-A)	5	\$65,015	\$42,735	\$53,875	\$43,100	\$67,344
3108-"Manager, Custodial Services"	Group 1 (NCSU & UNC-CH)	17	\$143,489	\$61,768	\$102,629	\$82,103	\$128,286
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$93,910	\$35,976	\$64,943	\$51,954	\$81,179
	Group 3 (ASU, NCCU, UNC-W, WCU)	24	\$85,008	\$34,616	\$59,812	\$47,850	\$74,765
	Group 4 (FSU, UNC-P, WSSU)	17	\$66,862	\$35,554	\$51,208	\$40,966	\$64,010
	Group 5 (UNCSCA, UNC-A)	7	\$85,355	\$32,282	\$58,819	\$47,055	\$73,523
3109-"Manager, Power Plant"	Group 1 (NCSU & UNC-CH)	9	\$142,500	\$71,359	\$106,930	\$85,544	\$133,662
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$100,680	\$47,382	\$74,031	\$59,225	\$92,539
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$90,646	\$46,561	\$68,604	\$54,883	\$85,754
	Group 4 (FSU, UNC-P, WSSU)	7	\$67,000	\$39,138	\$53,069	\$42,455	\$66,336

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
4001-"Associate Director, Human Resources"	Group 1 (NCSU & UNC-CH)	9	\$145,600	\$84,096	\$114,848	\$91,878	\$143,560
	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)	21	\$97,000	\$44,000	\$70,500	\$56,400	\$88,125
	Group 4 (FSU, UNC-P, WSSU)	13	\$72,348	\$44,050	\$58,199	\$46,559	\$72,749
4002-"Director/Manager, Employee Benefits"	Group 1 (NCSU & UNC-CH)	18	\$145,937	\$69,868	\$107,903	\$86,322	\$134,878
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$104,550	\$36,567	\$70,559	\$56,447	\$88,198
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$80,000	\$42,000	\$61,000	\$48,800	\$76,250
	Group 4 (FSU, UNC-P, WSSU)	10	\$74,441	\$40,186	\$57,314	\$45,851	\$71,642
4003-"Director/Manager, Training and Development"	Group 1 (NCSU & UNC-CH)	17	\$145,600	\$72,600	\$109,100	\$87,280	\$136,375
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$89,440	\$46,967	\$68,204	\$54,563	\$85,254
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$89,440	\$50,342	\$69,891	\$55,913	\$87,364
	Group 4 (FSU, UNC-P, WSSU)	5	\$109,365	\$52,000	\$80,683	\$64,546	\$100,853
4004-"Director/Manager, Employee Relations"	Group 1 (NCSU & UNC-CH)	11	\$142,800	\$76,498	\$109,649	\$87,719	\$137,061
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$108,500	\$41,200	\$74,850	\$59,880	\$93,563
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$108,500	\$54,215	\$81,358	\$65,086	\$101,697
4005-"Director/Manager, Labor Relations"	Group 1 (NCSU & UNC-CH)	7	\$145,600	\$67,240	\$106,420	\$85,136	\$133,025
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$141,407	\$70,000	\$105,704	\$84,563	\$132,129
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$106,199	\$45,800	\$76,000	\$60,800	\$94,999
4006-"Director/Manager, Employment"	Group 1 (NCSU & UNC-CH)	11	\$130,000	\$62,000	\$96,000	\$76,800	\$120,000
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$87,125	\$44,512	\$65,819	\$52,655	\$82,273
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$75,365	\$38,121	\$56,743	\$45,394	\$70,929
	Group 4 (FSU, UNC-P, WSSU)	6	\$70,870	\$43,408	\$57,139	\$45,711	\$71,424
4007-"Director/Manager, Compensation and Classification"	Group 1 (NCSU & UNC-CH)	13	\$154,332	\$63,695	\$109,014	\$87,211	\$136,267
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$98,421	\$54,909	\$76,665	\$61,332	\$95,831
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$80,148	\$43,000	\$61,574	\$49,259	\$76,968
4008-"Director/Manager, Human Resources Information Systems (HRIS)"	Group 1 (NCSU & UNC-CH)	11	\$148,800	\$64,275	\$106,538	\$85,230	\$133,172
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$98,685	\$40,164	\$69,425	\$55,540	\$86,781
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$93,501	\$45,000	\$69,251	\$55,400	\$86,563
4009-"Director, Affirmative Action/Equal Employment"	Group 1 (NCSU & UNC-CH)	15	\$180,138	\$101,991	\$141,065	\$112,852	\$176,331
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$125,000	\$67,240	\$96,120	\$76,896	\$120,150
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	\$119,600	\$57,721	\$88,661	\$70,928	\$110,826
	Group 4 (FSU, UNC-P, WSSU)	7	\$125,247	\$50,700	\$87,974	\$70,379	\$109,967
4010-"Associate Director, Affirmative Action/Equal Employment"	Group 1 (NCSU & UNC-CH)	7	\$100,000	\$47,080	\$73,540	\$58,832	\$91,925
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$104,692	\$43,645	\$74,169	\$59,335	\$92,711
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$92,301	\$49,900	\$71,101	\$56,880	\$88,876

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
4012-"Director, Disability Services"	Group 1 (NCSU & UNC-CH)	6	\$127,467	\$52,332	\$89,900	\$71,920	\$112,374
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$99,758	\$50,579	\$75,169	\$60,135	\$93,961
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$99,936	\$55,960	\$77,948	\$62,358	\$97,435
	Group 4 (FSU, UNC-P, WSSU)	8	\$54,300	\$44,900	\$49,600	\$39,680	\$62,000
5001-Deputy Chief Information Officer	Group 1 (NCSU & UNC-CH)	13	\$241,020	\$143,460	\$192,240	\$153,792	\$240,300
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$205,000	\$80,832	\$142,916	\$114,333	\$178,645
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$151,332	\$87,671	\$119,502	\$95,601	\$149,377
	Group 4 (FSU, UNC-P, WSSU)	9	\$143,774	\$56,041	\$99,908	\$79,926	\$124,884
5002-"Director, Academic Computing"	Group 1 (NCSU & UNC-CH)	7	\$165,175	\$143,468	\$154,322	\$123,457	\$192,902
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$133,500	\$87,249	\$110,375	\$88,300	\$137,968
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$123,873	\$54,392	\$89,133	\$71,306	\$111,416
	Group 4 (FSU, UNC-P, WSSU)	6	\$87,300	\$61,702	\$74,501	\$59,601	\$93,126
	Group 5 (UNCSCA, UNC-A)	5	\$114,244	\$82,654	\$98,449	\$78,759	\$123,061
5003-"Associate Director, Academic Computing"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$122,908	\$58,788	\$90,848	\$72,678	\$113,560
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$88,866	\$62,532	\$75,699	\$60,559	\$94,624
5004-"Director, Administrative Computing"	Group 1 (NCSU & UNC-CH)	8	\$290,556	\$105,758	\$198,157	\$158,526	\$247,696
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$143,973	\$76,100	\$110,037	\$88,029	\$137,546
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$124,094	\$67,000	\$95,547	\$76,438	\$119,434
	Group 4 (FSU, UNC-P, WSSU)	11	\$96,170	\$52,235	\$74,203	\$59,362	\$92,753
	Group 5 (UNCSCA, UNC-A)	6	\$122,079	\$72,420	\$97,250	\$77,800	\$121,562
5005-"Associate Director, Administrative Computing"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	9	\$116,813	\$59,620	\$88,217	\$70,573	\$110,271
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$97,850	\$59,620	\$78,735	\$62,988	\$98,419
	Group 4 (FSU, UNC-P, WSSU)	6	\$79,950	\$59,620	\$69,785	\$55,828	\$87,231
5006-"Director, Telecommunications/ Networking"	Group 1 (NCSU & UNC-CH)	15	\$214,871	\$96,506	\$155,689	\$124,551	\$194,611
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$133,897	\$66,565	\$100,231	\$80,185	\$125,289
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	\$118,227	\$59,000	\$88,614	\$70,891	\$110,767
	Group 4 (FSU, UNC-P, WSSU)	13	\$108,610	\$59,000	\$83,805	\$67,044	\$104,756
	Group 5 (UNCSCA, UNC-A)	7	\$118,000	\$81,112	\$99,556	\$79,645	\$124,445
5007-"Director, Enterprise Information Systems "	Group 1 (NCSU & UNC-CH)	9	\$175,000	\$113,485	\$144,243	\$115,394	\$180,303
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$165,032	\$80,697	\$122,865	\$98,292	\$153,581
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$156,000	\$62,194	\$109,097	\$87,278	\$136,371
	Group 4 (FSU, UNC-P, WSSU)	5	\$95,505	\$79,375	\$87,440	\$69,952	\$109,300
	Group 5 (UNCSCA, UNC-A)	5	\$120,000	\$82,660	\$101,330	\$81,064	\$126,663
5008-"Director, Research Computing "	Group 1 (NCSU & UNC-CH)	5	\$202,552	\$97,452	\$150,002	\$120,002	\$187,503
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$179,232	\$73,620	\$126,426	\$101,141	\$158,033

