

Table of Contents for the Fox Lawson Report

	Page No.
Part 1 – Memo to CSU-Pueblo Campus Stakeholders	1
Part 2 - Compensation Analysis Summary	4
Fox Lawson Compensation Analysis	5
Part 3 - Faculty Market Data and Recommendation Summary	26
Fox Lawson Faculty Market Data and Recommendation Report	28
Part 4 - Market Pricing Worksheets Summary	37
Fox Lawson Market Pricing Worksheets	38
Part 5 - Admin/Professional Individual Comparison Summary	148
Fox Lawson Admin/Professional Individual Comparison	149
Part 6 - Market Pricing Content - for Administrative Professional Jobs Summary	152
Fox Lawson Market Pricing Content - for Administrative Professional Jobs Report	153
Part 7 - Athletics Department Salaries Summary	155
Fox Lawson Athletics Department Salaries Report	156
Part 8 - Pay Equity Analysis Summary	157
Fox Lawson Pay Equity Analysis Report	158

TO: CSU-Pueblo Campus Stakeholders

FROM: Margie Massey *mm*
President, CSU-Pueblo Faculty Senate

Patty Milner *pm*
President, CSU-Pueblo Administrative Professional Council

DATE: May 2, 2016

SUBJECT: CSU-Pueblo Equity Study

Background. In Fall 2013, President Di Mare commissioned a private firm (Fox Lawson) to conduct an analysis of pay equity for all faculty and administrative professionals at Colorado State University – Pueblo. The purpose of the equity study was twofold: (a) to determine whether or not compensation for faculty and staff was appropriate relative to CSU-Pueblo’s peers; and (b) to determine if there was statistical evidence of pay inequities on campus attributable to ethnicity or gender. A first draft of the study was completed by Fox Lawson in Fall 2014.

Equity Study Team Membership. In October 2014, the President appointed an Equity Study Team of campus representatives to examine the study and make recommendations to cabinet. The faculty were represented by the members of the Faculty Compensation Committee. The administrative professionals represented by a group from the Administrative Professionals Council. A complete list of participants is as follows:

Beverly Allen	Margie Massey	Abhay Shah
Jessica Boynton	Amanda Mestas	Karl Spiecker
Paul Chacon	Patricia Milner	Michael Wakefield
George Dallam	Paul Orscheln	Tammy Watkins
Joe Folda	Chris Picicci	Nicole Whitaker
Ralph Jacobs	Amy Robertshaw	Krystin White
Richard Kreminski	Jason Saphara	Carl Wright
Derek Lopez	Kevin Seeber	

Equity Study Team Charge. The Equity Study Team had two fundamental charges. First, the team was assigned to examine the study to determine if there were any issues pertaining to the efficacy of the data used in the analysis or with the analysis itself. The team’s second charge was to develop recommendations for how to implement the study by phasing in salary adjustments when funds become available.

Equity Study Team Process. Reviewing the draft reports submitted by Fox Lawson was quite time consuming for the team. The primary source of salary information used by Fox Lawson was the CUPA salary survey. Fox Lawson also used other survey sources when they considered it

useful or necessary to do so. There was a great deal of information exchange between the consultant and the Equity Study Team. The review was an iterative process that involved updating job descriptions, clarifying duties, and matching actual salaries to those used in the study. Some aspects of the study remain unresolved (e.g., Fox Lawson failed to find matches for a few positions and appropriate peer salaries for lecturers and artists in residence were not finalized). Additionally, the final study did not include recommendations for how to account for “years in rank”. Faculty and staff in their respective positions should be compensated more if they have held that position for a longer period of time than a peer who was newly appointed to the position. These are among the issues that the Equity Study Team will address in the coming months. While the final study is not perfect, the final document reflects significant improvements that have been made since the consultants’ initial draft. The team understands further changes can be made by the Equity Study Team.

Fox Lawson – Final Analysis. The Equity Study Team met throughout the past 18 months to examine the data in the draft equity analysis submitted by Fox Lawson. The team worked to ensure accuracy of the information used in the analysis as a part of its first charge. The final copy of the study conducted by Fox Lawson is attached for the campus to review. There is a summary sheet depicting each of the components of the final draft.

One broad inference that can be made from the Fox Lawson report is that the University as a whole is paying salaries that are lower than those paid by many other comparable universities. It should also be recognized that the market salary differences vary widely among faculty disciplines and administrative professional titles. Some positions are very close to the comparable markets, while others are not. Additionally, there are no significant variances among faculty and staff that can be attributed to gender or ethnicity. Please note that, in general, the study examined positions and their respective salaries as of Fall 2013. Some data may have changed since that time (e.g., salaries, duties, titles, etc.).

Over the course of the next few months, the Equity Study Team will be developing recommendations for the cabinet regarding the adjustments that should be made and how they can be phased in as funds become available.

Next Steps. Now that the study is complete, the Equity Study Team will continue to meet to develop recommendations for phasing in salary adjustments when funds become available.

1. Meet with campus stakeholders. The Equity Study Team will hold at least two meetings with campus stakeholders to explain the study, answer questions, and get feedback regarding next steps. For those who would prefer, comments can be submitted to equitystudyteam@csupueblo.edu. The campus meetings will be held as follows:
 - a. June 2016. Date and time TBD. Details will be shared with the campus after coordinating with the Faculty Senate and Administrative Professional Council.
 - b. The week of convocation for the Fall 2016 semester. Details will be shared with the campus after coordinating with other activities happening that week.

2. Correct any technical inconsistencies between Fox Lawson documents (e.g., a salary for a position may have been accurately portrayed in one document, but in another document numbers may have been transposed).
3. Develop recommendations for certain positions (e.g., visiting professors, lecturers, and adjunct faculty, and administrative professional positions for which job matches were not identified by Fox Lawson).
4. Develop recommendations for how “years in rank” or “years in position” and merit will be incorporated into final salary recommendations.
5. Develop recommendations about total salary changes that should be made across the entire campus (including cost estimates).
6. Develop recommendations for phasing in salary adjustments.

Fox Lawson Compensation Analysis Summary

The Fox Lawson Compensation Analysis contains basic information about how the study was conducted. It discusses compensation in terms of market competitiveness and internal equity. The Analysis report describes the information sources that were used to arrive at an assessment of the degree to which CSU-Pueblo is or is not competitive in the markets in which the University must participate in order to meet its staffing needs. Fox Lawson drew data from the sources indicated below:

- 1) The CUPA Q3 survey set, which is comprised of all universities with student populations between 3,300 and 9,500 who participated in the College and University Professional Association (CUPA) survey.
- 2) The FLA Selected Peers which is comprised of universities previously designated by the Board of Governors as peers for CSU-Pueblo and additional universities selected by Fox Lawson. The additional universities selected by Fox Lawson consisted of some institutions recommended by CSU-Pueblo Deans and additional universities chosen by Fox Lawson as appropriate matches for CSU-Pueblo. The FLA Selected Peers list is shown on page 9 of the Compensation Analysis. The salary information was drawn from the CUPA survey.
- 3) Fox Lawson also used 3 private sector surveys consisting of the Towers Watson survey for Professional and Administrative Salaries, the Mercer survey for Professional and Administrative Salaries and the Economic Research Institute Survey Database.
- 4) The D2 Athletics Director's Association survey.

For faculty positions Fox Lawson provided comparisons to the CUPA Q3 and the FLA Selected Peers survey sets, when the data was available from those sources. For administrative professional jobs the CUPA Q3, FLA Selected Peers, and the 3 private sector survey sources were used to the extent appropriate for each job. Athletics information came from the D2 Athletics Director's Association, CUPA Q3 and FLA Selected Peers surveys sets.

On page 12 Fox Lawson provides guidelines that describe levels of competitiveness in terms of highly competitive, competitive, possible misalignment with the market and significant misalignment with the market. Generally, the University's salaries are lower than the market.

The report contains information about the extent to which faculty, administrative professionals, and athletics staff salaries compare in an aggregate way to the market comparison sets described earlier. Fox Lawson provides an analysis for each of these employee groups.

The last few pages of the 21 page report address "issues and recommendations".

The Compensation Analysis report is based on a number of spreadsheets that provide more detailed information about market information for each job that was surveyed. Please see the spreadsheets for more detailed information. This page is a brief summary of the Fox Lawson Compensation Analysis. It does not address all the information provided in the Compensation Analysis. Please read the entire Compensation Analysis in order to understand the full scope of the Fox Lawson document.



Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

Colorado State University – Pueblo

Compensation Analysis

AUGUST 2015

Table of Contents

- Project Summary
- Compensation Strategy
- Compensation Analysis
 - Administrative/Professional
 - Faculty
- Issues & Recommendations

Study Background

- Arthur J. Gallagher's Human Resources and Compensation Consulting group (AJG) was retained by Colorado State University – Pueblo (CSU-Pueblo) to conduct a review of the current pay levels in comparison to the market and formulate recommendations of potential changes for all administrative/professional and faculty positions. To do this we:
 - Reviewed the job descriptions, salaries and organizational structures of all administrative and professional jobs
 - Developed a working Classification and Compensation Strategy document.
 - Collected market data (administrative/professional and faculty) related to salaries from published survey sources using identified peer lists.
 - Prepared summary comparisons of the market benchmark jobs and current CSU-Pueblo salaries (copies attached), we then used this information and identified any pay disparities between CSU and the market.

Classification & Compensation Strategy

- AJG and CSU-Pueblo Human Resources held meetings with each Dean, various faculty groups and employees to explain the study and discuss any issues that we should be aware of during the study.
- We solicited recommendations from the Deans on a list of potential peer group of institutions from which to compare salaries.
- We obtained the CSU-Pueblo official list of peer institutions.

Classification & Compensation Strategy

- AJG reviewed the information gathered during the meetings and prepared a draft Compensation Strategy.
- The draft strategy document is attached to this report.
- In short, it states that:
 - The University is committed to setting the standard for regional comprehensive universities in teaching, research and service by providing leadership and access for its region while maintaining its commitment to diversity. To support our commitment to excellence, we shall maintain a compensation program directed toward attracting, retaining and rewarding a qualified and diverse workforce. Our culture must challenge employees to contribute in meaningful ways to the mission of the University.
 - Our compensation program shall be transparent, fair, non-discriminatory, easy to administer and easily understood. Therefore, our compensation goals for faculty and administrative/professional employee classifications must be comparable. Within the boundaries of financial feasibility, employee compensation shall be internally equitable and externally competitive.

Classification & Compensation Strategy

- The purpose of the Strategy document is to establish a direction for the compensation system of CSU-Pueblo in a documented format that will provide clarity for the resolution of issues in the future.

- Compensation:

- The University wants to compete with other similarly situated universities and public and private employers to attract individuals with established track records as well as those with growth potential. Our goal is to achieve the 50th percentile (median) of the competitive market, when financially and administratively feasible and to be internally consistent with equitable pay practices. If competitive compensation cannot be achieved immediately, the University will demonstrate progress towards the aims detailed in this document, in a fair and equitable manner.

Classification & Compensation Strategy

— Compensation:

- For evaluating external pay competitiveness for administrative and professional positions, we will rely primarily on data from the CUPA-HR administrative and professional surveys for applicable jobs, existing surveys published by reputable survey companies, and other available salary surveys that meet professional standards. Local and regional market salary survey data will be used if available. Where applicable, both private and public sector organizations will be used as comparable organizations.

— Internal Equity:

- The University will apply a broad classification concept to each administrative/professional position's duties and responsibilities to classify the positions into like job classifications to establish consistency across the University and as a means of determining fair and equitable pay. These classifications will be applied uniformly to ensure internal equity, valid comparability with the appropriate labor markets, provide clear distinctions between classifications and to allow for employee flexibility within the organization based on responsibility, experience, educational qualifications, longevity with the University, and other job related characteristics.
- Faculty will be compared based on rank, tenure, and discipline compared to appropriate peers.

Compensation Analysis

- We Identified the appropriate labor markets for CSU-Pueblo employee groups of Faculty and Administrative/Professional staff
- This list consisted (generally) of comparable Master's degree granting institutions of similar enrollment size and tuition.
- It consisted of the CSU-Pueblo peer list that has been used by the University in the past, and the addition of Colleges and Universities that were selected by AJG based on the input of the Deans.
- This list is shown on the next page.
- In addition, because of the limited comparisons in the peer list, we also used a comparison group of all 4 year degree granting institutions with enrollments between about 3,300 to 9,500.

Compensation Analysis

Institution	State	Tuition	Enrollment	Carnegie Class
Adams State College	CO	\$6,500	3,300	M
Angelo State University	TX	\$6,300	7,084	D
Augusta State University**	GA	\$5,600	6,076	M
California State University-Monterey Bay	CA	\$5,900	5,200	S
California State University-San Marcos	CA	\$6,000	10,300	M
California State University-Stanislaus*	CA	?	7,087	M
Cameron University	OK	\$4,800	6,463	M
Central Washington University	WA	\$8,900	10,800	M
Colorado Christian University	CO	\$23,800	3,100	M
CUNY-York College	NY	\$5,400	8,241	M
Emporia State University*	KS	\$5,200	5,970	M
Fairmont State University	WV	\$5,300	4,617	M
Francis Marion University	SC	\$8,800	4,187	M
Humboldt State University	CA	?	?	?
Midwestern State University	TX	\$6,900	6,181	M
Minnesota State University - Moorhead	MN	\$7,800	7,254	D
MISSOURI WESTERN STATE COLLEGE	MO	\$5,200	6,296	Bac/Div
Montana State University-Billings	MT	\$5,700	5,300	M
The Evergreen State College	WA	\$7,500	4,794	S
CU - Colorado Springs*	CO	\$8,200	9,339	M
University of Massachusetts-Dartmouth	MA	\$11,700	9,225	D
University of Michigan-Flint*	MI	\$9,000	8,262	M
UNIVERSITY OF SOUTH CAROLINA UPSTATE	SC	\$9,100	5,493	Bac/Div
University of Tennessee-Martin	TN	\$9,100	9,900	M
University of Texas at Tyler *	TX	\$6,700	6,696	M
Washburn University * (JD)	KS	\$5,500	7,303	M
Western Connecticut State University	CY	\$8,400	6,407	D
Westminster College	UT	\$28,000	3,348	M
AVERAGES		\$9,200	6,843	

* Blue indicates CSU-Pueblo "Official" Peers.

** Augusta State University was not included in the data cut.

Compensation Analysis

- In addition, we collected market data from published surveys to represent the private sector. The surveys that we accessed were:
 - Towers Watson for Professional and Administrative Salaries
 - Mercer for Professional and Administrative Salaries
 - Economic Research Institute Survey Database

Compensation Analysis

- For both Administrative/Professional jobs and Faculty, our primary data source was the CUPA-HR database from the identified peer institutions.
- In addition, for athletics positions, we accessed the “D2 Athletic Director’s Association 2011 Salary and Staffing Survey.”
 - We identified 112 Administrative/Professional benchmark positions on which we obtained valid salary data.
 - For Administrative/Professional jobs where there is not sufficient market data, the University will need to determine what benchmark jobs and market rates are comparable and appropriate.
 - We identified 36 positions from Athletic department on which we collected valid salary data.
- All market data that was not specific to the Pueblo labor market were adjusted to the Pueblo economic environment using the Economic Research Institute’s Cost-of-Labor differential.
- All data have been aged to August 2014.