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
5009-"Director, Enterprise Data Center"	Group 1 (NCSU & UNC-CH)	6	\$164,500	\$115,000	\$139,750	\$111,800	\$174,688
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$115,000	\$80,112	\$97,556	\$78,045	\$121,945
	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	\$184,625	\$104,000	\$144,313	\$115,450	\$180,391
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	26	\$126,821	\$57,740	\$92,281	\$73,824	\$115,351
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$110,000	\$64,118	\$87,059	\$69,647	\$108,824
	Group 4 (FSU, UNC-P, WSSU)	7	\$85,000	\$52,840	\$68,920	\$55,136	\$86,150
5011-"Director, Instructional Technology "	Group 1 (NCSU & UNC-CH)	6	\$155,000	\$97,955	\$126,478	\$101,182	\$158,097
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$117,096	\$64,816	\$90,956	\$72,765	\$113,695
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$115,531	\$73,440	\$94,486	\$75,588	\$118,107
	Group 4 (FSU, UNC-P, WSSU)	6	\$92,259	\$52,373	\$72,316	\$57,853	\$90,395
5012-"Director, User Services "	Group 1 (NCSU & UNC-CH)	7	\$167,539	\$66,583	\$117,061	\$93,649	\$146,326
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$118,111	\$59,620	\$88,866	\$71,092	\$111,082
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$117,625	\$47,765	\$82,695	\$66,156	\$103,369
	Group 4 (FSU, UNC-P, WSSU)	9	\$74,199	\$45,720	\$59,960	\$47,968	\$74,949
5013-"Director, Information Management "	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$112,980	\$86,000	\$99,490	\$79,592	\$124,363
5014-Principal Database Administrator	Group 1 (NCSU & UNC-CH)	10	\$147,900	\$61,564	\$104,732	\$83,786	\$130,915
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$111,367	\$77,628	\$94,498	\$75,598	\$118,122
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$106,902	\$62,014	\$84,458	\$67,566	\$105,573
	Group 4 (FSU, UNC-P, WSSU)	8	\$97,617	\$60,511	\$79,064	\$63,251	\$98,830
5015-Principal Systems Analyst	Group 1 (NCSU & UNC-CH)	8	\$114,205	\$72,533	\$93,369	\$74,695	\$116,711
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	15	\$115,214	\$53,444	\$84,329	\$67,463	\$105,411
	Group 3 (ASU, NCCU, UNC-W, WCU)	9	\$98,885	\$62,220	\$80,553	\$64,442	\$100,691
6001-Director of Athletics	Group 1 (NCSU & UNC-CH)	19	\$690,000	\$120,000	\$405,000	\$324,000	\$506,250
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	38	\$379,600	\$101,500	\$240,550	\$192,440	\$300,688
	Group 3 (ASU, NCCU, UNC-W, WCU)	35	\$190,000	\$80,495	\$135,248	\$108,198	\$169,059
	Group 4 (FSU, UNC-P, WSSU)	26	\$159,650	\$82,688	\$121,169	\$96,935	\$151,461
	Group 5 (UNCSA, UNC-A)	11	\$160,000	\$70,182	\$115,091	\$92,073	\$143,864
	Group 6 (ECSU, NCSSM)	8	\$136,982	\$71,124	\$104,053	\$83,242	\$130,066
6002-Associate Athletic Director	Group 1 (NCSU & UNC-CH)	10	\$159,600	\$104,067	\$131,834	\$105,467	\$164,792
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	\$204,725	\$52,008	\$128,367	\$102,693	\$160,458
	Group 3 (ASU, NCCU, UNC-W, WCU)	21	\$103,120	\$51,310	\$77,215	\$61,772	\$96,519
	Group 4 (FSU, UNC-P, WSSU)	11	\$73,614	\$44,584	\$59,099	\$47,279	\$73,874
	Group 5 (UNCSA, UNC-A)	5	\$82,483	\$40,874	\$61,679	\$49,343	\$77,098

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
6003-"Assoc/Asst Athletic Director, Sports Information/Communications"	Group 1 (NCSU & UNC-CH)	14	\$123,855	\$55,860	\$89,858	\$71,886	\$112,322
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	\$105,000	\$34,000	\$69,500	\$55,600	\$86,875
	Group 3 (ASU, NCCU, UNC-W, WCU)	29	\$73,109	\$30,000	\$51,555	\$41,244	\$64,443
	Group 4 (FSU, UNC-P, WSSU)	23	\$72,729	\$31,900	\$52,315	\$41,852	\$65,393
	Group 5 (UNC-SA, UNC-A)	9	\$87,323	\$44,000	\$65,662	\$52,529	\$82,077
6005-"Assoc/Asst Athletic Director, Women's Athletic Programs"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$136,490	\$35,000	\$85,745	\$68,596	\$107,181
	Group 4 (FSU, UNC-P, WSSU)	7	\$66,307	\$48,185	\$57,246	\$45,797	\$71,558
6006-Assoc/Asst Athletic Director for Finance & Business	Group 1 (NCSU & UNC-CH)	14	\$200,000	\$50,578	\$125,289	\$100,231	\$156,611
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	\$130,140	\$45,751	\$87,946	\$70,356	\$109,932
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$85,876	\$40,000	\$62,938	\$50,350	\$78,673
6007-Assoc/Asst Athletic Director for Operations	Group 1 (NCSU & UNC-CH)	10	\$132,500	\$64,063	\$98,282	\$78,625	\$122,852
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$99,535	\$41,000	\$70,268	\$56,214	\$87,834
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$94,298	\$35,114	\$64,706	\$51,765	\$80,883
	Group 4 (FSU, UNC-P, WSSU)	7	\$58,580	\$40,008	\$49,294	\$39,435	\$61,618
6008-Assoc/Asst Athletic Director for External Affairs	Group 1 (NCSU & UNC-CH)	8	\$170,000	\$95,115	\$132,558	\$106,046	\$165,697
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$139,284	\$29,073	\$84,179	\$67,343	\$105,223
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$100,450	\$41,195	\$70,823	\$56,658	\$88,528
	Group 4 (FSU, UNC-P, WSSU)	5	\$75,000	\$47,000	\$61,000	\$48,800	\$76,250
6009-Assoc/Asst Athletic Director for Development	Group 1 (NCSU & UNC-CH)	11	\$190,000	\$75,709	\$132,855	\$106,284	\$166,068
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	28	\$130,000	\$30,000	\$80,000	\$64,000	\$100,000
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$91,050	\$46,612	\$68,831	\$55,065	\$86,039
	Group 4 (FSU, UNC-P, WSSU)	5	\$92,793	\$54,000	\$73,397	\$58,717	\$91,746
6010-Assoc/Asst Athletic Director for Academic Affairs	Group 1 (NCSU & UNC-CH)	9	\$126,000	\$82,001	\$104,001	\$83,200	\$130,001
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$105,000	\$36,986	\$70,993	\$56,794	\$88,741
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$114,407	\$47,500	\$80,954	\$64,763	\$101,192
6011-Assoc/Asst Athletic Director for Compliance	Group 1 (NCSU & UNC-CH)	13	\$145,600	\$69,298	\$107,449	\$85,959	\$134,311
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	29	\$120,750	\$41,558	\$81,154	\$64,923	\$101,443
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$73,441	\$36,000	\$54,721	\$43,776	\$68,401
	Group 4 (FSU, UNC-P, WSSU)	16	\$68,859	\$33,619	\$51,239	\$40,991	\$64,049
7001-Associate VP for Student Affairs	Group 1 (NCSU & UNC-CH)	9	\$185,000	\$119,459	\$152,230	\$121,784	\$190,287
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	25	\$160,174	\$88,575	\$124,375	\$99,500	\$155,468
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$157,000	\$86,350	\$121,675	\$97,340	\$152,094
	Group 4 (FSU, UNC-P, WSSU)	7	\$108,990	\$82,300	\$95,645	\$76,516	\$119,556
	Group 5 (UNC-SA, UNC-A)	6	\$100,396	\$76,060	\$88,228	\$70,582	\$110,285