Compensation Analysis

- The following guidelines are used when determining the competitive nature of current compensation:
 - $\pm 5\%$ = Highly Competitive
 - $\pm 10\%$ = Competitive
 - $\pm 10-15\%$ = Possible misalignment with market
 - $>15\%$ = Significant misalignment with market

Compensation Analysis

- The following chart provides a general picture of how CSU-Pueblo actual salaries compare to the collected market data, in aggregate:
 - A “+” indicates CSU-Pueblo pays above the market
 - A “-” indicates CSU-Pueblo pays below market
- Individual benchmark job comparisons to the market have been provided to CSU-Pueblo separately.

Compensation Analysis - Admin/Prof

	50 th Percentile
Administrative/Professional Classifications	-11.13%
Athletics Classifications	-12.11%

- According to the chart, CSU-Pueblo is considered possibly misaligned with the market 50th percentile.
- We have provided the individual benchmark comparisons to CSU-Pueblo separately for review. Individual positions may be above or below the market. If a job is > + or – 15% of the market 50th percentile, additional research by CSU-Pueblo may be necessary to explain pay differences with the market.
- Such differences may be due to internal equity relationships, individual experience, performance, turnover or recruitment issues.

Compensation Analysis - Faculty

- We collected Faculty market data from CUPA-HR for the 27 selected peer institutions shown previously.
- We matched rank and discipline where possible. If there were too few reporting institutions to establish a reliable median salary for a specific discipline, we have also provided reference information from a broader group of four year colleges and universities throughout the country that have enrollments between approximately 3,300 and 9,500.

Compensation Analysis - Faculty

- The comparisons below show the salary comparisons by faculty ranks across all disciplines representing CUPA-HR data drawn from the list of institutions shown earlier.

Rank	Similar Enrollment Median/Average	27 University Peer Group Median
Assistant	-15.17%	+3.84%
Associate	-17.34%	-5.94%
Professor	-12.60%	+0.15%

Compensation Analysis - Faculty

- In comparison to the 27 peers, CSU-Pueblo is competitive overall with the market across all disciplines. Individual faculty may differ to a greater or lesser degree from the market median as shown on the attached detailed report.
- In comparison to the broader market of colleges of similar enrollment, CSU-Pueblo is either misaligned or significantly misaligned with the market at all ranks. Individual faculty may differ to a greater or lesser degree from the market median as shown on the attached detailed report.
- Thus, among its closest peers, CSU-Pueblo is competitive, but may experience difficulty in attracting or retaining faculty in relation to the broader peer group of four year colleges and universities.

* The CUPA 2013-2014 market data.

Compensation Analysis - Adjunct

- The CUPA-HR survey participation rate for adjunct faculty pay is not as good as for faculty salaries. There were insufficient data to analyze the comparable rates of pay for the 27 peer list of schools.
- Therefore, we used colleges with similar enrollments in addition to all Masters granting institutions to obtain reasonable comparison groups. These data show that pay rates vary by discipline, as does faculty pay. However the variability is relatively limited.
- Across all disciplines, the following summary information shows the lowest, highest and median paid per credit. Further data by discipline, is provided as an attachment to this report.

Rate	Similar Enrollments (Q3)	Masters Granting Institutions
Lowest Paid	\$702	\$607
Median	\$1,141	\$973
Highest Paid	\$1,820	\$1,777

* The CUPA 2013-2014 market data.

Issues & Recommendations

- CSU-Pueblo does not have a Classification & Compensation Strategy for its Administrative/Professional or Faculty jobs
- Adopt the Compensation Strategy document previously delivered to provide the direction for current and future pay decisions.
 - Establish consistent HR reviews and a formal process for reclassification reviews, new position placement, salary placement, and related ongoing reviews for Administrative/Professional jobs
 - CSU-Pueblo should review the Strategy document on an annual basis to ensure appropriateness of approaches as well as a check of ongoing processes.
 - Consider adoption of the Compensation Strategy at the Board level.

Issues & Recommendations

■ Compensation

- We recommend CSU-Pueblo conduct a market study similar to the one conducted in this study every 3-4 years to ensure continued competitiveness of the salary structure trend.
- We believe that the University would benefit from an internal equity analysis of these jobs to provide an objective and defensible rationale for the salaries that are paid to its employees.
- In addition, we recommend that a formal salary structure of pay grades and ranges be established to better manage pay for current employees, new hires and when jobs change. This will support managerial decisions and document the systematic process involved in salary determination.
- This process will reduce the possibility of discrimination pay challenges in the future and lend greater credibility to the process of pay setting.

Issues & Recommendations

- **Athletics Compensation**
 - We have provided a comparison of the Athletics compensation as a separate document. Based on the market data, on average, CSU-Pueblo athletics positions are paid 12.11% less than the market.
 - We recommend that CSU-Pueblo review the pay of each of the athletics position in light of the market data and identify, based on seniority, performance and other factors, if any of the employees in these jobs justify a pay adjustment. Since the market data is position specific based on titles and sport, a salary structure for future salary maintenance may not be appropriate.

Fox Lawson Faculty Market Data and Recommendation Summary

This report is a set of 5 spreadsheets. The first page contains an adjustment formula that Fox Lawson developed to obtain a recommended faculty salary when insufficient data was available from the FLA Recommended Peers survey set and there was sufficient information in the CUPA Q3 survey set. More explanation about this adjustment formula is provided in the last paragraph of this summary. The remaining 4 spreadsheets provide detailed salary survey information about professors, associate professors and assistant professors. Information is provided by rank and discipline.

All of the columns through the 8th column are self-explanatory. The 9th column is the faculty member's current base salary. This figure will not include bonus or supplemental income.

The 10th column, headed "Q3 median" is median salary for the survey set comprised of the institutions with enrollments of from 3,340 to 9,576 students, who participated in the CUPA survey. Fox Lawson indicated that there were 312 survey participating institutions in this set.

The 11th column, headed "CIP Code" refers to a job coding system that CUPA uses to categorize jobs. The code ties to a job description for a faculty discipline. You will see that faculty with the same rank and assigned discipline have the same CIP code.

The 12th column, headed "Q3 25th" contains salary survey information that is the 25th percentile data from the CUPA Q3 data set.

The 13th column, headed "Q3 Min" refers to the median minimum salary rate found in the CUPA Q3 data set.

The 14th column, headed "Q3 Max" refers to the median maximum salary rate found in the CUPA Q3 data set.

The 15th column, headed "Q3 NP" refers to the number of positions responding to that CIP code in the CUPA Q3 data set.

The 16th column, headed "Q3 NI" refers to the number of institutions responding to that CIP code in the CUPA Q3 data set.

The 17th column, headed "Current vs Q3 Median" refers to the percent difference between the faculty member's base salary and the median of the CUPA Q3 data set for that CIP code.

The 18th column, headed "FLA Selected Peers" indicates the median of the group of 27 Fox Lawson Selected Peers group for that CIP code. The list is on page 9 of the Compensation Analysis report.

The 19th column, headed "Current vs Peers Median" indicates the percent difference between the faculty member's base salary and the rate shown in the column headed "FLA Selected Peers".

The 20th column, headed "Recommendation" is the Fox Lawson recommended target salary for that faculty member based on survey data and excluding any other considerations that might apply.

When adequate FLA Selected Peers data was available, the Fox Lawson recommendation was drawn from that source. When adequate FLA Selected Peers data was not available, the “Q3 Median” was used but Fox Lawson adjusted that salary using the adjustment formula that Fox Lawson created for each college. The adjustments for each college are shown on the first page of the Faculty Market Data and Recommendation report. The purpose of the adjustment formula was to obtain a recommended salary that was closer to the salaries obtained from the FLA Selected Peers group when adequate FLA Selected Peers data was not available. For example, for the College of Business (BUS) the Q3 median for a faculty member in that college was adjusted by .931 if there was no FLA Selected Peers information that could be used. Fox Lawson recommended a salary for one such employee that was determined by adjusting from the Q3 median salary of \$104,535 to \$97,327. The outcomes using this approach kept all the recommended salaries as close to FLA Selected Peers salary levels as the information available permitted and made for a more consistent frame of reference.

Faculty Market Data and Recommendation

Row Labels	Sum of Q3Median*	Sum of FLA Selected Peers**	
BUS	\$1,086,365	\$1,011,456	93.10%
CSM	\$1,880,923	\$1,673,011	88.95%
EEPS	\$951,731	\$876,972	92.14%
HSS	\$2,895,641	\$2,559,591	88.39%
Grand Total	\$6,814,660	\$6,121,031	89.82%

BUS	93.10%
CSM	88.95%
EEPS	92.14%
HSS	88.39%
LIB	89.82%

Professor CSU-Pueblo Faculty Salaries vs All Schools with Similar Enrollment* CSU-Pueblo Faculty Salaries vs FLA Selected Peers**																			
Last Name	First Name	Job Title	Dept	College	Rank	Assigned Discipline	Degree	Salary	Q3 Median*	CIP Code	Q3 25th*	Q3 Min*	Q3 Max*	Q3 NP	Q3 NI	Current vs Q3 Median*	FLA Selected Peers**	Current vs Peers Median**	Recommendation
Lin	Wenshan	Professor	BUSNS	BUS	Professor	Accounting	PHD	\$128,000	\$117,577	52.03	\$105,361	\$67,366	\$233,212	300	120	8.14%	\$103,928	18.81%	\$103,928
Chi	Jacob	Professor	MUS	HSS	Professor	Music	DMA	\$70,073	\$79,671	50.09	\$72,763	\$48,998	\$172,496	571	131	-13.70%	\$68,925	1.64%	\$68,925
Avina	Maya	Professor	ART	HSS	Professor	Art Studio	MFA	\$62,412	\$80,888	50.07	\$73,761	\$56,902	\$143,505	372	115	-29.60%	\$70,303	-12.64%	\$70,303
Dalton	Dennis	Professor	ART	HSS	Professor	Art Studio	MFA	\$69,269	\$80,888	50.07	\$73,761	\$56,902	\$143,505	372	115	-16.77%	\$70,303	-1.49%	\$70,303
Caprioglio	Dan	Professor	BIO	CSM	Professor	Biology	PHD	\$69,552	\$85,911	26.01	\$76,085	\$52,278	\$143,505	679	168	-23.52%	\$76,433	-9.89%	\$76,433
Diawara	Moussa	Professor	BIO	CSM	Professor	Biology	PHD	\$70,802	\$85,911	26.01	\$76,085	\$52,278	\$143,505	679	168	-21.34%	\$76,433	-7.95%	\$76,433
Hanks	Bettye Sue	Professor	BUSNS	BUS	Professor	Business Administration	Ed D	\$97,637	\$108,350	52.02	\$97,230	\$54,105	\$200,358	513	132	-10.97%	\$104,017	-6.53%	\$104,017
Shah	Abhay	Professor	BUSNS	BUS	Professor	Marketing	PHD	\$119,171	\$116,800	52.14	\$104,415	\$77,324	\$237,450	245	89	1.99%	\$96,293	19.20%	\$96,293
Fowler	Karen	Professor	BUSNS	BUS	Professor	Strategic Management	PHD	\$108,000	\$108,350	52.02	\$97,230	\$54,105	\$200,358	513	132	-0.32%	\$104,017	3.69%	\$104,017
Wakefield	Michael	Professor	BUSNS	BUS	Professor	Strategic Management	PHD	\$101,146	\$108,350	52.02	\$97,230	\$54,105	\$200,358	513	132	-7.12%	\$104,017	-2.84%	\$104,017
Brennan	Ian	Professor	BUSNS	BUS	Professor	Marketing	PHD	\$112,754	\$116,800	52.14	\$104,415	\$77,324	\$237,450	245	89	-3.59%	\$96,293	14.60%	\$96,293
Lehmpuhl	David	Professor	CHEM	CSM	Professor	Chemistry	PHD	\$72,660	\$88,047	40.05	\$76,884	\$49,604	\$143,505	439	149	-21.18%	\$74,394	-2.39%	\$74,394
Druelinger	Melvin	Professor	CHEM	CSM	Professor	Chemistry	PHD	\$91,486	\$88,047	40.05	\$76,884	\$49,604	\$143,505	439	149	3.76%	\$74,394	18.68%	\$74,394
Proctor	Kristina	Professor	CHEM	CSM	Professor	Chemistry	PHD	\$90,854	\$88,047	40.05	\$76,884	\$49,604	\$143,505	439	149	3.09%	\$74,394	18.12%	\$74,394
Bonetti	Sandra	Professor	CHEM	CSM	Professor	Chemistry	PHD	\$77,075	\$88,047	40.05	\$76,884	\$49,604	\$143,505	439	149	3.09%	\$74,394	3.48%	\$74,394
Duncan	Kevin	Professor	BUSNS	BUS	Professor	Economics	PHD	\$98,461	\$104,535	52.06	\$92,501	\$68,155	\$166,006	123	51	-6.17%	N/A	N/A	\$97,327
DePalma	Jude	Professor	EN	EEPS	Professor	Engineering	PHD	\$80,927	\$93,881	14.01	\$86,797	\$64,318	\$157,325	49	16	-18.37%	N/A	N/A	\$86,507
Fraser	Jane	Professor	EN	EEPS	Professor	Engineering	PHD	\$88,624	\$93,881	14.01	\$86,797	\$64,318	\$157,325	49	16	-8.09%	N/A	N/A	\$86,507
Jaksic	Nebojsa	Professor	EN	EEPS	Professor	Engineering	PHD	\$85,678	\$93,881	14.01	\$86,797	\$64,318	\$157,325	49	16	-11.81%	N/A	N/A	\$86,507
Foust	Carol	Professor	EXHPR	EEPS	Professor	Exercise Health	PHD	\$80,551	\$81,851	31.05	\$74,316	\$66,346	\$161,494	181	64	-13.45%	N/A	N/A	\$75,421
Whited	Hsin---Hui	Professor	BUSNS	BUS	Professor	Finance	PHD	\$97,008	\$122,385	52.08	\$105,845	\$71,129	\$229,902	218	92	-26.16%	N/A	N/A	\$113,946
Regassa	Hailu	Professor	BUSNS	BUS	Professor	Finance	PHD	\$118,261	\$122,385	52.08	\$105,845	\$71,129	\$229,902	218	92	-3.49%	N/A	N/A	\$113,946
Dallam	George	Professor	EXHPR	EEPS	Professor	Exercise Health	PHD	\$72,148	\$81,851	31.05	\$74,316	\$66,346	\$161,494	181	64	-13.45%	N/A	N/A	\$75,421
Rees	Jonathan	Professor	SS	HSS	Professor	History	PHD	\$67,540	\$85,044	54.01	\$74,480	\$55,346	\$220,952	517	167	-25.92%	\$74,172	-9.82%	\$74,172
Berardi	Gayle	Professor	SS	HSS	Professor	Political Science	PHD	\$69,240	\$90,431	45.1	\$78,711	\$43,726	\$152,817	351	132	-22.83%	\$74,172	-7.12%	\$74,172
Harris	Matt	Professor	SS	HSS	Professor	History	PHD	\$63,419	\$85,044	54.01	\$74,480	\$55,346	\$220,952	517	167	-34.10%	\$74,172	-16.96%	\$74,172
Hudock	Sandra	Professor	LIB	LIB	Professor	Library	MLS	\$71,625	\$81,079	25.01	\$65,982	\$63,357	\$102,234	16	9	-13.20%	N/A	N/A	\$72,827
Ahmadian	Ahmad	Professor	BUSNS	BUS	Professor	Strategic Management	PHD	\$97,603	\$108,350	52.02	\$97,230	\$54,105	\$200,358	513	132	-11.01%	\$104,017	-6.57%	\$104,017
Gilbreath	James	Professor	BUSNS	BUS	Professor	Human Resources	PHD	\$97,603	\$108,350	52.02	\$97,230	\$54,105	\$200,358	513	132	-11.01%	\$104,017	-6.57%	\$104,017
Ebersole	Samuel	Professor	MCCNM	HSS	Professor	Mass Communication	PHD	\$71,048	\$84,753	0 9.01	\$74,162	\$57,153	\$167,742	330	121	-19.29%	\$76,528	-7.71%	\$76,528
Lundberg	Bruce	Professor	MATH	CSM	Professor	Mathematics	PHD	\$75,430	\$86,287	27.01	\$76,283	\$56,569	\$143,505	650	169	-14.39%	\$79,682	-5.64%	\$79,682
Louisell	James	Professor	MATH	CSM	Professor	Mathematics	PHD	\$69,100	\$86,287	27.01	\$76,283	\$56,569	\$143,505	650	169	-24.87%	\$79,682	-15.31%	\$79,682
Barnett	Janet	Professor	MATH	CSM	Professor	Mathematics	PHD	\$73,478	\$86,287	27.01	\$76,283	\$56,569	\$143,505	650	169	-17.43%	\$79,682	-8.44%	\$79,682
Chacon	Paul	Professor	MATH	CSM	Professor	Mathematics	PHD	\$73,751	\$86,287	27.01	\$76,283	\$56,569	\$143,505	650	169	-17.00%	\$79,682	-8.04%	\$79,682
Zizza	Frank	Professor	MATH	CSM	Professor	Mathematics	PHD	\$75,000	\$86,287	27.01	\$76,283	\$56,569	\$143,505	650	169	-15.05%	\$79,682	-6.24%	\$79,682
Ihm	DANA	Professor	MUS	HSS	Professor	Music	PHD	\$58,736	\$79,671	50.09	\$72,763	\$48,998	\$172,496	571	131	-35.64%	\$68,925	-17.35%	\$68,925
Pratarelli	Marc	Professor	SS	HSS	Professor	Psychology	PHD	\$69,445	\$87,316	42.01	\$76,211	\$50,789	\$173,866	665	166	-25.73%	\$79,039	-13.81%	\$79,039
Mc'Gettigan	Timothy	Professor	SCANT	HSS	Professor	Sociology	PHD	\$71,000	\$86,252	45.11	\$78,221	\$57,794	\$146,653	279	117	-21.48%	\$68,866	3.01%	\$68,866
Gomme	Ian	Professor	SCANT	HSS	Professor	Sociology	PHD	\$90,158	\$86,252	45.11	\$78,221	\$57,794	\$146,653	279	117	4.33%	\$68,866	23.62%	\$68,866
Cobian-Klien	Dora Luz	Professor	ENGFL	EEPS	Professor	Romance Languages---Spanish	PHD	\$62,110	\$86,610	16.09	\$74,795	\$58,573	\$137,152	114	61	-39.45%	N/A	N/A	\$79,807
Overall Difference (Compare to FLA Selected Peers):																		0.15%	
Overall Difference (Compare to Q3):																-12.60%			