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
7002-Assistant VP for Student Affairs	Group 1 (NCSU & UNC-CH)	9	\$154,764	\$101,275	\$128,020	\$102,416	\$160,024
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	13	\$132,192	\$77,000	\$104,596	\$83,677	\$130,745
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$122,023	\$72,412	\$97,218	\$77,774	\$121,522
	Group 4 (FSU, UNC-P, WSSU)	8	\$98,230	\$60,000	\$79,115	\$63,292	\$98,894
7003-Dean of Students	Group 1 (NCSU & UNC-CH)	11	\$168,300	\$95,040	\$131,670	\$105,336	\$164,588
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$147,175	\$56,850	\$102,013	\$81,610	\$127,516
	Group 3 (ASU, NCCU, UNC-W, WCU)	18	\$144,399	\$56,850	\$100,625	\$80,500	\$125,781
	Group 4 (FSU, UNC-P, WSSU)	16	\$118,011	\$56,850	\$87,431	\$69,944	\$109,288
	Group 5 (UNC-SA, UNC-A)	6	\$130,410	\$66,458	\$98,434	\$78,747	\$123,043
7004-"Director, Greek Life "	Group 1 (NCSU & UNC-CH)	12	\$91,966	\$45,051	\$68,509	\$54,807	\$85,636
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$63,000	\$33,970	\$48,485	\$38,788	\$60,606
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$63,000	\$35,360	\$49,180	\$39,344	\$61,475
	Group 4 (FSU, UNC-P, WSSU)	7	\$40,000	\$30,401	\$35,201	\$28,160	\$44,001
7005-"Director, Foreign Students"	Group 1 (NCSU & UNC-CH)	9	\$109,200	\$60,192	\$84,696	\$67,757	\$105,870
	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	\$78,012	\$39,166	\$58,589	\$46,871	\$73,236
	Group 4 (FSU, UNC-P, WSSU)	6	\$83,162	\$39,166	\$61,164	\$48,931	\$76,455
7007-"Director, Minority Affairs"	Group 1 (NCSU & UNC-CH)	7	\$108,100	\$59,000	\$83,550	\$66,840	\$104,438
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$88,761	\$42,360	\$65,561	\$52,448	\$81,951
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$93,167	\$50,000	\$71,584	\$57,267	\$89,479
	Group 4 (FSU, UNC-P, WSSU)	13	\$73,754	\$39,367	\$56,561	\$45,248	\$70,701
	Group 5 (UNC-SA, UNC-A)	7	\$61,140	\$47,538	\$54,339	\$43,471	\$67,924
7008-"Director, Conferences"	Group 1 (NCSU & UNC-CH)	7	\$108,000	\$57,936	\$82,968	\$66,374	\$103,710
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$106,590	\$50,000	\$78,295	\$62,636	\$97,869
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$97,130	\$46,188	\$71,659	\$57,327	\$89,574
7009-"Director, Woman's Center"	Group 1 (NCSU & UNC-CH)	13	\$139,586	\$53,250	\$96,418	\$77,134	\$120,523
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$123,168	\$41,200	\$82,184	\$65,747	\$102,730
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$89,582	\$37,726	\$63,654	\$50,923	\$79,568
7010-"Associate/Assistant Director, Women's Center"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	5	\$72,417	\$37,000	\$54,709	\$43,767	\$68,386
7026-"Director, Student Activities"	Group 1 (NCSU & UNC-CH)	10	\$113,100	\$48,510	\$80,805	\$64,644	\$101,006
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$92,309	\$46,527	\$69,418	\$55,534	\$86,773
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$107,982	\$48,573	\$78,278	\$62,622	\$97,847
	Group 4 (FSU, UNC-P, WSSU)	15	\$65,392	\$35,000	\$50,196	\$40,157	\$62,745
	Group 5 (UNC-SA, UNC-A)	11	\$89,657	\$46,700	\$68,179	\$54,543	\$85,223

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
7027-"Assistant Director, Student Activities"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$62,967	\$37,228	\$50,098	\$40,078	\$62,622
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$53,266	\$33,808	\$43,537	\$34,830	\$54,421
	Group 4 (FSU, UNC-P, WSSU)	7	\$71,853	\$31,794	\$51,824	\$41,459	\$64,779
	Group 5 (UNCSCA, UNC-A)	5	\$44,158	\$37,740	\$40,949	\$32,759	\$51,186
7028-"Director, Campus Recreation/Intramurals"	Group 1 (NCSU & UNC-CH)	20	\$143,000	\$69,200	\$106,100	\$84,880	\$132,625
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	\$108,456	\$44,245	\$76,351	\$61,080	\$95,438
	Group 3 (ASU, NCCU, UNC-W, WCU)	22	\$93,030	\$47,106	\$70,068	\$56,054	\$87,585
	Group 4 (FSU, UNC-P, WSSU)	18	\$73,000	\$34,054	\$53,527	\$42,822	\$66,909
	Group 5 (UNCSCA, UNC-A)	5	\$75,500	\$52,850	\$64,175	\$51,340	\$80,219
7029-"Assistant Director, Campus Recreation/Intramurals"	Group 1 (NCSU & UNC-CH)	12	\$107,000	\$39,603	\$73,302	\$58,641	\$91,627
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$68,927	\$40,335	\$54,631	\$43,705	\$68,289
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$62,400	\$30,582	\$46,491	\$37,193	\$58,114
	Group 4 (FSU, UNC-P, WSSU)	10	\$50,755	\$30,024	\$40,390	\$32,312	\$50,487
7030-Director of Union and Student Activities	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	8	\$111,000	\$49,548	\$80,274	\$64,219	\$100,343
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$89,465	\$61,000	\$75,233	\$60,186	\$94,041
	Group 4 (FSU, UNC-P, WSSU)	8	\$110,204	\$58,308	\$84,256	\$67,405	\$105,320
7031-"Director, Student Union"	Group 1 (NCSU & UNC-CH)	13	\$152,109	\$51,914	\$102,012	\$81,609	\$127,514
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$109,062	\$55,000	\$82,031	\$65,625	\$102,539
	Group 3 (ASU, NCCU, UNC-W, WCU)	14	\$93,163	\$51,060	\$72,112	\$57,689	\$90,139
	Group 4 (FSU, UNC-P, WSSU)	10	\$69,700	\$57,492	\$63,596	\$50,877	\$79,495
7032-"Associate/Assistant Director, Student Union"	Group 1 (NCSU & UNC-CH)	9	\$107,220	\$48,619	\$77,920	\$62,336	\$97,399
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$84,226	\$36,500	\$60,363	\$48,290	\$75,454
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$69,202	\$36,500	\$52,851	\$42,281	\$66,064
	Group 4 (FSU, UNC-P, WSSU)	11	\$51,333	\$34,340	\$42,837	\$34,269	\$53,546
7050-"Director, Academic Advising"	Group 1 (NCSU & UNC-CH)	5	\$97,949	\$47,000	\$72,475	\$57,980	\$90,593
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$108,240	\$47,025	\$77,633	\$62,106	\$97,041
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$101,675	\$52,884	\$77,280	\$61,824	\$96,599
	Group 4 (FSU, UNC-P, WSSU)	13	\$100,699	\$42,000	\$71,350	\$57,080	\$89,187
	Group 5 (UNCSCA, UNC-A)	6	\$115,685	\$36,537	\$76,111	\$60,889	\$95,139
7051-"Director, Career Development and Placement"	Group 1 (NCSU & UNC-CH)	19	\$149,122	\$83,136	\$116,129	\$92,903	\$145,161
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	31	\$105,537	\$57,865	\$81,701	\$65,361	\$102,126
	Group 3 (ASU, NCCU, UNC-W, WCU)	32	\$110,755	\$56,796	\$83,776	\$67,020	\$104,719
	Group 4 (FSU, UNC-P, WSSU)	23	\$82,022	\$44,870	\$63,446	\$50,757	\$79,308
	Group 5 (UNCSCA, UNC-A)	11	\$103,200	\$55,310	\$79,255	\$63,404	\$99,069