* Q3 Market: Schools with enrollment of 3,340-9,576

**Peers Group: 27 Selected Institutions

Associate Professor
CSU-Pueblo Faculty Salaries vs All Schools with Similar Enrollment*
CSU-Pueblo Faculty Salaries vs FLA Selected Peers**

Last Name	First Name	Job Title	Dept	College	Rank	Assigned Discipline	Degree	Salary	Q3 Median*	Q3 Min	CIP Code	Q3 25th*	Q3 Min*	Q3 Max*	Q3 NP	Q3 NI	Current vs Q3 Median*	FLA Selected Peers**	Current vs Peers Median**	Recommendation
Cho	Joey	Associate Professor	BUSNS	BUS	Associate Professor	CIS	PHD	\$83,625	\$106,423	\$66,054	52.12	\$95,246	\$64,733	\$172,547	122	49	-27.26%	N/A	N/A	\$99,085
Folkestad	William	Associate Professor	ART	HSS	Associate Professor	Art History	PHD	\$66,000	\$65,515	\$46,841	54.01	\$59,831	\$45,904	\$108,624	584	171	0.73%	\$57,600	12.73%	\$57,600
Smith	Jeffery	Associate Professor	BIO	CSM	Associate Professor	Biology	PHD	\$58,167	\$67,891	\$46,727	26.01	\$62,078	\$45,792	\$109,103	693	170	-16.72%	\$63,668	-9.46%	\$63,668
GABALDON	Annette	Associate Professor	BIO	CSM	Associate Professor	Biology	PHD	\$59,823	\$67,891	\$46,727	26.01	\$62,078	\$45,792	\$109,103	693	170	-13.49%	\$63,668	-6.43%	\$63,668
Caprioglio	Helen	Associate Professor	BIO	CSM	Associate Professor	Biology	PHD	\$62,294	\$67,891	\$46,727	26.01	\$62,078	\$45,792	\$109,103	693	170	-8.99%	\$63,668	-2.21%	\$63,668
Vanden Heuvel	Brian	Associate Professor	BIO	CSM	Associate Professor	Biology	PHD	\$60,969	\$67,891	\$46,727	26.01	\$62,078	\$45,792	\$109,103	693	170	-11.35%	\$63,668	-4.43%	\$63,668
Long	Yuan	Associate Professor	BUSNS	BUS	Associate Professor	CIS	PHD	\$84,748	\$106,423	\$66,054	52.12	\$95,246	\$64,733	\$172,547	122	49	-25.58%	N/A	N/A	\$99,085
Norman	Steven	Associate Professor	BUSNS	BUS	Associate Professor	Business with Specialization in Management	PHD	\$96,000	\$96,719	\$60,254	52.02	\$88,542	\$59,049	\$168,915	508	132	-0.75%	\$97,429	-1.49%	\$97,429
Farrer	Richard	Associate Professor	CHEM	CSM	Associate Professor	Chemistry	PHD	\$61,123	\$67,598	\$54,860	40.05	\$61,680	\$53,763	\$102,760	445	151	-10.59%	\$59,940	1.94%	\$59,940
Kinney	Chad	Associate Professor	CHEM	CSM	Associate Professor	Chemistry	PHD	\$60,210	\$67,598	\$54,860	40.05	\$61,680	\$53,763	\$102,760	445	151	-12.27%	\$59,940	0.45%	\$59,940
Huff	Rick	Associate Professor	BUSNS	BUS	Associate Professor	CIS	PHD	\$87,177	\$106,423	\$66,054	52.12	\$95,246	\$64,733	\$172,547	122	49	-22.08%	N/A	N/A	\$99,085
Mincic	Michael	Associate Professor	AIM	EEPS	Associate Professor	Civil Eng Tech and Construction Mgmt	M.ED	\$65,281	\$93,681	\$79,317	14.08	\$86,777	\$77,731	\$113,444	77	26	-43.50%	N/A	N/A	\$86,322
Steffen	Leticia	Associate Professor	MCCNM	HSS	Associate Professor	Mass Communication Journalism	MA	\$52,675	\$67,361	\$47,491	0 9.01	\$60,492	\$46,541	\$115,012	443	141	-27.88%	\$59,106	-12.21%	\$59,106
Lovato	Sam	Associate Professor	MCCNM	HSS	Associate Professor	Mass Communication Boardcasting	MA	\$53,747	\$67,361	\$47,491	0 9.01	\$60,492	\$46,541	\$115,012	443	141	-25.33%	\$59,106	-9.97%	\$59,106
Hassan	Aun	Associate Professor	BUSNS	BUS	Associate Professor	Economics	PHD	\$86,000	\$91,104	\$62,742	52.06	\$83,213	\$61,487	\$156,990	104	49	-5.93%	N/A	N/A	\$84,822
Piquette	Jeff	Associate Professor	TEP	EEPS	Associate Professor	Education	PHD	\$53,619	\$67,738	\$47,889	13.01	\$61,848	\$46,931	\$124,169	424	94	-26.33%	\$63,456	-18.35%	\$63,456
Piazza	Jenny	Associate Professor	TEP	EEPS	Associate Professor	Education	EDD	\$69,576	\$67,738	\$47,889	13.01	\$61,848	\$46,931	\$124,169	424	94	2.64%	\$63,456	8.80%	\$63,456
Massey	Margaret	Associate Professor	TEP	EEPS	Associate Professor	Education	EDD	\$55,394	\$67,738	\$47,889	13.01	\$61,848	\$46,931	\$124,169	424	94	-22.28%	\$63,456	-14.55%	\$63,456
Yuan	Ding	Associate Professor	EN	EEPS	Associate Professor	Engineering	PHD	\$54,880	\$85,330	\$55,988	14.01	\$73,735	\$54,868	\$101,413	53	17	-55.48%	N/A	N/A	\$78,627
Eskew	Douglas	Associate Professor	ENGFL	HSS	Associate Professor	English	PHD	\$53,969	\$64,875	\$42,326	23.01	\$58,603	\$41,479	\$97,844	893	166	-20.21%	\$60,276	-11.69%	\$60,276
Taylor	Cynthia	Associate Professor	ENGFL	HSS	Associate Professor	English	PHD	\$53,969	\$64,875	\$42,326	23.01	\$58,603	\$41,479	\$97,844	893	166	-20.21%	\$60,276	-11.69%	\$60,276
Souder	Donna	Associate Professor	ENGFL	HSS	Associate Professor	English	PHD	\$50,000	\$64,875	\$42,326	23.01	\$58,603	\$41,479	\$97,844	893	166	-29.75%	\$60,276	-20.55%	\$60,276
Morales	Juan	Associate Professor	ENGFL	HSS	Associate Professor	English	MFA	\$50,300	\$64,875	\$42,326	23.01	\$58,603	\$41,479	\$97,844	893	166	-28.98%	\$60,276	-19.83%	\$60,276
Hostetter	Karen	Associate Professor	EXHPR	EEPS	Associate Professor	Exercise Health	PHD	\$55,000	\$66,320	\$45,365	31.05	\$60,001	\$44,458	\$106,593	194	77	-20.58%	\$60,032	-9.15%	\$60,032
McClaran	Steven	Associate Professor	EXHPR	EEPS	Associate Professor	Exercise Health	PHD	\$46,000	\$66,320	\$45,365	31.05	\$60,001	\$44,458	\$106,593	194	77	-44.17%	\$60,032	-30.51%	\$60,032
Peters	Timothy	Associate Professor	TEP	EEPS	Associate Professor	Education	EDD	\$53,548	\$67,738	\$47,889	13.01	\$61,848	\$46,931	\$124,169	424	94	-26.50%	\$58,825	-9.85%	\$58,825
Peters	Caroline	Associate Professor	ART	HSS	Associate Professor	Gallery Director and Contemporary Theory and Art History	MFA	\$53,050	\$63,732	\$41,894	50.07	\$58,639	\$41,056	\$105,573	370	120	-20.14%	\$58,825	-10.89%	\$58,825

Associate Professor
CSU-Pueblo Faculty Salaries vs All Schools with Similar Enrollment*
CSU-Pueblo Faculty Salaries vs FLA Selected Peers**

Last Name	First Name	Job Title	Dept	College	Rank	Assigned Discipline	Degree	Salary	Q3 Median*	Q3 Min	CIP Code	Q3 25th*	Q3 Min*	Q3 Max*	Q3 NP	Q3 NI	Current vs Q3 Median*	FLA Selected Peers**	Current vs Peers Median**	Recommendation
Johnson	Elizabeth	Associate Professor	ART	HSS	Associate Professor	Art Studio	MFA	\$55,050	\$63,732	\$41,894	50.07	\$58,639	\$41,056	\$105,573	370	120	-15.77%	\$58,825	-6.86%	\$58,825
Clark	Roger	Associate Professor	EXHPR	EEPS	Associate Professor	Health Physical/ Recreation Education	PHD	\$63,285	\$66,320	\$45,365	31.05	\$60,001	\$44,458	\$106,593	194	77	-4.80%	\$60,032	5.14%	\$60,032
Montoya	Fawn---Amber	Associate Professor	CS	HSS	Associate Professor	History	PHD	\$52,300	\$65,515	\$46,841	54.01	\$59,831	\$45,904	\$108,624	584	171	-25.27%	\$57,600	-10.13%	\$57,600
Joyce	Richard	Associate Professor	MCCNM	HSS	Associate Professor	Mass Communication Journalism	Masters	\$60,885	\$67,361	\$47,491	0 9.01	\$60,492	\$46,541	\$115,012	443	141	-10.64%	\$59,106	2.92%	\$59,106
Allen	Beverly	Associate Professor	LIB	LIB	Associate Professor	Library	Masters	\$49,000	\$66,757	\$55,743	25.01	\$60,590	\$54,628	\$100,264	42	10	-36.24%	N/A	N/A	\$59,962
Pardue	Karen	Associate Professor	LIB	LIB	Associate Professor	Library	Masters	\$56,821	\$66,757	\$55,743	25.01	\$60,590	\$54,628	\$100,264	42	10	-17.49%	N/A	N/A	\$59,962
Kwon	He Boong	Associate Professor	BUSNS	BUS	Associate Professor	Production Operations Mgmt	PHD	\$93,000	\$96,719	\$60,254	52.02	\$88,542	\$59,049	\$168,915	508	132	-4.00%	\$97,429	-4.76%	\$97,429
Funk---Neubauer	Darren	Associate Professor	MATH	CSM	Associate Professor	Mathematics	PHD	\$58,860	\$68,105	\$49,093	27.01	\$61,380	\$48,111	\$108,564	662	175	-15.71%	\$58,646	0.36%	\$58,646
Melnykov	Igor	Associate Professor	MATH	CSM	Associate Professor	Mathematics	PHD	\$59,464	\$68,105	\$49,093	27.01	\$61,380	\$48,111	\$108,564	662	175	-14.53%	\$58,646	1.38%	\$58,646
Portiz	Jonathan	Associate Professor	MATH	CSM	Associate Professor	Mathematics	PHD	\$59,920	\$68,105	\$49,093	27.01	\$61,380	\$48,111	\$108,564	662	175	-13.66%	\$58,646	2.13%	\$58,646
Nichols	Janet	Associate Professor	MATH	CSM	Associate Professor	Mathematics	Masters	\$60,621	\$68,105	\$49,093	27.01	\$61,380	\$48,111	\$108,564	662	175	-12.35%	\$58,646	3.26%	\$58,646
Volk	David	Associate Professor	MUS	HSS	Associate Professor	Music	DMA	\$65,000	\$64,408	\$43,608	50.09	\$57,935	\$42,736	\$115,681	519	134	0.91%	\$63,508	2.30%	\$63,508
Mills	Alan	Associate Professor	MUS	HSS	Associate Professor	Music	PHD	\$56,000	\$64,408	\$43,608	50.09	\$57,935	\$42,736	\$115,681	519	134	-15.01%	\$63,508	-13.41%	\$63,508
Cerankowski	Leah	Associate Professor	NSG	EEPS	Associate Professor	Nursing	MSN	\$63,750	\$75,084	\$52,308	51.38	\$67,802	\$51,262	\$108,923	400	100	-17.78%	\$73,522	-15.33%	\$73,522
DePalma	Ruth	Associate Professor	NSG	EEPS	Associate Professor	Nursing	MSN	\$66,640	\$75,084	\$52,308	51.38	\$67,802	\$51,262	\$108,923	400	100	-12.67%	\$73,522	-10.33%	\$73,522
Franta	Joe	Associate Professor	NSG	EEPS	Associate Professor	Nurse Practitioner	DNP	\$66,900	\$75,084	\$52,308	51.38	\$67,802	\$51,262	\$108,923	400	100	-12.23%	\$73,522	-9.90%	\$73,522
O'Connor	Jhon	Associate Professor	SS	HSS	Associate Professor	Philosophy	PHD	\$51,000	\$66,316	\$47,373	38.01	\$62,074	\$46,426	\$108,027	284	108	-30.03%	\$55,753	-9.32%	\$55,753
Rochester	Christine	Associate Professor	EXHPR	EEPS	Associate Professor	Physical Education	EDD	\$63,562	\$66,320	\$45,365	31.05	\$60,001	\$44,458	\$106,593	194	77	-4.34%	\$60,032	5.55%	\$60,032
Brown	William	Associate Professor	PHYS	CSM	Associate Professor	Physics	PHD	\$60,321	\$71,912	\$53,618	40.08	\$63,588	\$52,546	\$111,054	248	112	-19.22%	\$61,442	-1.86%	\$61,442
Levy	Patricia	Associate Professor	SS	HSS	Associate Professor	Psychology	PHD	\$60,470	\$67,269	\$50,983	42.01	\$61,696	\$49,963	\$114,144	632	169	-11.24%	\$64,192	-6.15%	\$64,192
Bridgmon	Krista	Associate Professor	SS	HSS	Associate Professor	Psychology	PHD	\$51,000	\$67,269	\$50,983	42.01	\$61,696	\$49,963	\$114,144	632	169	-31.90%	\$64,192	-25.87%	\$64,192
Yescavage	Karen	Associate Professor	PSYCH	HSS	Associate Professor	Psychology	PHD	\$63,301	\$67,269	\$50,983	42.01	\$61,696	\$49,963	\$114,144	632	169	-6.27%	\$64,192	-1.41%	\$64,192
Picicci	Christen	Associate Professor	ENGFL	HSS	Associate Professor	Romance Languages	PHD	\$54,400	\$68,051	\$49,460	16.09	\$60,692	\$48,471	\$97,440	205	78	-25.09%	N/A	N/A	\$60,154
Ribadeneira	Alegria	Associate Professor	ENGFL	HSS	Associate Professor	Romance Languages---Spanish	PHD	\$56,925	\$68,051	\$49,460	16.09	\$60,692	\$48,471	\$97,440	205	78	-19.55%	N/A	N/A	\$60,154
Richmond	Pamela	Associate Professor	SW	HSS	Associate Professor	Social Work	PHD	\$60,000	\$67,821	\$51,631	44.07	\$61,814	\$50,598	\$92,572	188	70	-13.03%	N/A	N/A	\$59,950
Baca	Judy	Associate Professor	SW	HSS	Associate Professor	Social Work	Masters	\$75,986	\$67,821	\$51,631	44.07	\$61,814	\$50,598	\$92,572	188	70	10.75%	N/A	N/A	\$59,950
Messer	Christopher	Associate Professor	SCANT	HSS	Associate Professor	Sociology	PHD	\$58,000	\$68,462	\$47,949	45.11	\$61,064	\$46,990	\$114,267	332	129	-18.04%	\$61,023	-5.21%	\$61,023
Pettit	Sue	Associate Professor	TEP	EEPS	Associate Professor	Education	EDD	\$52,136	\$67,738	\$47,889	13.01	\$61,848	\$46,931	\$124,169	424	94	-29.92%	\$58,825	-12.83%	\$58,825
Robbe	Cathi	Associate Professor	AIM	EEPS	Associate Professor	Automotive Industry Management	Masters	\$57,161	\$81,342	\$60,293	52.01	\$69,225	\$59,087	\$131,803	127	30	-42.30%	N/A	N/A	\$74,953
Overall Difference (Compare to FLA Selected Peers):																			-5.94%	
Overall Difference (Compare to Q3):																	-17.34%			