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
7052-"Director, Student Academic Counseling"	Group 1 (NCSU & UNC-CH)	5	\$130,000	\$90,000	\$110,000	\$88,000	\$137,500
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	10	\$103,000	\$59,613	\$81,307	\$65,045	\$101,633
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$99,966	\$44,000	\$71,983	\$57,586	\$89,979
	Group 4 (FSU, UNC-P, WSSU)	6	\$80,472	\$51,265	\$65,869	\$52,695	\$82,336
7053-"Associate Director, Student Counseling"	Group 1 (NCSU & UNC-CH)	6	\$97,400	\$50,040	\$73,720	\$58,976	\$92,150
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$74,940	\$47,000	\$60,970	\$48,776	\$76,213
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$100,607	\$42,212	\$71,410	\$57,128	\$89,262
	Group 4 (FSU, UNC-P, WSSU)	7	\$57,800	\$40,000	\$48,900	\$39,120	\$61,125
7076-"Director, Student Housing"	Group 1 (NCSU & UNC-CH)	16	\$150,960	\$78,055	\$114,508	\$91,606	\$143,134
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	35	\$122,720	\$62,500	\$92,610	\$74,088	\$115,763
	Group 3 (ASU, NCCU, UNC-W, WCU)	28	\$104,370	\$57,000	\$80,685	\$64,548	\$100,856
	Group 4 (FSU, UNC-P, WSSU)	25	\$95,000	\$41,500	\$68,250	\$54,600	\$85,313
	Group 5 (UNCOSA, UNC-A)	13	\$97,229	\$36,934	\$67,082	\$53,665	\$83,852
	Group 6 (ECSU, NCSSM)	6	\$85,000	\$33,833	\$59,417	\$47,533	\$74,271
7077-"Associate Director, Student Housing"	Group 1 (NCSU & UNC-CH)	11	\$126,100	\$56,940	\$91,520	\$73,216	\$114,400
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$84,943	\$48,230	\$66,587	\$53,269	\$83,233
	Group 3 (ASU, NCCU, UNC-W, WCU)	23	\$88,527	\$40,127	\$64,327	\$51,462	\$80,409
	Group 4 (FSU, UNC-P, WSSU)	18	\$65,540	\$33,301	\$49,421	\$39,536	\$61,776
	Group 5 (UNCOSA, UNC-A)	8	\$81,186	\$41,170	\$61,178	\$48,942	\$76,473
7078-Housing Officer/Administrative Operations	Group 1 (NCSU & UNC-CH)	11	\$130,000	\$65,000	\$97,500	\$78,000	\$121,875
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$87,010	\$48,100	\$67,555	\$54,044	\$84,444
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$86,508	\$50,521	\$68,515	\$54,812	\$85,643
	Group 4 (FSU, UNC-P, WSSU)	5	\$61,213	\$34,290	\$47,752	\$38,201	\$59,689
7079-Housing Officer/Residence Life	Group 1 (NCSU & UNC-CH)	14	\$125,509	\$34,299	\$79,904	\$63,923	\$99,880
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	21	\$99,500	\$30,618	\$65,059	\$52,047	\$81,324
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$68,484	\$36,226	\$52,355	\$41,884	\$65,444
	Group 4 (FSU, UNC-P, WSSU)	15	\$58,239	\$34,961	\$46,600	\$37,280	\$58,250
	Group 5 (UNCOSA, UNC-A)	5	\$58,239	\$27,668	\$42,954	\$34,363	\$53,692
7101-"Director, Student Health Services (Physician Administrator)"	Group 1 (NCSU & UNC-CH)	16	\$246,075	\$130,086	\$188,081	\$150,464	\$235,101
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$198,000	\$90,022	\$144,011	\$115,209	\$180,014
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$172,000	\$94,743	\$133,372	\$106,697	\$166,714
	Group 4 (FSU, UNC-P, WSSU)	5	\$163,200	\$107,759	\$135,480	\$108,384	\$169,349
7102-"Director, Student Health Services (Nurse Administrator)"	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$110,633	\$61,741	\$86,187	\$68,950	\$107,734
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$106,289	\$55,478	\$80,884	\$64,707	\$101,104
	Group 4 (FSU, UNC-P, WSSU)	15	\$90,000	\$51,500	\$70,750	\$56,600	\$88,438
	Group 5 (UNCOSA, UNC-A)	9	\$84,357	\$44,539	\$64,448	\$51,558	\$80,560

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
7103-"Director, Student Health Services (Non Medical Administrator)"	Group 1 (NCSU & UNC-CH)	7	\$153,724	\$76,054	\$114,889	\$91,911	\$143,611
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	14	\$153,015	\$77,988	\$115,502	\$92,401	\$144,377
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$137,652	\$70,158	\$103,905	\$83,124	\$129,881
7104-"Director, Counseling and Psychological Services"	Group 1 (NCSU & UNC-CH)	17	\$148,341	\$95,975	\$122,158	\$97,726	\$152,698
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	27	\$119,273	\$63,000	\$91,137	\$72,909	\$113,921
	Group 3 (ASU, NCCU, UNC-W, WCU)	19	\$127,117	\$71,195	\$99,156	\$79,325	\$123,945
	Group 4 (FSU, UNC-P, WSSU)	10	\$94,619	\$64,899	\$79,759	\$63,807	\$99,699
	Group 5 (UNCSA, UNC-A)	10	\$106,747	\$58,037	\$82,392	\$65,914	\$102,990
8001-Associate/Assistant Vice President/Chancellor for Development	Group 1 (NCSU & UNC-CH)	6	\$372,216	\$164,318	\$268,267	\$214,614	\$335,334
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	23	\$196,166	\$82,584	\$139,375	\$111,500	\$174,219
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$158,464	\$65,456	\$111,960	\$89,568	\$139,950
8002-"Director, Annual Giving"	Group 1 (NCSU & UNC-CH)	17	\$141,221	\$63,500	\$102,361	\$81,888	\$127,951
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$131,000	\$48,000	\$89,500	\$71,600	\$111,875
	Group 3 (ASU, NCCU, UNC-W, WCU)	17	\$71,500	\$46,315	\$58,908	\$47,126	\$73,634
	Group 4 (FSU, UNC-P, WSSU)	13	\$76,985	\$30,000	\$53,493	\$42,794	\$66,866
	Group 5 (UNCSA, UNC-A)	11	\$96,000	\$47,741	\$71,871	\$57,496	\$89,838
	Group 6 (ECSU, NCSSM)	7	\$63,227	\$45,000	\$54,114	\$43,291	\$67,642
8003-"Director, Corporate/Foundation Relations"	Group 1 (NCSU & UNC-CH)	14	\$170,014	\$86,667	\$128,341	\$102,672	\$160,426
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	12	\$116,150	\$54,850	\$85,500	\$68,400	\$106,875
	Group 3 (ASU, NCCU, UNC-W, WCU)	10	\$128,158	\$53,560	\$90,859	\$72,687	\$113,574
	Group 4 (FSU, UNC-P, WSSU)	6	\$93,000	\$55,155	\$74,078	\$59,262	\$92,597
	Group 5 (UNCSA, UNC-A)	8	\$110,000	\$46,927	\$78,464	\$62,771	\$98,079
8004-"Director, Planned Giving"	Group 1 (NCSU & UNC-CH)	11	\$175,890	\$89,742	\$132,816	\$106,253	\$166,020
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$140,000	\$55,000	\$97,500	\$78,000	\$121,875
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$117,300	\$55,000	\$86,150	\$68,920	\$107,688
	Group 4 (FSU, UNC-P, WSSU)	9	\$85,699	\$51,000	\$68,350	\$54,680	\$85,437
	Group 5 (UNCSA, UNC-A)	6	\$103,883	\$58,216	\$81,050	\$64,840	\$101,312
8005-"Director, Alumni Affairs"	Group 1 (NCSU & UNC-CH)	13	\$257,500	\$87,552	\$172,526	\$138,021	\$215,658
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	30	\$151,519	\$41,300	\$96,410	\$77,128	\$120,512
	Group 3 (ASU, NCCU, UNC-W, WCU)	33	\$122,595	\$45,000	\$83,798	\$67,038	\$104,747
	Group 4 (FSU, UNC-P, WSSU)	24	\$83,500	\$45,000	\$64,250	\$51,400	\$80,313
	Group 5 (UNCSA, UNC-A)	6	\$88,486	\$58,877	\$73,682	\$58,945	\$92,102
	Group 6 (ECSU, NCSSM)	7	\$67,619	\$43,680	\$55,650	\$44,520	\$69,562

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
8007-"Director, Major Gifts"	Group 1 (NCSU & UNC-CH)	11	\$202,800	\$88,681	\$145,741	\$116,592	\$182,176
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	16	\$133,951	\$61,000	\$97,476	\$77,980	\$121,844
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$104,535	\$71,856	\$88,196	\$70,556	\$110,244
	Group 4 (FSU, UNC-P, WSSU)	8	\$103,546	\$66,797	\$85,172	\$68,137	\$106,464
	Group 5 (UNCOSA, UNC-A)	7	\$129,854	\$68,690	\$99,272	\$79,418	\$124,090
8008-Director of Development for an Institutional School/College	Group 1 (NCSU & UNC-CH)	10	\$162,868	\$80,550	\$121,709	\$97,367	\$152,136
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	20	\$105,231	\$54,300	\$79,766	\$63,812	\$99,707
	Group 3 (ASU, NCCU, UNC-W, WCU)	11	\$117,982	\$53,240	\$85,611	\$68,489	\$107,014
	Group 4 (FSU, UNC-P, WSSU)	6	\$111,889	\$56,594	\$84,242	\$67,393	\$105,302
8009-"Director, Donor Relations "	Group 1 (NCSU & UNC-CH)	8	\$116,818	\$65,923	\$91,371	\$73,096	\$114,213
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	17	\$102,991	\$47,184	\$75,088	\$60,070	\$93,859
	Group 3 (ASU, NCCU, UNC-W, WCU)	8	\$62,040	\$35,000	\$48,520	\$38,816	\$60,650
	Group 5 (UNCOSA, UNC-A)	5	\$79,194	\$46,920	\$63,057	\$50,446	\$78,821
8010-"Director, Advancement Research/Prospect Management "	Group 1 (NCSU & UNC-CH)	8	\$88,416	\$65,100	\$76,758	\$61,406	\$95,948
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$107,111	\$43,000	\$75,056	\$60,044	\$93,819
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$72,382	\$43,000	\$57,691	\$46,153	\$72,114
8026-"Director, Governmental/Legislative Relations"	Group 1 (NCSU & UNC-CH)	13	\$234,600	\$116,221	\$175,411	\$140,328	\$219,263
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	18	\$195,825	\$82,500	\$139,163	\$111,330	\$173,953
	Group 3 (ASU, NCCU, UNC-W, WCU)	12	\$170,621	\$82,250	\$126,436	\$101,148	\$158,044
8027-"Director, Federal Relations "	Group 1 (NCSU & UNC-CH)	11	\$201,648	\$120,826	\$161,237	\$128,990	\$201,546
8028-"Director, State Government Relations"	Group 1 (NCSU & UNC-CH)	8	\$177,079	\$69,268	\$123,174	\$98,539	\$153,967
	Group 3 (ASU, NCCU, UNC-W, WCU)	5	\$138,015	\$64,000	\$101,008	\$80,806	\$126,259
8030-"Director, Community Services"	Group 1 (NCSU & UNC-CH)	8	\$144,204	\$70,703	\$107,454	\$85,963	\$134,317
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	6	\$125,008	\$61,939	\$93,474	\$74,779	\$116,842
	Group 3 (ASU, NCCU, UNC-W, WCU)	6	\$115,730	\$60,846	\$88,288	\$70,630	\$110,360
	Group 4 (FSU, UNC-P, WSSU)	6	\$85,732	\$40,507	\$63,120	\$50,496	\$78,899
8050-"Director, Publications"	Group 1 (NCSU & UNC-CH)	10	\$121,704	\$65,662	\$93,683	\$74,946	\$117,104
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	22	\$100,000	\$51,973	\$75,987	\$60,789	\$94,983
	Group 3 (ASU, NCCU, UNC-W, WCU)	15	\$101,723	\$56,407	\$79,065	\$63,252	\$98,831
	Group 5 (UNCOSA, UNC-A)	7	\$98,312	\$61,235	\$79,774	\$63,819	\$99,717
8051-"Associate Director, Publications"	Group 1 (NCSU & UNC-CH)	5	\$100,008	\$57,726	\$78,867	\$63,094	\$98,584
	Group 4 (FSU, UNC-P, WSSU)	7	\$82,817	\$39,943	\$61,380	\$49,104	\$76,725
8052-"Director, Information Office"	Group 1 (NCSU & UNC-CH)	9	\$150,000	\$86,604	\$118,302	\$94,642	\$147,878
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	24	\$97,409	\$58,580	\$77,995	\$62,396	\$97,493
	Group 3 (ASU, NCCU, UNC-W, WCU)	16	\$108,160	\$55,000	\$81,580	\$65,264	\$101,975
	Group 4 (FSU, UNC-P, WSSU)	7	\$81,555	\$43,400	\$62,478	\$49,982	\$78,097

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
8053-"Director, News Bureau/Service"	Group 1 (NCSU & UNC-CH)	12	\$138,000	\$62,718	\$100,359	\$80,287	\$125,449
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	11	\$108,309	\$47,240	\$77,775	\$62,220	\$97,218
	Group 3 (ASU, NCCU, UNC-W, WCU)	7	\$80,370	\$44,000	\$62,185	\$49,748	\$77,731
	Group 5 (UNC-SA, UNC-A)	6	\$105,060	\$49,851	\$77,456	\$61,964	\$96,819
8054-Director of Marketing	Group 1 (NCSU & UNC-CH)	6	\$165,600	\$79,610	\$122,605	\$98,084	\$153,256
	Group 2 (ECU, NCA&T, UNC-C, UNC-G)	19	\$125,846	\$45,940	\$85,893	\$68,714	\$107,366
	Group 3 (ASU, NCCU, UNC-W, WCU)	13	\$107,000	\$54,867	\$80,934	\$64,747	\$101,167
	Group 4 (FSU, UNC-P, WSSU)	6	\$81,765	\$42,324	\$62,045	\$49,636	\$77,556

UNC-GA IRA/PDF.PR004/08MAR11

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 2009-10 (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.

Projections include an increase to account for three year average deflation. For 2011-12 a 0.0% increase is projected.

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

CUPA Title	2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum	
1003-Chief Executive Officer of a Single Institution (President or Chancellor)	Group 0 University Systems	11	\$731,605	\$490,880	\$611,242	\$488,994	\$764,053
1004-Executive Assistant/Chief of Staff for the CEO of a Single Institution	Group 0 University Systems	10	\$253,110	\$118,000	\$185,555	\$148,444	\$231,944
1005-Executive Vice President/Vice Chancellor	Group 0 University Systems	5	\$566,400	\$236,336	\$401,368	\$321,095	\$501,710
1026-Chief Academic Affairs Officer and Provost	Group 0 University Systems	14	\$554,600	\$279,070	\$416,835	\$333,468	\$521,044
1027-Chief Research Officer	Group 0 University Systems	17	\$420,207	\$229,864	\$325,036	\$260,029	\$406,295
1028-Chief Technology Transfer Officer	Group 0 University Systems	13	\$421,136	\$127,558	\$274,347	\$219,478	\$342,934
1029-Chief Business Officer	Group 0 University Systems	10	\$373,352	\$205,097	\$289,224	\$231,380	\$361,531
1030-Chief Administration Officer	Group 0 University Systems	8	\$457,840	\$277,300	\$367,570	\$294,056	\$459,463
1031-Chief Financial Officer	Group 0 University Systems	11	\$590,000	\$139,705	\$364,852	\$291,882	\$456,066
1032-Chief Investment Officer	Group 0 University Systems	7	\$678,500	\$178,045	\$428,273	\$342,618	\$535,341
1033-Chief Planning Officer	Group 0 University Systems	6	\$346,895	\$147,500	\$247,198	\$197,758	\$308,997
1034-Chief Budget Officer	Group 0 University Systems	16	\$250,278	\$118,009	\$184,144	\$147,315	\$230,180
1036-Chief Legal Affairs Officer (General Counsel)	Group 0 University Systems	13	\$478,962	\$180,398	\$329,680	\$263,744	\$412,100
1037-Chief Human Resources Officer	Group 0 University Systems	20	\$326,860	\$180,125	\$253,492	\$202,794	\$316,865
1038-Chief Information Officer (CIO)	Group 0 University Systems	17	\$424,800	\$234,675	\$329,737	\$263,790	\$412,172
1039-Chief Physical Plant/Facilities Officer	Group 0 University Systems	18	\$299,724	\$153,902	\$226,813	\$181,450	\$283,516
1040-Chief Accounting Officer/Comptroller	Group 0 University Systems	16	\$330,400	\$157,233	\$243,816	\$195,053	\$304,770
1041-Chief Health Professions Officer	Group 0 University Systems	7	\$859,040	\$349,157	\$604,099	\$483,279	\$755,123
1042-"Chief Administrator, Hospital/Medical Center"	Group 0 University Systems	5	\$1,062,118	\$252,912	\$657,515	\$526,012	\$821,894
1043-Chief Student Affairs/Life Officer	Group 0 University Systems	17	\$332,570	\$202,912	\$267,741	\$214,193	\$334,676
1044-Chief Admissions Officer	Group 0 University Systems	20	\$247,800	\$105,020	\$176,410	\$141,128	\$220,513
1045-"Chief, Enrollment Management Officer"	Group 0 University Systems	6	\$330,400	\$179,360	\$254,880	\$203,904	\$318,600
1046-Chief External Affairs Officer	Group 0 University Systems	5	\$416,540	\$259,600	\$338,070	\$270,456	\$422,588
1047-Chief Development Officer	Group 0 University Systems	12	\$538,593	\$259,600	\$399,097	\$319,277	\$498,871
1048-Chief Public Relations Officer	Group 0 University Systems	15	\$313,165	\$197,178	\$255,171	\$204,137	\$318,964
1050-"Chief Audit Officer (previously Director, Internal Audit, #3035)"	Group 0 University Systems	16	\$300,900	\$139,240	\$220,070	\$176,056	\$275,088