* Q3 Market: Schools with enrollment of 3,340-9,576

**Peers Group: 27 Selected Institutions

Assistant Professor
CSU-Pueblo Faculty Salaries vs All Schools with Similar Enrollment*
CSU-Pueblo Faculty Salaries vs FLA Selected Peers**

Last Name	First Name	Job Title	Dept	College	Rank	Assigned Discipline	Degree	Salary	Q3 Median*	CIP Code	Q3 25th*	Q3 Min*	Q3 Max*	Q3 NP	Q3 NI	Current vs Q3 Median*	FLA Selected Peers**	Current vs Peers Median**	Recommendation
Cranswick	Matthew	Assistant Professor	CHEM	CSM	Assistant Professor	Chemistry	PHD	\$52,500	\$58,368	40.05	\$54,368	\$44,991	\$90,173	368	146	-11.18%	\$50,672	3.48%	\$50,672
Dillon	David	Assistant Professor	CHEM	CSM	Assistant Professor	Chemistry	PHD	\$58,205	\$58,368	40.05	\$54,368	\$44,991	\$90,173	368	146	-0.28%	\$50,672	12.94%	\$50,672
Montoya	Yvonne	Assistant Professor	SPCOM	HSS	Assistant Professor	English	PHD	\$49,000	\$55,363	23.01	\$50,242	\$40,797	\$82,835	568	160	-12.99%	\$47,772	2.51%	\$47,772
Paudel	Ananda	Assistant Professor	EN	EEPS	Assistant Professor	Engineering	PHD	\$57,000	\$74,452	14.01	\$65,986	\$54,989	\$92,989	41	17	-30.62%	N/A	N/A	\$68,603
Bedoya Valencia	Leonardo	Assistant Professor	EN	EEPS	Assistant Professor	Engineering	PHD	\$53,000	\$74,452	14.01	\$65,986	\$54,989	\$92,989	41	17	-40.47%	N/A	N/A	\$68,603
Furrh	Douglass	Assistant Professor	ENGFL	HSS	Assistant Professor	English	PHD	\$49,000	\$55,363	23.01	\$50,242	\$40,797	\$82,835	568	160	-12.99%	\$47,772	2.51%	\$47,772
Gage	Scott	Assistant Professor	ENGFL	HSS	Assistant Professor	English	PHD	\$49,000	\$55,363	23.01	\$50,242	\$40,797	\$82,835	568	160	-12.99%	\$47,772	2.51%	\$47,772
Arnegard	Iver	Assistant Professor	ENGFL	HSS	Assistant Professor	English	PHD	\$49,000	\$55,363	23.01	\$50,242	\$40,797	\$82,835	568	160	-12.99%	\$47,772	2.51%	\$47,772
Ball	James	Assistant Professor	EXHPR	EEPS	Assistant Professor	Exercise Health	PHD	\$46,000	\$57,063	31.05	\$53,501	\$44,299	\$94,954	225	74	-24.05%	\$49,100	-6.74%	\$49,100
Conrad	Paul	Assistant Professor	SS	HSS	Assistant Professor	History	PHD	\$49,000	\$55,114	54.01	\$50,973	\$42,856	\$90,173	375	150	-12.48%	\$45,459	7.23%	\$45,459
Vance	Brigid	Assistant Professor	SS	HSS	Assistant Professor	History	PHD	\$47,000	\$55,114	54.01	\$50,973	\$42,856	\$90,173	375	150	-17.26%	\$45,459	3.28%	\$45,459
Gaughan	Judy	Assistant Professor	SS	HSS	Assistant Professor	History	PHD	\$48,000	\$55,114	54.01	\$50,973	\$42,856	\$90,173	375	150	-14.82%	\$45,459	5.29%	\$45,459
Seeber	Kevin	Assistant Professor	LIB	LIB	Assistant Professor	Library	Masters	\$43,000	\$61,858	25.01	\$53,173	\$47,488	\$83,641	36	9	-43.85%	N/A	N/A	\$55,561
Taylor	Ted	Assistant Professor	ENGFL	HSS	Assistant Professor	English	PHD	\$53,560	\$55,363	23.01	\$50,242	\$40,797	\$82,835	568	160	-3.37%	\$47,772	10.81%	\$47,772
Metchkov	Zahari	Assistant Professor	MUS	HSS	Assistant Professor	Music	PHD	\$50,000	\$54,989	50.09	\$49,630	\$37,992	\$77,424	350	122	-9.98%	\$50,565	-1.13%	\$50,565
Williams	Susan	Assistant Professor	NSG	EEPS	Assistant Professor	Nurse Practitioner	Masters	\$63,000	\$65,450	51.38	\$59,761	\$45,991	\$91,315	652	103	-3.89%	\$59,157	6.10%	\$59,157
Johnson	Joel	Assistant Professor	SS	HSS	Assistant Professor	Political Science	PHD	\$49,000	\$57,286	45.1 0	\$53,217	\$44,589	\$103,056	266	125	-16.91%	\$48,973	0.05%	\$48,973
Carter	Colette	Assistant Professor	SS	HSS	Assistant Professor	Political Science	PHD	\$58,309	\$57,286	45.1 0	\$53,217	\$44,589	\$103,056	266	125	1.75%	\$48,973	16.01%	\$48,973
Liebel	Steven	Assistant Professor	SS	HSS	Assistant Professor	Political Science	PHD	\$47,000	\$57,286	45.1 0	\$53,217	\$44,589	\$103,056	266	125	-21.88%	\$48,973	-4.20%	\$48,973
Brett---Green	Barbara	Assistant Professor	PSYCH	HSS	Assistant Professor	Psychology	PHD	\$49,500	\$57,895	42.01	\$53,343	\$43,728	\$87,253	473	159	-16.96%	\$55,192	-11.50%	\$55,192
Reilly---Sandoval	Arlene	Assistant Professor	SW	HSS	Assistant Professor	Social Work	Masters	\$49,662	\$57,988	44.07	\$56,488	\$44,991	\$81,438	197	69	-16.76%	N/A	N/A	\$51,258
Lucero	Nancy	Assistant Professor	SW	HSS	Assistant Professor	Social Work	PHD	\$56,500	\$57,988	44.07	\$56,488	\$44,991	\$81,438	8	7	-2.63%	N/A	N/A	\$51,258
Calhoun Stuber	Susan	Assistant Professor	SCANT	HSS	Assistant Professor	Sociology	PHD	\$57,018	\$57,051	45.11	\$52,929	\$40,644	\$82,443	228	119	-0.06%	\$49,773	12.71%	\$49,773
Ramos	Claire	Assistant Professor	BIO	CSM	Assistant Professor	Biology	PHD	\$53,000	\$57,647	26.01	\$54,080	\$44,180	\$89,594	570	159	-8.77%	\$52,238	1.44%	\$52,238
Bencini	William	Assistant Professor	AIM	EEPS	Assistant Professor	Automotive Industry Management	MA	\$58,000	\$70,851	52.01	\$59,929	\$51,853	\$132,802	100	29	-22.16%	N/A	N/A	\$65,286
Smith	Tyrell	Assistant Professor	AIM	EEPS	Assistant Professor	Automotive Industry Management	MBA	\$53,000	\$70,851	52.01	\$59,929	\$51,853	\$132,802	100	29	-33.68%	N/A	N/A	\$65,286
Rueda Mesa	Antonio	Assistant Professor	ENGFL	HSS	Assistant Professor	Romance Languages	PHD	\$47,000	\$56,488	16.09	\$50,528	\$44,175	\$84,200	140	72	-20.19%	N/A	N/A	\$49,933
Overall Difference (Compare to FLA Selected Peers):																		3.84%	
Overall Difference (Compare to Q3):																		-15.17%	

* Q3 Market: Schools with enrollment of 3,340-9,576

**Peers Group: 27 Selected Institutions

The Fox Lawson Market Pricing Worksheets Summary

The Market Pricing Worksheets were created to describe the survey data gathered for administrative professional employees. Each job “Benchmark Title” corresponds to a CSU-Pueblo job title for which information was available and contains salary information from a variety of resources. Information was drawn from one or more of the following resources:

- 1) The CUPA Q3 survey set, which is comprised of all universities with student populations between 3,300 and 9,500 who participated in the CUPA survey.
- 2) The FLA Selected Peers which is comprised of universities previously designated by the Board of Governors as peers for CSU-Pueblo and additional universities selected by Fox Lawson. The additional universities selected by Fox Lawson consisted of some institutions recommended by CSU-Pueblo Deans and additional universities chosen by Fox Lawson as appropriate matches for CSU-Pueblo. The FLA Selected list is shown on page 9 of the Compensation Analysis.
- 3) Fox Lawson also used 3 private sector surveys consisting of the Towers Watson survey for Professional and Administrative Salaries, the Mercer survey for Professional and Administrative Salaries and the Economic Research Institute Survey Database.

The survey sources are listed on the left side of each Market Pricing Worksheets.

Moving left to right the “survey position matches” are shown next.

The column headed “No. Co.’s” indicates the number of organizations responding with data for that job.

The column headed “No. Inc.’s” indicates the number of employees in the job being responding to.

The column headed “Scope Info” provides a small amount of additional information about the survey sources.

The rest of the columns provide specific salary data that Fox Lawson gathered for the job. In the recommendations Fox Lawson used the 50th percentile, Updated Base column Overall Average figure.

Many of the Market Pricing Worksheets contain additional information below the salary data.

The information from each Market Pricing Worksheet ties into the other documents for administrative professional staff. On the “Admin/Professional Jobs Individual Comparison to the Market of FLA Selected Peers, Schools of Similar Enrollment and Private Sector” spreadsheet, the last column to the right contains the page number in the Market Pricing Worksheets from which the salary survey data for that spreadsheet was drawn.

The salary survey data on the Market Pricing Content sheet also comes from this source.

Benchmark Title: VICE PRESIDENT FOR FIN & ADM.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Vice President Finance	N/A	N/A	Colorado, Public Higher Edu	\$126,671	\$146,854	\$173,175	\$200,719	\$233,442	\$270,475
Towers Watson CSR Accounting & Finance, 2012	Financial Controller	36	38	Group: Associations, Foundations, Education and Government	\$135,587	\$137,160	\$171,870	\$174,492	\$198,400	\$198,715
Mercer Finance, Accounting & Legal, 2013	Controller - Corporate	23	23	Industry Group - US: Education; Org Wgtd	\$143,041	\$15,122	\$178,904	\$189,632	\$255,431	\$271,063
CUPA	Chief Financial Officer	126	128	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$157,610	N/A	N/A	N/A
CUPA	Chief Financial Officer	7	7	FLA Selected Group	N/A	N/A	\$125,249	N/A	N/A	N/A
OVERALL AVERAGES:					\$135,100	\$99,712	\$161,362	\$188,281	\$229,091	\$246,751

JOB MATCHES SUMMARIES:

ERI: Directs and coordinates company's financial affairs according to financial principles and government regulations. Establishes major economic objectives and policies for the company. Develops, directs and prepares financial analyses of operations for guidance of management. Recommends changes and ideas to top management or Board of Directors in regard to policies and programs.

Towers Watson: Has primary responsibility for management of the organization's accounting function. Maintains all accounting records (general, property, cost, etc.), designs and implements budgetary and other systems for internal control, and prepares financial reports for management and shareholders.

Mercer: Responsible for directing the organization's accounting functions. Specific areas normally include the development and maintenance of planning and budgeting systems, analysis and interpretation of trends requiring management's attention, the preparation of financial and management reports and procedures, and the presentation of findings and specific recommendations to senior management. Frequently reports to a Chief Financial Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. JOB FAMILY: Finance. CAREER STREAM: Executive. CAREER LEVEL: Sub-Function Head. CAREER STREAM & LEVEL DEFINITION: Leads a sub-function or a corporate staff function. Provides short to medium-term tactical direction and operational oversight. May specify new products, processes and standards to support corporate strategies including the interpretation and application of broad policy guidelines.

CUPA: Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.