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1051-Chief Diversity Officer (Replaces ☒Director of Institutional Diversity [2006])	Group 0 University Systems	10	\$305,325	\$164,026	\$234,675	\$187,740	\$293,344
1201-"Dean, Agriculture"	Group 0 University Systems	11	\$354,000	\$258,818	\$306,409	\$245,127	\$383,011
1202-"Dean, Architecture "	Group 0 University Systems	11	\$322,140	\$230,100	\$276,120	\$220,896	\$345,150
1204-"Dean, Arts and Sciences"	Group 0 University Systems	13	\$424,800	\$256,532	\$340,666	\$272,533	\$425,833
1206-"Dean, Business"	Group 0 University Systems	19	\$590,000	\$291,750	\$440,875	\$352,700	\$551,094
1208-"Dean, Continuing Education"	Group 0 University Systems	8	\$330,400	\$194,110	\$262,255	\$209,804	\$327,819
1210-"Dean, Dentistry"	Group 0 University Systems	7	\$476,754	\$262,334	\$369,544	\$295,635	\$461,930
1212-"Dean, Education"	Group 0 University Systems	15	\$356,204	\$241,900	\$299,052	\$239,242	\$373,815
1213-"Dean, Engineering"	Group 0 University Systems	19	\$437,225	\$306,691	\$371,958	\$297,567	\$464,948
1216-"Dean, Fine Arts"	Group 0 University Systems	5	\$329,176	\$223,350	\$276,263	\$221,011	\$345,329
1218-"Dean, Government/Public Affairs/Public Policy"	Group 0 University Systems	8	\$334,176	\$255,238	\$294,707	\$235,765	\$368,383
1219-"Dean, Graduate Programs"	Group 0 University Systems	14	\$330,707	\$203,668	\$267,187	\$213,750	\$333,984
1221-"Dean, Honors Program"	Group 0 University Systems	6	\$202,972	\$106,200	\$154,586	\$123,669	\$193,232
1224-"Dean, Journalism & Mass Communications"	Group 0 University Systems	8	\$335,362	\$151,257	\$243,310	\$194,648	\$304,137
1225-"Dean, Law"	Group 0 University Systems	13	\$515,846	\$319,418	\$417,632	\$334,106	\$522,040
1226-"Library Dean (previously Dean, Library and Information Sciences)"	Group 0 University Systems	10	\$369,444	\$218,894	\$294,169	\$235,335	\$367,711
1228-"Dean, Medicine"	Group 0 University Systems	8	\$954,049	\$291,751	\$622,900	\$498,320	\$778,625
1229-"Dean, Music"	Group 0 University Systems	5	\$378,524	\$177,028	\$277,776	\$222,221	\$347,220
1230-"Dean, Nursing"	Group 0 University Systems	8	\$397,669	\$253,700	\$325,685	\$260,548	\$407,106
1233-"Dean, Pharmacy"	Group 0 University Systems	10	\$373,852	\$203,823	\$288,837	\$231,070	\$361,047
1235-"Dean, Public Health"	Group 0 University Systems	10	\$568,087	\$194,186	\$381,136	\$304,909	\$476,421
1236-"Dean, Sciences"	Group 0 University Systems	8	\$324,500	\$261,309	\$292,904	\$234,323	\$366,130
1237-"Dean, Social Sciences"	Group 0 University Systems	5	\$324,500	\$217,710	\$271,105	\$216,884	\$338,881
1238-"Dean, Social Work"	Group 0 University Systems	7	\$375,770	\$239,689	\$307,729	\$246,183	\$384,662
1240-"Dean, Undergraduate Programs"	Group 0 University Systems	8	\$295,000	\$173,932	\$234,466	\$187,573	\$293,083
1241-"Dean, Veterinary Medicine"	Group 0 University Systems	10	\$339,598	\$200,281	\$269,940	\$215,952	\$337,425
1401-"Assoc/Asst Dean, Agriculture"	Group 0 University Systems	10	\$214,946	\$140,244	\$177,595	\$142,076	\$221,994
1402-"Assoc/Asst Dean, Architecture"	Group 0 University Systems	7	\$183,614	\$123,891	\$153,752	\$123,002	\$192,190
1404-"Assoc/Asst Dean, Arts and Sciences"	Group 0 University Systems	10	\$237,302	\$106,697	\$171,999	\$137,599	\$214,999
1406-"Assoc/Asst Dean, Business"	Group 0 University Systems	12	\$371,836	\$110,433	\$241,134	\$192,907	\$301,418
1412-"Assoc/Asst Dean, Education"	Group 0 University Systems	11	\$229,069	\$128,043	\$178,556	\$142,845	\$223,195

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
1413-"Assoc/Asst Dean, Engineering"	Group 0 University Systems	11	\$246,418	\$140,107	\$193,263	\$154,610	\$241,578
1418-"Assoc/Asst Dean, Government/Public Affairs/Public Policy"	Group 0 University Systems	5	\$189,836	\$149,494	\$169,665	\$135,732	\$212,081
1419-"Assoc/Asst Dean, Graduate Programs "	Group 0 University Systems	9	\$206,500	\$113,620	\$160,060	\$128,048	\$200,075
1424-"Assoc/Asst Dean, Journalism & Mass Communications "	Group 0 University Systems	5	\$172,074	\$128,080	\$150,077	\$120,061	\$187,596
1425-"Assoc/Asst Dean, Law"	Group 0 University Systems	9	\$304,680	\$134,764	\$219,722	\$175,778	\$274,652
1426-"Deputy College Librarian - Assoc Dean/Director or Branch Librarian (previously Assoc	Group 0 University Systems	5	\$233,906	\$97,931	\$165,918	\$132,734	\$207,398
1428-"Assoc/Asst Dean, Medicine"	Group 0 University Systems	6	\$380,323	\$99,491	\$239,907	\$191,926	\$299,884
1430-"Assoc/Asst Dean, Nursing"	Group 0 University Systems	8	\$249,674	\$128,057	\$188,865	\$151,092	\$236,082
1433-"Assoc/Asst Dean, Pharmacy"	Group 0 University Systems	7	\$202,855	\$129,252	\$166,054	\$132,843	\$207,567
1435-"Assoc/Asst Dean, Public Health"	Group 0 University Systems	5	\$199,575	\$132,561	\$166,068	\$132,854	\$207,585
1436-"Assoc/Asst Dean, Sciences"	Group 0 University Systems	6	\$209,396	\$135,334	\$172,365	\$137,892	\$215,456
1441-"Assoc/Asst Dean, Veterinary Medicine "	Group 0 University Systems	8	\$212,356	\$147,901	\$180,129	\$144,103	\$225,161
2001-Vice Provost	Group 0 University Systems	10	\$312,131	\$203,528	\$257,829	\$206,264	\$322,287
2002-Associate Provost	Group 0 University Systems	9	\$255,789	\$169,330	\$212,559	\$170,047	\$265,699
2003-Assistant Provost	Group 0 University Systems	5	\$225,319	\$98,383	\$161,851	\$129,480	\$202,313
2004-Director of Institutional Research	Group 0 University Systems	20	\$209,049	\$104,170	\$156,610	\$125,288	\$195,762
2005-"Associate Director, Institutional Research"	Group 0 University Systems	9	\$113,967	\$88,028	\$100,997	\$80,798	\$126,247
2007-"Director, International Education"	Group 0 University Systems	10	\$245,440	\$106,200	\$175,820	\$140,656	\$219,775
2008-"Director, International Studies Education"	Group 0 University Systems	5	\$109,159	\$86,179	\$97,669	\$78,135	\$122,086
2009-"Director, Sponsored Research and Programs"	Group 0 University Systems	19	\$281,304	\$118,000	\$199,652	\$159,721	\$249,565
2010-"Director, Continuing Education"	Group 0 University Systems	8	\$213,728	\$91,686	\$152,707	\$122,165	\$190,883
2011-Senior Technology Licensing Officer	Group 0 University Systems	14	\$172,378	\$96,318	\$134,348	\$107,478	\$167,935
2012-"Director, Distance Learning"	Group 0 University Systems	5	\$127,539	\$73,219	\$100,379	\$80,303	\$125,474
2013-"Director, Teaching Center"	Group 0 University Systems	7	\$187,351	\$95,646	\$141,499	\$113,199	\$176,873
2014-Assoc/Asst VP for Research	Group 0 University Systems	14	\$316,476	\$168,629	\$242,553	\$194,042	\$303,191
2015-Director of Museums	Group 0 University Systems	11	\$301,556	\$103,731	\$202,644	\$162,115	\$253,305
2016-Education Abroad Director	Group 0 University Systems	6	\$123,900	\$88,500	\$106,200	\$84,960	\$132,750