Benchmark Title: E ASST TO THE PRESIDENT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source		Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
						Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA		Executive Assistant to System or Institution CEO	122	142	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$70,516	N/A	N/A	N/A
CUPA		Executive Assistant to System or Institution CEO	7	9	FLA Selected Group	N/A	N/A	\$67,280	N/A	N/A	N/A
OVERALL AVERAGES:						N/A	N/A	\$68,898	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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. This is a high-level professional position; not an administrative support position.

MARKET PRICING WORKSHEET

Benchmark Title: DIRECTOR OF BUDGETS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Budget Manager, 2 yrs	N/A	N/A	Colorado, Public Higher Edu	\$65,220	\$67,785	\$69,957	\$72,752	\$76,485	\$79,578
Towers Watson CSR Accounting & Finance, 2012	Budget Analysis - M1 - Supervisor	5	72	P; Group: Associations, Foundations, Education and Government	\$58,513	\$58,618	\$65,434	\$66,168	\$69,209	\$69,209
Mercer Finance, Accounting & Legal, 2013	Budget Supervisor	57	258	All	N/A	N/A	\$73,053	\$74,484	N/A	N/A
CUPA	Chief Financial Officer	30	38	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$82,567	N/A	N/A	N/A
OVERALL AVERAGES:					\$61,867	\$63,202	\$72,753	\$71,135	\$72,847	\$74,393

JOB MATCHES SUMMARIES:

ERI: Manages activities of personnel responsible for formulation and presentation of budgets for controlling funds to implement pr ogram objectives of an organization. Directs compilation of data based on statistical studies and analyses of past and current years. Develops and manages budgets and justifies funds requested for all departments or divisions of the company. Correlates appropriations for specific programs with appropriations for divisional programs and includes items for emergency funds.

Towers Watson: Compiles and reviews the budgets for corporate departments, taking into consideration actual performance, previous expenditures, and estimated expenses and income. Maintains accurate spending records and establishes measures for budgetary control. LEVEL: Supervisory/Management M1 - Supervisor. Coordinates and supervises the daily activities of business or technical support or production team. Sets priorities for the team to ensure task completion; coordinates work activities with other su pervisors. Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Mercer: Responsible for the preparation and control of the company's budget, analyzing revenues and expenses by product or product line, ensuring the continuous control / comparison of current situation against budgeted forecast, identifying and analyzing variations, producing management reports that orient the company's directorship in taking decisions. Typically requires eight or more years of experience with at least one year of supervisory experience. Frequently reports to a Budget Manager. JOB FAMILY: Finance. CAREER STREAM: Management. CAREER LEVEL: Team Leader (Professionals). CAREER STREAM & LEVEL DEFINITION: Leads/supervises a team of two or more professionals; first level manager of a work team that could comprise professionals, technical and/or administrative staff. Typically without budget or hire/fire authority. Focuses on mentoring, coaching, and coordination.

CUPA: Supervises day-to-day budget unit activities. Oversees and participates in the most complex budget projects and deals directly with major department managers. Provides training and development of newly assigned or less experienced personnel. Provides for the

Benchmark Title: CHIEF INFORMATION OFFICER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	CIO	N/A	N/A	Colorado, Public Higher Edu, \$50M	\$111,995	\$122,780	\$130,628	\$145,282	\$156,939	\$176,444
Towers Watson CSR Info Technology & e-Commerce, 2013	Top Information Technology Executive	17	23	Group: Associations, Foundations, Education and Government	\$132,805	\$132,805	\$170,211	\$174,186	\$203,743	\$203,743
CUPA	Chief Information/IT Officer	261	262	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$130,382	N/A	N/A	N/A
CUPA	Chief Information/IT Officer	9	9	FLA Selected Group	N/A	N/A	\$115,275	N/A	N/A	N/A
OVERALL AVERAGES:					\$122,400	\$127,792	\$136,624	\$159,734	\$180,341	\$190,094

JOB MATCHES SUMMARIES:

ERI: Directs, develops, administers, and coordinates all phases of an organization's computer department, including systems design, programming, installation, and operation. Collaborates with the CEO and Board of Directors, setting the short- and long-term strategic objectives while providing the management necessary to achieve profits, growth, or other goals of the organization.

Towers Watson: Directs the information technology functions on a day-to-day basis. Provides direction and control of activities such as systems design and analysis, applications and systems programming, database management, network systems, telecommunications, and data processing operations. Establishes computer operations control policies and procedures, and designates priorities for computer operations and applications development work.

Mercer: Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Executive Officer or a Top Administrative Executive. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. JOB FAMILY: Information Technology. CAREER STREAM: Executive. CAREER LEVEL: Function Head. CAREER STREAM & LEVEL DEFINITION: Leads a business area or multiple sub-functions. Responsible for corporate business strategies with a longer-term focus. Provides medium-term strategic direction of functional areas. Integrates and coordinates lines of business or corporate staff functions; typically reports to Head of Organization.

Benchmark Title: SYST. SOFT-NET. ADMINISTRATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Network Analyst Computer, 3 yr	N/A	N/A	Colorado, Public Higher Edu	\$52,606	\$53,459	\$56,402	\$57,335	\$61,730	\$62,769
Towers Watson CSR Info Technology & e-Commerce, 2013	Network Control/Administration - P2 - Intermediate	17	214	NFP; Group: Associations, Foundations, Education and Government	\$50,554	\$50,554	\$55,956	\$55,956	\$65,434	\$65,434
Mercer Information Technology, 2012	Network Technician - Intermediate	11	41	Industry: Education; Org Wgtd	\$55,184	N/A	\$59,914	N/A	\$70,110	N/A
CUPA	IT Network Administrator	140	227	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$63,724	N/A	N/A	N/A
OVERALL AVERAGES:					\$52,781	\$52,006	\$58,999	\$56,645	\$65,758	\$64,102

JOB MATCHES SUMMARIES:

ERI: Analyzes and administers the technical architecture of Local Area Networks and Wide Area Networks. Researches, runs tests, evaluates, and recommends telecommunications and data network systems. Analyzes workload, including traffic and utilization trends. Interfaces with users, consultants, technical teams, and vendors for maximum guidance in determining the most appropriate type of hardware installation. Supports complex PCs and LAN/WAN networks throughout the organization. Requires advanced knowledge and experience in the area of local and wide area networking, communications, and related hardware and software.

Towers Watson: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains local (LAN) and/or wide area networks (WAN); evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. LEVEL: Professional P2 - Intermediate. Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills. Builds knowledge of the organization, processes and customers. Solves a range of straightforward problems. Analyzes possible solutions using standard procedures. Receives a moderate level of guidance and direction.

Mercer: Under general supervision, responsible for the operational support and maintenance for network systems (including wireless and VoIP). Proactively monitors networks to provide stable, dependable network services across multiple platforms. Configures and troubleshoots computer networks. Maintains LAN/WAN/wireless/VoIP operations by working with network facility and hardware/software vendors to ensure timely problem resolution. Maintains and utilizes network management applications to identify network faults, to ensure the provision of data or other telecommunications access to customers, and the movement of information from one location to the other. Frequently reports to a Network Operations Supervisor. JOB FAMILY: Information Technology Deployment and Support. CAREER STREAM: Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

Benchmark Title: VIRTUAL DSKTP/NTWK ADMIN.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Network Analyst Computer, 3 yr	N/A	N/A	Colorado, Public Higher Edu	\$52,606	\$53,459	\$56,402	\$57,335	\$61,730	\$62,769
Towers Watson CSR Info Technology & e-Commerce, 2013	Network Control/Administration - P2 - Intermediate	17	214	NFP; Group: Associations, Foundations, Education and Government	\$50,554	\$50,554	\$55,956	\$55,956	\$65,434	\$65,434
Mercer Information Technology, 2012	Network Technician - Intermediate	11	41	Industry: Education; Org Wgtd	\$55,184	N/A	\$59,914	N/A	\$70,110	N/A
CUPA	IT Network Administrator	140	227	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$63,724	N/A	N/A	N/A
OVERALL AVERAGES:					\$52,781	\$52,006	\$58,999	\$56,645	\$65,758	\$64,102

JOB MATCHES SUMMARIES:

ERI: Analyzes and administers the technical architecture of Local Area Networks and Wide Area Networks. Researches, runs tests, evaluates, and recommends telecommunications and data network systems. Analyzes workload, including traffic and utilization trends. Interfaces with users, consultants, technical teams, and vendors for maximum guidance in determining the most appropriate type of hardware installation. Supports complex PCs and LAN/WAN networks throughout the organization. Requires advanced knowledge and experience in the area of local and wide area networking, communications, and related hardware and software.

Towers Watson: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains local (LAN) and/or wide area networks (WAN); evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. LEVEL: Professional P2 - Intermediate. Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills. Builds knowledge of the organization, processes and customers. Solves a range of straightforward problems. Analyzes possible solutions using standard procedures. Receives a moderate level of guidance and direction.

Mercer: Under general supervision, responsible for the operational support and maintenance for network systems (including wireless and VoIP). Proactively monitors networks to provide stable, dependable network services across multiple platforms. Configures and troubleshoots computer networks. Maintains LAN/WAN/wireless/VoIP operations by working with network facility and hardware/software vendors to ensure timely problem resolution. Maintains and utilizes network management applications to identify network faults, to ensure the provision of data or other telecommunications access to customers, and the movement of information from one location to the other. Frequently reports to a Network Operations Supervisor. JOB FAMILY: Information Technology Deployment and Support. CAREER STREAM: Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

CUPA: Responsible for network connectivity, setup, and maintenance, and for remote VPN connections, network security (firewall protection), as well as WI-FI connectivity.

Benchmark Title: MGR. OF NETWK. SUPP. SERVICES
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Network Control Manager, 5 yrs	N/A	N/A	Colorado, Public Higher Edu	\$70,042	\$73,304	\$76,667	\$79,139	\$83,107	\$87,085
Towers Watson CSR Info Technology & e-Commerce, 2013	Network Control/Administration - M1 - Supervisor	6	12	NFP; Group: Associations, Foundations, Education and Government	\$69,104	\$69,104	\$75,525	\$75,525	\$97,438	\$97,438
Mercer Information Technology, 2012	Network Operations Supervisor	7	8	Industry: Education; Org Wgtd	\$75,260	N/A	\$83,354	N/A	\$93,130	N/A
OVERALL AVERAGES:					\$71,469	\$71,204	\$78,148	\$77,332	\$91,225	\$92,261

JOB MATCHES SUMMARIES:

ERI: Manages, coordinates, and oversees activities of employees engaged in supporting the organization's telecommunications and PC network activities, including documentation, administration, technical services, and procurement. Reviews report of computer and peripheral equipment production, malfunction, and maintenance to ascertain costs and plan operating changes within department. Manages the testing and analysis of all network components including complex software, hardware, and transmission systems. Recommends corrective actions in order to ensure high quality, efficient network performance. Typically requires eight to ten years of increasingly responsible experience in network operations, analysis, and design.

Towers Watson: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains local (LAN) and/or wide area networks (WAN); evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. LEVEL: Supervisory/Management M1 - Supervisor. Coordinates and supervises the daily activities of business or technical support or production team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Mercer: Supervises the activities for network operations and service levels for data and voice networking equipment and software including mainframe equipment, PBX, mid-range and network processing devices. Supervises testing and analysis of all elements of the network facilities (including software, power, communications machinery, lines, modems, and terminals). Usually serves as primary contact for remote locations and customers to obtain clarification of problems and provides resolution for system failures or degradations. Assists in overseeing and coordinating the daily activities of the network operations center. Typically requires six to eight years of experience. Frequently reports to a Network Operations Manager. JOB FAMILY: Information Technology Deployment and Support. CAREER STREAM: Management. CAREER LEVEL: Team Leader (Professionals) CAREER STREAM & LEVEL DEFINITION: Leads/supervises a team of two or more professionals; first level manager of a work team that could comprise professionals, technical and/or administrative staff. Typically without budget or hire/fire authority.

Benchmark Title: NETWORK ADMINISTRATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Network Analyst Computer, 4 yrs	N/A	N/A	Colorado, Public Higher Edu	\$54,586	\$55,510	\$58,579	\$59,591	\$64,161	\$65,286
Towers Watson CSR Info Technology & e-Commerce, 2013	Network Control/Administration - P2 - Intermediate	17	214	NFP; Group: Associations, Foundations, Education and Government	\$50,554	\$50,554	\$55,956	\$55,956	\$65,434	\$65,434
Mercer Information Technology, 2012	Network Technician - Intermediate	11	41	Industry: Education; Org Wgtd	\$55,184	N/A	\$59,914	N/A	\$70,110	N/A
CUPA	IT Network Administrator	140	227	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$63,724	N/A	N/A	N/A
OVERALL AVERAGES:					\$53,441	\$53,032	\$59,543	\$57,773	\$66,568	\$65,360

JOB MATCHES SUMMARIES:

ERI: Analyzes and administers the technical architecture of Local Area Networks and Wide Area Networks. Researches, runs tests, evaluates, and recommends telecommunications and data network systems. Analyzes workload, including traffic and utilization trends. Interfaces with users, consultants, technical teams, and vendors for maximum guidance in determining the most appropriate type of hardware installation. Supports complex PCs and LAN/WAN networks throughout the organization. Requires advanced knowledge and experience in the area of local and wide area networking, communications, and related hardware and software.

Towers Watson: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains local (LAN) and/or wide area networks (WAN); evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. LEVEL: Professional P2 - Intermediate. Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills. Builds knowledge of the organization, processes and customers. Solves a range of straightforward problems. Analyzes possible solutions using standard procedures. Receives a moderate level of guidance and direction.

Mercer: Under general supervision, responsible for the operational support and maintenance for network systems (including wireless and VoIP). Proactively monitors networks to provide stable, dependable network services across multiple platforms. Configures and troubleshoots computer networks. Maintains LAN/WAN/wireless/VoIP operations by working with network facility and hardware/software vendors to ensure timely problem resolution. Maintains and utilizes network management applications to identify network faults, to ensure the provision of data or other telecommunications access to customers, and the movement of information from one location to the other. Frequently reports to a Network Operations Supervisor. JOB FAMILY: Information Technology Deployment and Support. CAREER STREAM: Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

Benchmark Title: STD. TECHNOLOGY SUPPORT SPEC
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Help Desk Analyst, 1 yr	N/A	N/A	Colorado, Public Higher Edu	\$40,244	\$40,967	\$42,616	\$43,401	\$46,102	\$46,967
Towers Watson CSR Info Technology & e-Commerce, 2013	IT Help Desk Support - T2 - Intermediate	30	404	NFP; Group: Associations, Foundations, Education and Government	\$37,915	\$37,915	\$44,336	\$44,336	\$51,063	\$51,063
Mercer Information Technology, 2012	Help Desk Representative - Intermediate	32	244	Industry: Education; Org Wgtd	\$42,045	N/A	\$46,039	N/A	\$52,031	N/A
OVERALL AVERAGES:					\$40,068	\$39,441	\$44,330	\$43,869	\$49,732	\$49,015

JOB MATCHES SUMMARIES:

ERI: Analyzes problems and provides technical assistance, support, and advice to end users for hardware, software, and systems. Studies and resolves computer software and hardware problems of users. Acts as a contact for users having problems using computer software, hardware, and operating systems. Determines whether problem is caused by hardware, software, or system. Answers questions, applying knowledge of computer software, hardware, systems, and procedures.

Towers Watson: Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes). Answers questions regarding system procedures, online transactions, systems status and downtime proce dures, and is typically located within a call center. Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems. Maintains a troubleshooting tracking log ensuring timely resolution of problems. LEVEL: Technical Support T2 - Intermediate. Expands skills in own work area within an analytical/scientific method or operational process. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures an d/or scientific methods. Works with a moderate degree of supervision.

Mercer: Under general supervision, responds to and diagnoses problems through discussions with users. Includes problem recognition, research, isolation, and resolution steps. Typically is able to resolve less complex problems immediately, while more complex problems are assigned

MARKET PRICING WORKSHEET

Benchmark Title: DIR. OF BUSINESS FINANCIAL SVC
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Accounting Director	N/A	N/A	Colorado, Public Higher Edu, \$50M	\$75,835	\$87,539	\$98,833	\$114,295	\$128,465	\$148,989
Towers Watson CSR Accounting & Finance, 2012	Financial Reporting - M3 - Senior Manager	9	12	NFP	\$91,231	\$91,755	\$106,226	\$106,226	\$115,664	\$119,753
Mercer Finance, Accounting & Legal, 2013	Accounting Director	22	41	Industry Group - US: Education; Org Wgtd	\$114,740	\$118,418	\$137,218	\$141,509	\$152,033	\$160,922
OVERALL AVERAGES:					\$93,935	\$99,237	\$114,092	\$120,676	\$132,054	\$143,221

JOB MATCHES SUMMARIES:

ERI: Directs, coordinates, and administers accounting operations which may include general accounting, cost accounting, payroll, accounts payable, and accounts receivable. Analyzes records of present and past operations, trends and costs, estimated and realized revenues, administrative commitments, and obligations incurred. Plans, directs, and coordinates ledger maintenance, report preparation, and operating statistics.

Towers Watson: Prepares and distributes periodic financial statements for users other than those directly employed by the organization. Ensures all reports and disclosures comply with applicable government regulations, professional standards and organization policies. Prepares consolidation journal entries, eliminates intercompany transactions, and consolidated divisional and subsidiary financial accounts on a timely and accurate basis for inclusion in internal and external financial statements.
LEVEL: Supervisory/Management M3 - Senior Manager. Provides leadership to managers, supervisors and/or professional staff. Is accountable for the performance and results of multiple related units. Develops departmental plans, including business, production and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Mercer: Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently

Benchmark Title: ACCT RECEIVABLE MGR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Accounts Receivable Manager, 1 yr	N/A	N/A	Colorado, Public Higher Edu	\$50,573	\$52,029	\$53,681	\$55,256	\$58,108	\$59,838
Towers Watson CSR Accounting & Finance, 2012	Accounts Payable/Receivable - M1 - Supervisor	7	26	NFP; Group: Associations, Foundations, Education and Government	\$46,140	\$46,349	\$52,956	\$52,956	\$62,918	\$62,918
Mercer Finance, Accounting & Legal, 2013	Accounts Payable / Receivable Supervisor	16	62	Industry Group - US: Education; Org Wgtd	\$51,699	\$51,801	\$57,830	\$57,830	\$62,938	\$62,938
OVERALL AVERAGES:					\$49,471	\$50,060	\$54,822	\$55,347	\$61,321	\$61,898

JOB MATCHES SUMMARIES:

ERI: Manages and coordinates activities required to ensure an accurate accounts receivable system. Oversees accounts receivable activities involving tracing sources of error, correcting billing records, processing final billings, reconciling errors, accuracy of charges on customer's bills, investigating, granting, and controlling credit, and in collecting accounts due, maintenance of accounts re ceivable ledger, and adjustment of customer claims. Reviews accounts receivable records, including claims and overdue invoices. Establishes and implements collection procedures.

Towers Watson: Prepares, records, verifies, analyzes and reports accounts payable/receivable transactions. Pays vendor invoices, and receives and posts customer payments on a timely basis. Maintains and reconciles accounts payable/receivable ledger accounts, financial statements and reports. Prepares analyses and reconciliations of bill runs to detect fraud. Ensures that transaction entry ve rification procedures are followed. May prepare and deliver low-volume customer billing and respond to resulting queries. LEVEL: Supervisory/Management M1 - Supervisor. Coordinates and supervises the daily activities of business or technical support or production team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Deci sions are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Mercer: Supervises the accounts receivable and accounts payable functions, including such activities as the timely payment of all vendor invoices and expense vouchers, receiving and posting cash receipts, reconciling outstanding account balances, and the maintenance of accurate records and control reports. Normally supervises a staff of clerical personnel. Frequently reports to an Accounts Payable/Receivable Manager. JOB FAMILY: Finance. CAREER STREAM: Management. CAREER LEVEL: Team Leader (Para -Professionals). CAREER STREAM & LEVEL DEFINITION: Leads/supervises a team of two or more para-professionals; first level manager of a work team that comprises para- professionals. Typically without budget or hire/fire authority. Focuses on mentoring, coaching, and coordination.

Benchmark Title: SENIOR ACCOUNTANT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Accountant, 7 yrs	N/A	N/A	Colorado, Public Higher Edu	\$46,707	\$48,077	\$49,684	\$51,173	\$53,958	\$55,603
Towers Watson CSR Accounting & Finance, 2012	Accounting Generalist/Multidiscipline - P3 - Career	5	27	NFP; Group: Associations, Foundations, Education and Government	\$52,431	\$52,536	\$62,918	\$62,918	\$69,943	\$69,943
Mercer Finance, Accounting & Legal, 2013	Accountant - Senior	49	466	Industry Group - US: Education; Org Wgtd	\$56,910	\$56,910	\$64,062	\$64,062	\$71,214	\$71,214
CUPA	Accountant, Senior	150	355	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$58,807	N/A	N/A	N/A
CUPA	Accountant, Senior	5	12	FLA Selected Group	N/A	N/A	\$55,331	N/A	N/A	N/A
OVERALL AVERAGES:					\$52,016	\$52,508	\$58,160	\$59,384	\$65,039	\$65,587

JOB MATCHES SUMMARIES:

ERI: Readies and maintains financial and business transactions, applying accounting principles, that include work that is analytical, evaluative, and advisory in nature and that requires an understanding of both accounting theory and practice. Utilizes knowle dge of the fundamental doctrines, theories, principles, and terminology of accountancy, and often entails some understanding of such related fields as business law, statistics, and general management. Analyzes the effects of transactions upon account relationships. Evaluates alternative means of treating transactions. Plans the manner in which account structures should be developed or modified. Ens ures the adequacy of the accounting system as the basis for reporting to management. Considers the need for new or changed controls. Projects accounting data to show the effects of proposed plans on capital investments, income, cash position, and overall financial co ndition. Interprets the meaning of accounting records, reports, and statements. Advises operating officials on accounting matters. Excludes paraprofessional accountants.

Towers Watson: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Responsibilities are within the Accounting Function as a generalist or in a combination of Disciplines. LEVEL: Professional P3 - Career. Requires in-depth knowledge and experience. Solves complex problems; takes a new perspective using existing solutions. Works independently; receives minimal guidance. Acts as a resource for colleagues with less experience. Represents the level at which career may stabilize for many years or even until retirement.

Mercer: Perform more complex accounting activities in accordance with accounting principles and standards to control the orga nization's financial resources and ensure that it complies with all relevant regulations, laws, and reporting requirements. Reconcile more complex accounts and check the accuracy of journal entries to ensure that the general ledger is accurate and complete. Check and analyze financial information and prepare more complex financial reports and accounting statements so that senior management has accurate and timely information for making financial decisions. These reports may include profit and loss statements, balance sheets, depreciatio n statements, cash flow, debtor and creditor lists, repayment schedules, regulatory reports and filings. Provide technical accounting advice within area of expertise to functional or operational areas managers to help them develop revenue and expense budgets, understand financi al reports, and manage their financial responsibilities. Coach less experienced accounting staff and help them resolve problems. typically requires a Bachelor's degree in accounting and five to seven years of experience. May require a CPA certification. Frequently reports to an Accounting Manager or Accounting Supervisor. JOB FAMILY: Finance. CAREER STREAM: Professional. CAREER LEVEL: Senior. CAREER STREAM & LEVEL DEFINITION: Individual contributor that is fully proficient in applying established standards; knowledge based acquired from several years of experience in particular area. Works independently; may instruct or coach other professionals.

CUPA: Performs professional accounting work of a complex nature. Thoroughly understands institutional, state, and federal pol icies, procedures, and restrictions. Ensures compliance with generally accepted accounting principles in executing, analyzing, verifying, and reporting transactions of a fiscal nature. Advises management regarding the effective use of resources and methods to maximiz e earnings. Monitors records of past and present operations. May serve as a project leader on special projects. Requires a bache lor's degree in accounting, finance, or related field or equivalent plus 4-5 years' accounting experience.

Benchmark Title: DIRECTOR OF HUMAN RESOURCES
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Human Resources Director	N/A	N/A	Colorado, Public Higher Edu, \$50M	\$87,726	\$94,761	\$100,873	\$108,974	\$118,045	\$127,496
Towers Watson CSR Supervisory & Middle Management, 2013	Human Resources - M3 - Senior Manager	39	263	Group: Associations, Foundations, Education and Government	\$97,892	\$98,097	\$107,723	\$107,723	\$122,058	\$122,878
Mercer Human Resources, 2013	Human Resources Director	27	93	Industry Group - US: Education; Org Wgtd	\$110,959	\$110,959	\$130,270	\$130,270	\$139,874	\$150,704
CUPA	Chief HR Officer, College/Division	7	7	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$108,801	N/A	N/A	N/A
OVERALL AVERAGES:					\$98,859	\$101,273	\$111,916	\$115,655	\$126,659	\$133,693

JOB MATCHES SUMMARIES:

ERI: Directs, organizes, plans, and develops the implementation and administration of human resources functions and carries out policies and procedures relating to all phases of human resources activities. Oversees activities relating to personnel rules and regulations, staffing, employee education and training, management development, labor relations, affirmative action, workers compensation administration, benefits administration, and salary administration.

Towers Watson: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. LEVEL: Supervisory/Management M3 - Senior Manager. Provides leadership to managers, supervisors and/or professional staff. Is accountable for the performance and results of multiple related units. Develops departmental plans, including business, production and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Mercer: Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive. JOB FAMILY: Human Resources. CAREER STREAM: Management. CAREER LEVEL: Senior Manager. CAREER STREAM & LEVEL DEFINITION: Manages within a nominated sub-function or related sub-functions; typically a highly experienced manager. Decisions tend to be more tactical and operational; geographic scope of operation tends to be at the country level. Typically accountable for budget and policy recommendations and medium-term planning.

CUPA: Responsible for administering institutional human resource policies and practices for a college or major administrative division of a university.

MARKET PRICING WORKSHEET

Benchmark Title: HUMAN RESOURCES ASSOC.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Human Resources Analyst, 2 yrs	N/A	N/A	Colorado, Public Higher Edu	\$44,969	\$45,749	\$47,780	\$48,627	\$51,847	\$52,782
Towers Watson CSR Human Resources, 2012	Human Resources - P2 - Intermediate	61	833	Group: Associations, Foundations, Education and Government	\$51,907	\$51,907	\$57,779	\$57,779	\$64,910	\$64,910
Mercer Human Resources, 2013	Human Resources Administration Analyst - Experienced	79	22	All	\$49,043	\$49,962	\$60,282	\$61,916	\$68,558	\$73,155
CUPA	HR Generalist	76	130	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$46,408	N/A	N/A	N/A
CUPA	HR Generalist	5	12	FLA Selected Group	N/A	N/A	\$55,331	N/A	N/A	N/A
OVERALL AVERAGES:					\$48,640	\$49,206	\$53,516	\$56,108	\$61,772	\$63,616

JOB MATCHES SUMMARIES:

ERI: Assesses personnel policies, programs, and procedures, and informs employee and management personnel on the interpretation of them. Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research.

Towers Watson: Deigns, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. LEVEL: Professional P2 - Intermediate. Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills. Builds knowledge of the organization, processes and customers. Solves a range of straightforward problems. Analyzes possible solutions using standard procedures. Receives a moderate level of guidance and direction.

CUPA: (Previously Personnel Analyst). Performs a variety of analytical activities in human resource administration. Administers policies and programs covering several or all of the following: recruiting, compensation, benefits, training, employee and/or labor relations, safety, and personnel research. Requires a bachelor’s degree or equivalent plus 2-3 years’ related experience. Excludes entry-level analysts.

MARKET PRICING WORKSHEET

Benchmark Title: ASSC. VP FACILITIES MANAGEMENT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Facilities Officer	248	252	Q3	N/A	N/A	\$112,134	N/A	N/A	N/A
CUPA	Chief Facilities Officer	9	9	FLA Selected Group	N/A	N/A	\$95,996	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$104,065	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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.

Benchmark Title: FINANCE MANAGER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Supervisory & Middle Management, 2013	Administrative Services Generalist/Multidiscipline - M2 - Manager	10	504	NFP; Industry: Baccalaureate and Graduate Colleges/Universities	\$54,988	\$54,988	\$64,920	\$64,920	\$75,467	\$75,467
OVERALL AVERAGES:					\$54,988	\$54,988	\$64,920	\$64,920	\$75,467	\$75,467

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Supervisory/Management M2 - Manager. Manages professional employees and/or supervisors or supervises large, complex technical or business support or production operations team(s). Is accountable for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

MARKET PRICING WORKSHEET

Benchmark Title: OFFICE ASSISTANT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Administrative Assistant, 1 yr	N/A	N/A	Colorado, Public Higher Edu	\$29,357	\$29,833	\$31,818	\$32,339	\$35,077	\$35,652
Towers Watson CSR Office and Business Support, 2012	Clerical - U2 - Intermediate	28	1790	NFP; Group: Associations, Foundations, Education and Government	\$29,813	\$29,813	\$32,236	\$32,236	\$36,344	\$36,344
Mercer Metro Benchmark - North Central, 2012	General Clerk - Intermediate	20	470	Industry: Education; Org Wgtd	\$31,008	N/A	\$34,267	N/A	\$37,420	N/A
OVERALL AVERAGES:					\$30,059	\$29,823	\$32,774	\$32,287	\$36,280	\$35,998

JOB MATCHES SUMMARIES:

ERI: Supports an organization or department by performing administrative services. Assists management with administrative tasks such as tracking and compiling information of interest. Prepares various reports detailing the administrative information handled by the position. Reads and answers correspondence. May handle confidential information.

Towers Watson: Performs routine clerical duties, such as filing, tabulating, compiling and/or posting records, and photocopying using an array of business software applications, such as a word processor or spreadsheet. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

Mercer: Under general supervision, performs a limited variety of clerical duties for functional groups involving compiling and arranging data, making standard computations, processing and coding documents, and maintaining records and files. Routines are generally prescribed and supervision is readily available. Typically requires a high school education or equivalent and three to six years of experience. JOB FAMILY: Administration. CAREER STREAM: Para-Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

Benchmark Title: STAFF ACCOUNTANT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Accountant, 3 yrs	N/A	N/A	Colorado, Public Higher Edu	\$44,170	\$45,120	\$46,902	\$47,935	\$50,871	\$52,011
Towers Watson CSR Accounting & Finance, 2012	Accounting Generalist/Multidiscipline - P2 - Intermediate	9	168	NFP; Group: Associations, Foundations, Education and Government	\$46,140	\$46,140	\$54,529	\$55,892	\$62,079	\$62,393
Mercer Finance, Accounting & Legal, 2013	Accountant - Experienced	50	771	Industry Group - US: Education; Org Wgtd	\$48,736	\$48,736	\$52,517	\$52,517	\$56,195	\$56,195
CUPA	Accountant	165	570	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$46,330	N/A	N/A	N/A
CUPA	Accountant	8	20	FLA Selected Group	N/A	N/A	\$41,162	N/A	N/A	N/A
OVERALL AVERAGES:					\$46,349	\$46,665	\$48,288	\$52,114	\$56,381	\$56,866

JOB MATCHES SUMMARIES:

ERI: Readies and maintains financial and business transactions, applying accounting principles, that include work that is analytical, evaluative, and advisory in nature and that requires an understanding of both accounting theory and practice. Utilizes knowledge of the fundamental doctrines, theories, principles, and terminology of accountancy, and often entails some understanding of such related fields as business law, statistics, and general management. Analyzes the effects of transactions upon account relationships. Evaluates alternative means of treating transactions. Plans the manner in which account structures should be developed or modified. Ensures the adequacy of the accounting system as the basis for reporting to management. Considers the need for new or changed controls. Projects accounting data to show the effects of proposed plans on capital investments, income, cash position, and overall financial condition. Interprets the meaning of accounting records, reports, and statements. Advises operating officials on accounting matters. Excludes paraprofessional accountants.