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
2027-"Chief Financial Officer, Medical School "	Group 0 University Systems	6	\$519,200	\$151,748	\$335,474	\$268,379	\$419,343
2028-"Chief Admissions Officer, Medical School "	Group 0 University Systems	7	\$236,256	\$66,315	\$151,285	\$121,028	\$189,107
2030-"Chief Student Affairs Officer, Medical School "	Group 0 University Systems	5	\$215,834	\$109,386	\$162,610	\$130,088	\$203,262
2031-"Chief Development Officer, Medical School "	Group 0 University Systems	5	\$442,500	\$219,586	\$331,043	\$264,834	\$413,804
2032-"Chief IT Officer, Medical School "	Group 0 University Systems	8	\$219,775	\$103,677	\$161,726	\$129,381	\$202,158
2035-"Chief Human Resources Officer, Medical School "	Group 0 University Systems	5	\$243,080	\$50,070	\$146,575	\$117,260	\$183,219
2050-"Library Director (previously Director, Library Services)"	Group 0 University Systems	16	\$357,358	\$148,150	\$252,754	\$202,203	\$315,943
2051-"Acquisitions Librarian (previously Head Librarian, Acquisitions)"	Group 0 University Systems	9	\$107,616	\$79,855	\$93,736	\$74,989	\$117,170
2052-"Head of Technical Services (Previously Head Librarian, Technical Services)"	Group 0 University Systems	7	\$183,149	\$102,159	\$142,654	\$114,123	\$178,317
2053-"Head of Public (Access) Services (previously Head Librarian, Public/Access Services)"	Group 0 University Systems	8	\$156,068	\$83,021	\$119,545	\$95,636	\$149,431
2054-"Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Ca	Group 0 University Systems	6	\$110,962	\$76,329	\$93,646	\$74,917	\$117,057
2055-"Head of Collection Development (previously Head Librarian, Collection Development)"	Group 0 University Systems	7	\$157,678	\$83,208	\$120,443	\$96,354	\$150,553
2056-"Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Li	Group 0 University Systems	6	\$156,468	\$87,899	\$122,184	\$97,747	\$152,730
2057-"Director, Educational Media Services"	Group 0 University Systems	6	\$155,620	\$69,063	\$112,341	\$89,873	\$140,427
2076-"Associate Director, Admissions"	Group 0 University Systems	16	\$145,797	\$79,728	\$112,763	\$90,210	\$140,953
2078-Registrar	Group 0 University Systems	18	\$192,711	\$134,034	\$163,372	\$130,698	\$204,215
2079-Associate Registrar	Group 0 University Systems	19	\$120,362	\$73,951	\$97,156	\$77,725	\$121,446
2080-Assistant Registrar	Group 0 University Systems	13	\$75,672	\$54,337	\$65,004	\$52,004	\$81,256
2082-"Director, Student Financial Aid"	Group 0 University Systems	19	\$195,022	\$123,237	\$159,129	\$127,304	\$198,912

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

CUPA Title	2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum	
2083-"Associate Director, Student Financial Aid"	Group 0 University Systems	16	\$124,166	\$75,238	\$99,702	\$79,761	\$124,627
3001-"Director, Risk Management and Insurance"	Group 0 University Systems	15	\$201,936	\$51,345	\$126,641	\$101,312	\$158,301
3005-"Director, Contracts and Grants "	Group 0 University Systems	9	\$237,926	\$116,890	\$177,408	\$141,926	\$221,760
3006-"Director, College/University Press "	Group 0 University Systems	11	\$211,055	\$128,318	\$169,686	\$135,749	\$212,108
3007-College/Division Business Affairs Officer	Group 0 University Systems	6	\$208,729	\$103,119	\$155,924	\$124,739	\$194,905
3009-Director/Head of Sustainability NEW	Group 0 University Systems	9	\$219,754	\$85,668	\$152,711	\$122,169	\$190,889
3026-Associate Budget Director	Group 0 University Systems	10	\$248,980	\$93,043	\$171,012	\$136,809	\$213,764
3027-Assistant Comptroller	Group 0 University Systems	9	\$249,122	\$89,680	\$169,401	\$135,521	\$211,751
3028-Restricted Funds Accountant	Group 0 University Systems	5	\$115,895	\$62,952	\$89,423	\$71,539	\$111,779
3029-"Director, Accounting"	Group 0 University Systems	13	\$174,782	\$81,636	\$128,209	\$102,567	\$160,261
3030-Bursar	Group 0 University Systems	13	\$158,770	\$95,551	\$127,160	\$101,728	\$158,950
3032-"Director/Manager, Payroll"	Group 0 University Systems	19	\$176,995	\$74,246	\$125,620	\$100,496	\$157,026
3033-"Director, Purchasing/Materials Management"	Group 0 University Systems	17	\$202,488	\$104,157	\$153,323	\$122,658	\$191,653
3034-"Associate Director, Purchasing/Materials Management"	Group 0 University Systems	10	\$144,222	\$80,652	\$112,437	\$89,950	\$140,546
3050-"Director, Auxiliary Services"	Group 0 University Systems	7	\$220,109	\$141,600	\$180,854	\$144,684	\$226,068
3051-"Director/Manager, Printing Services"	Group 0 University Systems	11	\$158,011	\$77,174	\$117,593	\$94,074	\$146,991
3052-"Director/Manager, Mail Services "	Group 0 University Systems	14	\$121,606	\$53,338	\$87,472	\$69,978	\$109,340
3053-"Director, Bookstore"	Group 0 University Systems	6	\$219,898	\$96,141	\$158,019	\$126,415	\$197,524
3055-"Director, Food/Dining Services"	Group 0 University Systems	13	\$191,280	\$94,801	\$143,041	\$114,433	\$178,801
3056-"Associate Director, Food /Dining Services"	Group 0 University Systems	12	\$153,400	\$85,525	\$119,463	\$95,570	\$149,328
3076-"Director, Environmental Health and Safety"	Group 0 University Systems	19	\$206,849	\$124,667	\$165,758	\$132,607	\$207,198
3077-"Director, Campus Security/Safety"	Group 0 University Systems	20	\$234,608	\$126,428	\$180,518	\$144,414	\$225,647
3078-"Director, Parking and Transportation"	Group 0 University Systems	16	\$188,800	\$79,001	\$133,901	\$107,120	\$167,376
3101-"Director, Real Estate and Space Management "	Group 0 University Systems	10	\$218,772	\$91,686	\$155,229	\$124,183	\$194,036
3102-Architect for the Institution	Group 0 University Systems	11	\$210,717	\$108,769	\$159,743	\$127,794	\$199,679

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
3103-"Associate Director, Physical Plant/Facilities Management"	Group 0 University Systems	15	\$226,240	\$109,300	\$167,770	\$134,216	\$209,713
3104-"Director, Energy and Utilities "	Group 0 University Systems	10	\$191,325	\$92,335	\$141,830	\$113,464	\$177,288
3105-"Manager, Landscape and Grounds"	Group 0 University Systems	14	\$161,444	\$76,700	\$119,072	\$95,258	\$148,840
3106-"Manager, Building Maintenance Trades"	Group 0 University Systems	14	\$215,970	\$74,633	\$145,301	\$116,241	\$181,626
3107-"Manager, Technical Trades"	Group 0 University Systems	7	\$161,500	\$81,942	\$121,721	\$97,376	\$152,151
3108-"Manager, Custodial Services"	Group 0 University Systems	17	\$169,317	\$72,886	\$121,102	\$96,881	\$151,377
3109-"Manager, Power Plant"	Group 0 University Systems	9	\$168,150	\$84,204	\$126,177	\$100,941	\$157,721
4001-"Associate Director, Human Resources"	Group 0 University Systems	9	\$171,808	\$99,233	\$135,521	\$108,417	\$169,401
4002-"Director/Manager, Employee Benefits"	Group 0 University Systems	18	\$172,206	\$82,444	\$127,325	\$101,860	\$159,156
4003-"Director/Manager, Training and Development"	Group 0 University Systems	17	\$171,808	\$85,668	\$128,738	\$102,990	\$160,923
4004-"Director/Manager, Employee Relations"	Group 0 University Systems	11	\$168,504	\$90,268	\$129,386	\$103,509	\$161,732
4005-"Director/Manager, Labor Relations"	Group 0 University Systems	7	\$171,808	\$79,343	\$125,576	\$100,460	\$156,970
4006-"Director/Manager, Employment"	Group 0 University Systems	11	\$153,400	\$73,160	\$113,280	\$90,624	\$141,600
4007-"Director/Manager, Compensation and Classification"	Group 0 University Systems	13	\$182,112	\$75,160	\$128,636	\$102,909	\$160,795
4008-"Director/Manager, Human Resources Information Systems (HRIS)"	Group 0 University Systems	11	\$175,584	\$75,845	\$125,714	\$100,571	\$157,143
4009-"Director, Affirmative Action/Equal Employment"	Group 0 University Systems	15	\$212,563	\$120,349	\$166,456	\$133,165	\$208,070
4010-"Associate Director, Affirmative Action/Equal Employment"	Group 0 University Systems	7	\$118,000	\$55,554	\$86,777	\$69,422	\$108,472
4012-"Director, Disability Services"	Group 0 University Systems	6	\$150,411	\$61,752	\$106,081	\$84,865	\$132,602
5001-Deputy Chief Information Officer	Group 0 University Systems	13	\$284,404	\$169,283	\$226,843	\$181,475	\$283,554
5002-"Director, Academic Computing"	Group 0 University Systems	7	\$194,907	\$169,292	\$182,099	\$145,679	\$227,624
5004-"Director, Administrative Computing"	Group 0 University Systems	8	\$342,856	\$124,794	\$233,825	\$187,060	\$292,282
5006-"Director, Telecommunications/Networking"	Group 0 University Systems	15	\$253,548	\$113,877	\$183,712	\$146,970	\$229,641
5007-"Director, Enterprise Information Systems "	Group 0 University Systems	9	\$206,500	\$133,912	\$170,206	\$136,165	\$212,758