Towers Watson: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Responsibilities are within the Accounting Function as a generalist or in a combination of Disciplines. LEVEL: Professional P2 - Intermediate. Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills. Builds knowledge of the organization, processes and customers. Solves a range of straightforward problems. Analyzes possible solutions using standard procedures. Receives a moderate level of guidance and direction.

Mercer: Perform a variety of accounting activities in accordance with accounting principles and standards to control the organization's financial resources and ensure that it complies with all relevant regulations, laws, and reporting requirements. Reconcile accounts, post journal entries, and maintain a complete and accurate general ledger in accordance with accounting principles and reporting schedules so that the organization has a full and accurate statement of its financial position. Collect, compile, verify, and analyze financial information and prepare financial reports and accounting statements so that senior management has accurate and timely information for making financial decisions. These reports may include profit and loss statements, balance sheets, depreciation statements, cash flow, debtor and creditor lists, repayment schedules, regulatory reports and filings. Provide technical accounting advice within area of expertise to functional or operational areas managers to help them develop revenue and expense budgets, understand financial reports, and manage their financial responsibilities. Typically requires a Bachelor's degree in accounting and two to four years of experience. May be CPA exam eligible. Frequently reports to an Accounting Supervisor. JOB FAMILY: Finance. CAREER STREAM: Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

CUPA: Applies generally accepted accounting principles and procedures in working with specialized accounting records and reports. Assembles and analyzes data and transactions, prepares statements and reports relating to an assigned area of responsibility. Requires a bachelor's degree or equivalent plus 2-3 years' experience in accounting procedures.

MARKET PRICING WORKSHEET

Benchmark Title: Admissions Counselor
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Admissions Counselor	219	1395	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$37,661	N/A	N/A	N/A
CUPA	Student Admissions Counselor	11	113	FLA Selected Group	N/A	N/A	\$32,415	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$35,038	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Recruits freshmen and transfer students from high schools and community colleges. Makes presentations to student groups. Counsels students and parents regarding the admissions process. Requires a bachelor’s degree or equivalent plus 2-3 years’ related experience.

MARKET PRICING WORKSHEET

Benchmark Title: Dean of CHASS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean Humanities	46	46	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$114,898	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$114,898	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: Dean of CSM
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean Sciences	73	64	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$133,877	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$133,877	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: Academic Advisor
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	44	44	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: Dean of Library Services
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Library Officer	214	222	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$99,973	N/A	N/A	N/A
CUPA	Chief Library Officer	12	12	FLA Selected Group	N/A	N/A	\$98,885	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$99,429	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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. Degree requirement: ALA Accredited Masters. Previous job title: Director, Library Services.

MARKET PRICING WORKSHEET

Benchmark Title: Director of Admissions
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Student Admissions Officer	205	227	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$92,288	N/A	N/A	N/A
CUPA	Chief Student Admissions Officer	9	10	FLA Selected Group	N/A	N/A	\$81,160	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$86,724	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for the admission of undergraduates. May also be responsible for recruitment and selection for the admission of graduate and professional students or for scholarship administration or similar functions.

MARKET PRICING WORKSHEET

Benchmark Title: Registrar
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Student Registr/Records Officer	246	258	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$84,034	N/A	N/A	N/A
CUPA	Chief Student Registr/Records Officer	11	11	FLA Selected Group	N/A	N/A	\$80,004	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$82,019	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Also referred to as the Registrar. Responsible for student registrations and records. Specific responsibilities typically include registration, classroom scheduling, maintenance of student records, graduation clearance, and related matters.

MARKET PRICING WORKSHEET

Benchmark Title: Dean of Student Life
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean of Students	130	143	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$94,704	N/A	N/A	N/A
CUPA	Dean of Students	5	5	FLA Selected Group	N/A	N/A	\$86,728	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$90,716	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for functions such as student activities, housing, conduct and orientation.

MARKET PRICING WORKSHEET

Benchmark Title: PROVOST/VP FOR ACADEMIC AFFAIR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Academic Affairs Officer / Provost	286	287	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$189,729	N/A	N/A	N/A
CUPA	Chief Academic Affairs Officer / Provost	12	12	FLA Selected Group	N/A	N/A	\$182,939	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$186,334	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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).

MARKET PRICING WORKSHEET

Benchmark Title: Dean of HSB
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean Business	224	227	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$162,898	N/A	N/A	N/A
CUPA	Dean Business	12	13	FLA Selected Group	N/A	N/A	\$152,035	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$157,467	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: DEAN OF CONED
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean Continuing Education	76	79	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$115,161	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$115,161	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: INT. DEAN-GRAD PRGMS-RESEARCH
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Assoc/Asst Dean, Biological & Life Sciences	19	26	All	N/A	N/A	\$115,738	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$115,738	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: ASSOC DEAN-TEP
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Assoc/Asst Dean, Education	72	94	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$99,081	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$99,081	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: ACTING DEAN CEEPS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Dean Engineering	28	32	FLA Selected Group	N/A	N/A	\$155,917	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$155,917	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: ASSOC. DEAN OF NSG
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Assoc/Asst Dean, Nursing	41	70	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$108,977	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$108,977	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: ASST PROVOST OF ASSMT. & LRNG.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

						25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info		Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Asst Provost	63	87	4 yrs Q3 (Enrollment 3,340- 9,576)		N/A	N/A	\$104,976	N/A	N/A	N/A
OVERALL AVERAGES:						N/A	N/A	\$104,976	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO or another Provost.

MARKET PRICING WORKSHEET

Benchmark Title: INSTITUTIONAL RESEARCH ANALYST
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Deputy Head, Institutional Research	93	108	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$61,606	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$61,606	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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.

MARKET PRICING WORKSHEET

Benchmark Title: ASSC. DIR. OF TRNSFR CONSL & A
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Deputy Head, Student Admissions	185	447	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$59,960	N/A	N/A	N/A
CUPA	Deputy Head, Student Admissions	9	12	FLA Selected Group	N/A	N/A	\$50,390	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$55,175	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for one or several areas of student admissions. Reports to the Chief Admission Officer.

MARKET PRICING WORKSHEET

Benchmark Title: DIRECTOR - CAREER CTR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Campus Career Services Administrator	197	221	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$72,067	N/A	N/A	N/A
CUPA	Chief Campus Career Services Administrator	7	7	FLA Selected Group	N/A	N/A	\$61,123	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$66,595	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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. Previous job title: Director, Career Development & Placement.

MARKET PRICING WORKSHEET

Benchmark Title: ASS DIR OF FINANCIAL AID
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Deputy Head, Student Financial Aid	209	331	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$58,229	N/A	N/A	N/A
CUPA	Deputy Head, Student Financial Aid	8	16	FLA Selected Group	N/A	N/A	\$53,275	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$55,752	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for one or several areas student financial aid. Reports to the Director of Financial Aid.

MARKET PRICING WORKSHEET

Benchmark Title: TRANSFER COORD/COUSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Admissions Counselor	219	1395	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$37,661	N/A	N/A	N/A
CUPA	Student Admissions Counselor	11	113	FLA Selected Group	N/A	N/A	\$32,415	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$35,038	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Recruits freshmen and transfer students from high schools and community colleges. Makes presentations to student groups. Counsels students and parents regarding the admissions process. Requires a bachelor’s degree or equivalent plus 2-3 years’ related experience.

MARKET PRICING WORKSHEET

Benchmark Title: DSF ADMISSIONS COUNSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Admissions Counselor	219	1395	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$37,661	N/A	N/A	N/A
CUPA	Student Admissions Counselor	11	113	FLA Selected Group	N/A	N/A	\$32,415	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$35,038	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Recruits freshmen and transfer students from high schools and community colleges. Makes presentations to student groups. Counsels students and parents regarding the admissions process. Requires a bachelor’s degree or equivalent plus 2-3 years’ related experience.

MARKET PRICING WORKSHEET

Benchmark Title: ADMISSIONS COUNSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Admissions Counselor	219	1395	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$37,661	N/A	N/A	N/A
CUPA	Student Admissions Counselor	11	113	FLA Selected Group	N/A	N/A	\$32,415	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$35,038	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Recruits freshmen and transfer students from high schools and community colleges. Makes presentations to student groups. Counsels students and parents regarding the admissions process. Requires a bachelor’s degree or equivalent plus 2-3 years’ related experience.

MARKET PRICING WORKSHEET

Benchmark Title: FINANCIAL AID COUNSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Financial Aid Counselor	208	806	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$41,079	N/A	N/A	N/A
CUPA	Student Financial Aid Counselor	9	31	FLA Selected Group	N/A	N/A	\$39,929	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$40,504	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Provides personal and financial aid application counseling to students and parents. Assists in the administration of the financial aid program. Makes decisions to award funds to students eligible for scholarships, grants, and college work-study. Responsible for auditing and reconciling financial aid accounts and packaging financial aid awards. Requires a bachelor’s degree or equivalent plus 2-3 years’ financial aid program experience and familiarity with relevant federal/state regulations.

MARKET PRICING WORKSHEET

Benchmark Title: STUDENT FINANCIAL COUNSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Financial Aid Counselor	208	806	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$41,079	N/A	N/A	N/A
CUPA	Student Financial Aid Counselor	9	31	FLA Selected Group	N/A	N/A	\$39,929	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$40,504	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Provides personal and financial aid application counseling to students and parents. Assists in the administration of the financial aid program. Makes decisions to award funds to students eligible for scholarships, grants, and college work-study. Responsible for auditing and reconciling financial aid accounts and packaging financial aid awards. Requires a bachelor’s degree or equivalent plus 2-3 years’ financial aid program experience and familiarity with relevant federal/state regulations.

MARKET PRICING WORKSHEET

Benchmark Title: VEB COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Financial Aid Counselor	208	806	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$41,079	N/A	N/A	N/A
CUPA	Student Financial Aid Counselor	9	31	FLA Selected Group	N/A	N/A	\$39,929	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$40,504	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Provides personal and financial aid application counseling to students and parents. Assists in the administration of the financial aid program. Makes decisions to award funds to students eligible for scholarships, grants, and college work-study. Responsible for auditing and reconciling financial aid accounts and packaging financial aid awards. Requires a bachelor’s degree or equivalent plus 2-3 years’ financial aid program experience and familiarity with relevant federal/state regulations.

MARKET PRICING WORKSHEET

Benchmark Title: ASSISTANT DIRECTOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

MARKET PRICING WORKSHEET

Benchmark Title: INTERIM DIR. AUX SERV
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Auxiliary Services Officer	90	91	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$92,124	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$92,124	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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.

MARKET PRICING WORKSHEET

Benchmark Title: ASST. DIR. OF FACILITIES
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Deputy Chief Facilities Officer	140	165	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$84,421	N/A	N/A	N/A
CUPA	Deputy Chief Facilities Officer	7	8	FLA Selected Group	N/A	N/A	\$69,275	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$76,848	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Generally second-in-command to the chief facilities officer. Responsible for one or several areas of facilities maintenance and operation. Reports to the Chief Physical Plant/Facilities Officer.

Benchmark Title: ASST. TO DIR. AUX. SERV- TECH
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
Towers Watson CSR Info Technology & e-Commerce, 2013	Network Control/Administration - P1 - Entry	5	24	NFP; Group: Associations, Foundations,	\$38,629	\$38,629	\$49,127	\$49,127	\$60,440	\$60,440
OVERALL AVERAGES:					\$38,629	\$38,629	\$47,876	\$49,127	\$60,440	\$60,440

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

Towers Watson: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains local (LAN) and/or wide area networks (WAN); evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. LEVEL: Professional P1 - Entry. Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts. Develops competence by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from others.

MARKET PRICING WORKSHEET

Benchmark Title: EXEC. & BUDGET ASST TO VPFA
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

Benchmark Title: Program Associate
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

MARKET PRICING WORKSHEET

Benchmark Title: WRITING RM COORD/CHASS GET CTR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

MARKET PRICING WORKSHEET

Benchmark Title: ASST DIR VUB
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

MARKET PRICING WORKSHEET

Benchmark Title: DEPT ACCOUNT/POLICY COORD
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Accountant	165	570	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$46,330	N/A	N/A	N/A
CUPA	Accountant	8	20	FLA Selected Group	N/A	N/A	\$41,162	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$43,746	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Applies generally accepted accounting principles and procedures in working with specialized accounting records and reports. Assembles and analyzes data and transactions, prepares statements and reports relating to an assigned area of responsibility. Requires a bachelor’s degree or equivalent plus 2-3 years’ experience in accounting procedures.

MARKET PRICING WORKSHEET

Benchmark Title: EDUCATIONAL DEV. SPEC.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: MMCR TECHNICIAN
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	IT Help Desk Specialist/Technician	129	433	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$42,920	N/A	N/A	N/A
CUPA	IT Help Desk Specialist/Technician	6	13	FLA Selected Group	N/A	N/A	\$37,639	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$40,279	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for front line support of institutional users of enterprise applications, desktops, networks, and information resources.

MARKET PRICING WORKSHEET

Benchmark Title: INSTRUCTIONAL TECH
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Instructional Technology, Specialist	145	307	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$53,692	N/A	N/A	N/A
CUPA	Instructional Technology, Specialist	10	23	FLA Selected Group	N/A	N/A	\$44,184	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$48,938	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for working with faculty to promote the effective uses of IT in support of teaching and learning.

MARKET PRICING WORKSHEET

Benchmark Title: COORD OF ITC
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	IT Network Operations Manager	42	44	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$76,016	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$76,016	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Manages staff and operations of distance education network. Manages support and services for instructional activities such as classroom instruction, capture and delivery of instruction, supporting interactivity (web, phone, and other audio/v Learning Systems. Plans, designs, analyzes and installs instructional systems in classrooms based on department instructional needs. Provides specific technical expertise to faculty, staff and students in areas such as instructional operations and e-L typically include Bachelor's degree, knowledge of distance learning instructional systems, operations and technologies, with 3 or more years of relevant experience.

MARKET PRICING WORKSHEET

Benchmark Title: DIR. STUDENT ENGAGE/LEADERSHIP
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Campus Student Activities Administrator	180	201	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$63,651	N/A	N/A	N/A
CUPA	Chief Campus Student Activities Administrator	6	6	FLA Selected Group	N/A	N/A	\$63,812	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$63,732	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for coordinating all campus student activities, including special events, student organizations, publications, and student government activities.