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
5008-"Director, Research Computing "	Group 0 University Systems	5	\$239,011	\$114,993	\$177,002	\$141,602	\$221,253
5009-"Director, Enterprise Data Center"	Group 0 University Systems	6	\$194,110	\$135,700	\$164,905	\$131,924	\$206,131
5010-"Director, IT Security "	Group 0 University Systems	13	\$217,858	\$122,720	\$170,289	\$136,231	\$212,861
5011-"Director, Instructional Technology "	Group 0 University Systems	6	\$182,900	\$115,587	\$149,243	\$119,395	\$186,554
5012-"Director, User Services "	Group 0 University Systems	7	\$197,696	\$78,568	\$138,132	\$110,506	\$172,665
5014-Principal Database Administrator	Group 0 University Systems	10	\$174,522	\$72,646	\$123,584	\$98,867	\$154,480
5015-Principal Systems Analyst	Group 0 University Systems	8	\$134,762	\$85,589	\$110,175	\$88,140	\$137,719
6001-Director of Athletics	Group 0 University Systems	19	\$814,200	\$141,600	\$477,900	\$382,320	\$597,375
6002-Associate Athletic Director	Group 0 University Systems	10	\$188,328	\$122,799	\$155,564	\$124,451	\$194,454
6003-"Assoc/Asst Athletic Director, Sports Information/Communications"	Group 0 University Systems	14	\$146,149	\$65,915	\$106,032	\$84,825	\$132,540
6006-Assoc/Asst Athletic Director for Finance & Business	Group 0 University Systems	14	\$236,000	\$59,682	\$147,841	\$118,273	\$184,801
6007-Assoc/Asst Athletic Director for Operations	Group 0 University Systems	10	\$156,350	\$75,594	\$115,972	\$92,778	\$144,965
6008-Assoc/Asst Athletic Director for External Affairs	Group 0 University Systems	8	\$200,600	\$112,236	\$156,418	\$125,134	\$195,522
6009-Assoc/Asst Athletic Director for Development	Group 0 University Systems	11	\$224,200	\$89,337	\$156,768	\$125,415	\$195,960
6010-Assoc/Asst Athletic Director for Academic Affairs	Group 0 University Systems	9	\$148,680	\$96,761	\$122,721	\$98,176	\$153,401
6011-Assoc/Asst Athletic Director for Compliance	Group 0 University Systems	13	\$171,808	\$81,772	\$126,790	\$101,432	\$158,487
7001-Associate VP for Student Affairs	Group 0 University Systems	9	\$218,300	\$140,962	\$179,631	\$143,705	\$224,539
7002-Assistant VP for Student Affairs	Group 0 University Systems	9	\$182,622	\$119,505	\$151,063	\$120,850	\$188,829
7003-Dean of Students	Group 0 University Systems	11	\$198,594	\$112,147	\$155,371	\$124,296	\$194,213
7004-"Director, Greek Life "	Group 0 University Systems	12	\$108,520	\$53,160	\$80,840	\$64,672	\$101,050
7005-"Director, Foreign Students"	Group 0 University Systems	9	\$128,856	\$71,027	\$99,941	\$79,953	\$124,927
7007-"Director, Minority Affairs"	Group 0 University Systems	7	\$127,558	\$69,620	\$98,589	\$78,871	\$123,236
7008-"Director, Conferences"	Group 0 University Systems	7	\$127,440	\$68,364	\$97,902	\$78,322	\$122,378
7009-"Director, Woman's Center"	Group 0 University Systems	13	\$164,711	\$62,835	\$113,773	\$91,019	\$142,217
7026-"Director, Student Activities"	Group 0 University Systems	10	\$133,458	\$57,242	\$95,350	\$76,280	\$119,187
7028-"Director, Campus Recreation/Intramurals"	Group 0 University Systems	20	\$168,740	\$81,656	\$125,198	\$100,158	\$156,498
7029-"Assistant Director, Campus Recreation/Intramurals"	Group 0 University Systems	12	\$126,260	\$46,732	\$86,496	\$69,197	\$108,120

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
7031-"Director, Student Union"	Group 0 University Systems	13	\$179,489	\$61,259	\$120,374	\$96,299	\$150,467
7032-"Associate/Assistant Director, Student Union"	Group 0 University Systems	9	\$126,520	\$57,370	\$91,945	\$73,556	\$114,931
7050-"Director, Academic Advising"	Group 0 University Systems	5	\$115,580	\$55,460	\$85,520	\$68,416	\$106,900
7051-"Director, Career Development and Placement"	Group 0 University Systems	19	\$175,964	\$98,100	\$137,032	\$109,626	\$171,290
7052-"Director, Student Academic Counseling"	Group 0 University Systems	5	\$153,400	\$106,200	\$129,800	\$103,840	\$162,250
7053-"Associate Director, Student Counseling"	Group 0 University Systems	6	\$114,932	\$59,047	\$86,990	\$69,592	\$108,737
7076-"Director, Student Housing"	Group 0 University Systems	16	\$178,133	\$92,105	\$135,119	\$108,095	\$168,899
7077-"Associate Director, Student Housing"	Group 0 University Systems	11	\$148,798	\$67,189	\$107,994	\$86,395	\$134,992
7078-Housing Officer/Administrative Operations	Group 0 University Systems	11	\$153,400	\$76,700	\$115,050	\$92,040	\$143,813
7079-Housing Officer/Residence Life	Group 0 University Systems	14	\$148,101	\$40,473	\$94,287	\$75,429	\$117,858
7101-"Director, Student Health Services (Physician Administrator)"	Group 0 University Systems	16	\$290,369	\$153,501	\$221,935	\$177,548	\$277,419
7103-"Director, Student Health Services (Non Medical Administrator)"	Group 0 University Systems	7	\$181,394	\$89,744	\$135,569	\$108,455	\$169,461
7104-"Director, Counseling and Psychological Services"	Group 0 University Systems	17	\$175,042	\$113,251	\$144,146	\$115,317	\$180,183
8001-Associate/Assistant Vice President/Chancellor for Development	Group 0 University Systems	6	\$439,215	\$193,895	\$316,555	\$253,244	\$395,694
8002-"Director, Annual Giving"	Group 0 University Systems	17	\$166,641	\$74,930	\$120,785	\$96,628	\$150,982
8003-"Director, Corporate/Foundation Relations"	Group 0 University Systems	14	\$200,617	\$102,267	\$151,442	\$121,153	\$189,302
8004-"Director, Planned Giving"	Group 0 University Systems	11	\$207,550	\$105,896	\$156,723	\$125,378	\$195,904
8005-"Director, Alumni Affairs"	Group 0 University Systems	13	\$303,850	\$103,311	\$203,581	\$162,865	\$254,476
8007-"Director, Major Gifts"	Group 0 University Systems	11	\$239,304	\$104,644	\$171,974	\$137,579	\$214,967
8008-Director of Development for an Institutional School/College	Group 0 University Systems	10	\$192,184	\$95,049	\$143,617	\$114,893	\$179,521
8009-"Director, Donor Relations "	Group 0 University Systems	8	\$137,845	\$77,789	\$107,817	\$86,254	\$134,771
8010-"Director, Advancement Research/Prospect Management "	Group 0 University Systems	8	\$104,331	\$76,818	\$90,574	\$72,460	\$113,218
8026-"Director, Governmental/Legislative Relations"	Group 0 University Systems	13	\$276,828	\$137,141	\$206,984	\$165,588	\$258,730

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

CUPA Title		2010- 2011 Number of Peers	2010-11 Highest Salary	2010-11 Lowest Salary	2010-11 Midpoint Salary	2011-12 Projected Minimum	2011-12 Projected Maximum
8027-"Director, Federal Relations "	Group 0 University Systems	11	\$237,945	\$142,575	\$190,260	\$152,208	\$237,825
8028-"Director, State Government Relations"	Group 0 University Systems	8	\$208,953	\$81,736	\$145,345	\$116,276	\$181,681
8030-"Director, Community Services"	Group 0 University Systems	8	\$170,161	\$83,430	\$126,795	\$101,436	\$158,494
8050-"Director, Publications"	Group 0 University Systems	10	\$143,611	\$77,481	\$110,546	\$88,437	\$138,182
8051-"Associate Director, Publications"	Group 0 University Systems	5	\$118,009	\$68,117	\$93,063	\$74,450	\$116,329
8052-"Director, Information Office"	Group 0 University Systems	9	\$177,000	\$102,193	\$139,596	\$111,677	\$174,495
8053-"Director, News Bureau/Service"	Group 0 University Systems	12	\$162,840	\$74,007	\$118,424	\$94,739	\$148,030
8054-Director of Marketing	Group 0 University Systems	6	\$195,408	\$93,940	\$144,674	\$115,739	\$180,842

UNC-GA IRA/PDF.PR004/08MAR11

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 2009-10 (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.

Projections include an increase to account for three year average deflation. For 2011-12 a 0.0% increase is projected.