MARKET PRICING WORKSHEET

Benchmark Title: ASSC DIR REC CENTER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Head, Campus Recreation/Intramurals	120	122	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$60,448	N/A	N/A	N/A
CUPA	Head, Campus Recreation/Intramurals	9	9	FLA Selected Group	N/A	N/A	\$65,638	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$63,043	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Directs operational aspects of all non-varsity and club (intramural) sports. Responsible for planning and coordination of programs, scheduling (both times and locations) and budget administration and monitoring. May also have responsibility for some recreational facilities. Typically requires: Bachelors degree; 3 or more year related experience.

MARKET PRICING WORKSHEET

Benchmark Title: INTRM. DIR. OF STDNT ACAD. SRV
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Head, Student Academic Counseling	61	82	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$61,165	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$61,165	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Directs the provision of academic counseling and testing services for students. Report to Director, Academic Advising, 7050.

MARKET PRICING WORKSHEET

Benchmark Title: DIRECTOR OF SSS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Program Manager, 5 yrs	N/A	N/A	Colorado, Public Higher Edu	\$59,433	\$61,810	\$63,307	\$65,880	\$68,717	\$71,544
OVERALL AVERAGES:					N/A	N/A	\$63,307	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

ERI: Manages program to ensure that implementation and prescribed activities are carried out in accordance with specified objectives. Plans and develops methods and procedures for implementing program, directs and coordinates program activities, and e responsible for specific functions or phases of program.

MARKET PRICING WORKSHEET

Benchmark Title: Director, Student Recreation Center
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Head, Campus Recreation/ Intramurals	120	122	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$60,448	N/A	N/A	N/A
CUPA	Head, Campus Recreation/ Intramurals	8	8	FLA Selected Group	N/A	N/A	\$65,638	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$63,043	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Directs operational aspects of all non-varsity and club (intramural) sports. Responsible for planning and coordination of programs, scheduling (both times and locations) and budget administration and monitoring. May also have responsibility for some recreational facilities. Typically requires: Bachelors degree; 3 or more year related experience. Previous job title: Director, Campus Recreation/ Intramurals.

MARKET PRICING WORKSHEET

Benchmark Title: AREA COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Housing, Residence Life Officer	63	128	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,915	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$44,915	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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.

Benchmark Title: PROGRAM MANAGER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Professional Administrative & Sales, 2014	Administrative Services - P4 - Spec	8	222	Group: Associations, Foundations, Educ:	\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329
OVERALL AVERAGES:					\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329

JOB MATCHES SUMMARIES:

Towers Watson: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. LEVEL: Professional P4 - Specialist. Is recognized as an expert in own area within the organization. Requires specialized depth and/or breadth of expertise. Interprets internal or external business issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Benchmark Title: PROG MNGR EXT DEGREE PROG
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Professional Administrative & Administrative Services - P4 - Spec		8	222	Group: Associations, Foundations, Educ	\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329
OVERALL AVERAGES:					N/A	N/A	\$71,610	N/A	N/A	N/A

Towers Watson: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. LEVEL: Professional P4 - Specialist. Is recognized as an expert in own area within the organization. Requires specialized depth and/or breadth of expertise. Interprets internal or external business issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Benchmark Title: SITE MANAGER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U2 - Intermediate	21	669	Group: Associations, Foundations, Education and Government	\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286
OVERALL AVERAGES:					\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

MARKET PRICING WORKSHEET

Benchmark Title: EXTERNAL DEGREE ADVISOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: STUDENT SUCCESS&ADVISING COOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: FIRST YEAR ADVISOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: UNDERGRAD ACADEMIC ADVISOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: COUNSELOR/RETENTION SPECIALIST
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: ADVISOR/COUNSELOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: AIP COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

MARKET PRICING WORKSHEET

Benchmark Title: CAMP-REG SITE COORD
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

Benchmark Title: DIRECTOR - PRES LDRSHP PGM
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Professional Administrative & Sales, 2014	Administrative Services - P4 - Specialist	8	222	Group: Associations, Foundations, Educ	\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329
OVERALL AVERAGES:					N/A	N/A	\$71,610	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

Towers Watson: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. LEVEL: Professional P4 - Specialist. Is recognized as an expert in own area within the organization. Requires specialized depth and/or breadth of expertise. Interprets internal or external business issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

MARKET PRICING WORKSHEET

Benchmark Title: APARTMENT MGR-UNIV VILLAGE
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Residence Hall Manager (R&B incl)	137	673	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$31,725	N/A	N/A	N/A
CUPA	Student Residence Hall Manager (R&B incl)	9	26	FLA Selected Group	N/A	N/A	\$28,310	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$30,017	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Supervises and administers activities of a residence hall. Manager is given room and board at the residence hall as part of the employment package. Duties include oversight of maintenance and renovation, purchase and inventory of supplies, assignment of rooms and summer housing, housekeeping functions, and management of student conduct and discipline. Requires bachelor’s degree or equivalent plus 4-5 years’ related experience. Excludes Director of Housing and/or Student Residence. Report base salary only. Room and board included in employment package; report 12-month FTE salary, exclude students.

MARKET PRICING WORKSHEET

Benchmark Title: EXEC. DIR. OF EXTERNAL AFFAIRS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source		Survey Position Match		No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
							Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA		Chief External Affairs Officer		169	178	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$166,970	N/A	N/A	N/A
OVERALL AVERAGES:							N/A	N/A	\$166,970	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for such functions as communications, public relations, alumni relations and government affairs.

MARKET PRICING WORKSHEET

Benchmark Title: DIR OF ALUMNI REL & ANN FUND
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Alumni Relations Officer	79	105	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,092	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$44,092	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Under supervision, assists in cultivating and broadening alumni interest in and financial support of the university, in developing, strengthening and implementing both campus and regional alumni programs and in planning and implementing major homecoming and reunion events. Requires a bachelor’s degree.

MARKET PRICING WORKSHEET

Benchmark Title: STATION MEDIA MANAGER
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

					25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info						
CUPA	FM Radio Station Manager	40	45	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$60,806	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$60,806	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Manages FM radio station operations, including programming, on-air functions, program production, broadcast negotiations, and studio equipment supervision. Requires a bachelor’s degree and 5-8 years’ related experience.

MARKET PRICING WORKSHEET

Benchmark Title: DIR. TRIO/UPWARD BOUND
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Program Manager, 3 yrs	N/A	N/A	Colorado, Public Higher Edu	\$55,652	\$57,771	\$59,197	\$65,880	\$64,185	\$71,544
OVERALL AVERAGES:					\$55,652	\$57,771	\$59,197	\$65,880	\$64,185	\$71,544

JOB MATCHES SUMMARIES:

ERI: Manages program to ensure that implementation and prescribed activities are carried out in accordance with specified objectives. Plans and develops methods and procedures for implementing program, directs and coordinates program activities, and exercises control over personnel responsible for specific functions or phases of program.

MARKET PRICING WORKSHEET

Benchmark Title: PROPEL CENTER DIRECTOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Program Manager, 5 yrs	N/A	N/A	Colorado, Public Higher Edu	\$59,433	\$61,810	\$63,307	\$65,880	\$68,717	\$71,544
OVERALL AVERAGES:					\$59,433	\$61,810	\$63,307	\$65,880	\$68,717	\$71,544

JOB MATCHES SUMMARIES:

ERI: Manages program to ensure that implementation and prescribed activities are carried out in accordance with specified objectives. Plans and develops methods and procedures for implementing program, directs and coordinates program activities, and exercises control over personnel responsible for specific functions or phases of program.

MARKET PRICING WORKSHEET

Benchmark Title: STOCKROOM COORD.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Disability Services Coordinator	100	112	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,878	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,878	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

Local Area Pay: Coordinates operational activities in a research laboratory, providing support services to researchers and technicians. Develops and implements policies, procedures, and standards for lab operations to ensure the efficiency, effectiveness, and quality control of the laboratory and compliance with federal, state, and university regulations and standards. Coordinates the ordering, inventory, storage, and maintenance of supplies, lab ware, and instruments essential to the operation of the lab. Requires a bachelor’s degree in a physical science discipline or equivalent plus 2-3 years’ technical/administrative experience in laboratory operations. Coordinates activities in a research lab; exclude instructional lab coordinators.

MARKET PRICING WORKSHEET

Benchmark Title: INTRM EXEC ASST TO PROVOST
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Executive Assistant to System or Institution CEO	122	142	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$70,516	N/A	N/A	N/A
CUPA	Executive Assistant to System or Institution CEO	7	9	FLA Selected Group	N/A	N/A	\$67,280	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$68,898	N/A	N/A	N/A

CUPA: 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. This is a high-level professional position; not an administrative support position.

MARKET PRICING WORKSHEET

Benchmark Title: DIR. OF PLANNING /CONSTRUCTION
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Head, Campus Construction	45	56	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$85,124	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$85,124	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for the planning, coordination, and control of building / renovation construction projects from inception to completion. Ensures that client's needs for project functionality and standards are met. Manages project timeline, adjusts for construction delays and emergencies. Supervises hiring and work of employees / trade contractors. Oversees materials, construction tools and equipment; obtains necessary permits, etc.

Benchmark Title: ACCTOUNTS PAY SPECIALIST
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Accounting & Finance, 2012	Accounts Payable - U2 - Intermediate	24	188	Group: Associations, Foundations, Education and Government	\$34,015	\$34,214	\$36,799	\$36,799	\$41,772	\$41,772
OVERALL AVERAGES:					\$34,015	\$34,214	\$36,799	\$36,799	\$41,772	\$41,772

JOB MATCHES SUMMARIES:

Towers Watson: Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis, and responds to vendor queries. Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports. Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to. May process employee expenses reimbursement requests for payment. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

Benchmark Title: SPECL ASST-DEAN/CHAIRS/MBA DIR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Professional Administrative & Sales, 2014	Administrative Services - P4 - Specialist	8	222	Group: Associations, Foundations, Education and Government	\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329
OVERALL AVERAGES:					\$60,570	\$60,570	\$71,610	\$71,610	\$86,329	\$86,329

JOB MATCHES SUMMARIES:

Towers Watson: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. LEVEL: Professional P4 - Specialist. Is recognized as an expert in own area within the organization. Requires specialized depth and/or breadth of expertise. Interprets internal or external business issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

MARKET PRICING WORKSHEET

Benchmark Title: OFFICE ASSISTANT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
ERI	Administrative Assistant, 1 yr	N/A	N/A	Colorado, Public Higher Edu	\$29,357	\$29,833	\$31,818	\$32,339	\$35,077	\$35,652
Towers Watson CSR Office and Business Support, 2012	Clerical - U2 - Intermediate	28	1790	NFP; Group: Associations, Foundations, Education and Government	\$29,813	\$29,813	\$32,236	\$32,236	\$36,344	\$36,344
Mercer Metro Benchmark - North Central, 2012	General Clerk - Intermediate	20	470	Industry: Education; Org Wgtd	\$31,008	N/A	\$34,267	N/A	\$37,420	N/A
OVERALL AVERAGES:					\$30,059	\$29,823	\$32,774	\$32,287	\$36,280	\$35,998

JOB MATCHES SUMMARIES:

ERI: Supports an organization or department by performing administrative services. Assists management with administrative tasks such as tracking and compiling information of interest. Prepares various reports detailing the administrative information handled by the position. Reads and answers correspondence. May handle confidential information.

Towers Watson: Performs routine clerical duties, such as filing, tabulating, compiling and/or posting records, and photocopying using an array of business software applications, such as a word processor or spreadsheet. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

Mercer: Under general supervision, performs a limited variety of clerical duties for functional groups involving compiling and arranging data, making standard computations, processing and coding documents, and maintaining records and files. Routines are generally prescribed and supervision is readily available. Typically requires a high school education or equivalent and three to six years of experience. JOB FAMILY: Administration. CAREER STREAM: Para-Professional. CAREER LEVEL: Experienced. CAREER STREAM & LEVEL DEFINITION: Individual contributor that works under limited supervision. Applies subject matter knowledge; requires capacity to understand specific needs or requirements to apply skills/knowledge.

Benchmark Title: MLC TUTOR COOR/SI PROPEL LIAIS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Secretarial/Administrative Assistance - U1 - Entry	38	2246	Group: Associations, Foundations, Education and Government	\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794
OVERALL AVERAGES:					\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794

JOB MATCHES SUMMARIES:

Towers Watson: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. LEVEL: Business Support U1 - Entry. Entry level job with little or no prior relevant work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Benchmark Title: ADMIN ASST PROPEL
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Secretarial/Administrative Assistance - U1 - Entry	38	2246	Group: Associations, Foundations, Education and Government	\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794
OVERALL AVERAGES:					\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794

JOB MATCHES SUMMARIES:

Towers Watson: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. LEVEL: Business Support U1 - Entry. Entry level job with little or no prior relevant work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Benchmark Title: ADMN. ASST. - RAGE
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Secretarial/Administrative Assistance - U1 - Entry	38	2246	Group: Associations, Foundations, Education and Government	\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794
OVERALL AVERAGES:					\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794

JOB MATCHES SUMMARIES:

Towers Watson: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. LEVEL: Business Support U1 - Entry. Entry level job with little or no prior relevant work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Benchmark Title: OWL COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Secretarial/Administrative Assistance - U1 - Entry	38	2246	Group: Associations, Foundations, Education and Government	\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794
OVERALL AVERAGES:					\$29,638	\$29,638	\$33,617	\$33,617	\$37,794	\$37,794

JOB MATCHES SUMMARIES:

Towers Watson: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. LEVEL: Business Support U1 - Entry. Entry level job with little or no prior relevant work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Benchmark Title: ASSISTANT DIRECTOR OF ADMISSIONS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source		Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
						Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA		Deputy Head, Student Admissions	185	447	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$59,960	N/A	N/A	N/A
CUPA		Deputy Head, Student Admissions	9	12	FLA Selected Group	N/A	N/A	\$50,390	N/A	N/A	N/A
OVERALL AVERAGES:						N/A	N/A	\$55,175	N/A	N/A	N/A

CUPA: Responsible for one or several areas of student admissions. Reports to the Chief Admission Officer.

MARKET PRICING WORKSHEET

Benchmark Title: PROGRAM COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U2 - Intermediate	21	669	Group: Associations, Foundations, Education and Government	\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286
OVERALL AVERAGES:					\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

MARKET PRICING WORKSHEET

Benchmark Title: INTERLIBRARY LOAN ASSISTANT
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

						25th Percentile		50th Percentile		75th Percentile			
						Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash		
Survey Source	Survey Position Match			No. Co's.	No. Inc's.	Scope Info							
CUPA	Library Paraprof			N/A	N/A	4 yrs Q3 (Enrollment 3,340- 9,576)		N/A	N/A	\$35,743	N/A	N/A	N/A
OVERALL AVERAGES:								N/A	N/A	\$35,743	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: COORD. OF HOAG HALL
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U2 - Intermediate	21	669	Group: Associations, Foundations, Education and Government	\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286
OVERALL AVERAGES:					\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

MARKET PRICING WORKSHEET

Benchmark Title: NURSING GRAD PROG ASSOCIATE
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U2 - Intermediate	21	669	Group: Associations, Foundations, Education and Government	\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286
OVERALL AVERAGES:					\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

MARKET PRICING WORKSHEET

Benchmark Title: GRADUATION EVALUATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U2 - Intermediate	21	669	Group: Associations, Foundations, Education and Government	\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286
OVERALL AVERAGES:					\$32,125	\$32,125	\$35,606	\$35,606	\$39,286	\$39,286

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U2 - Intermediate. Has developed knowledge and skills through formal training or considerable work experience. Entry level often for those with work experience in the skill area. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions.

MARKET PRICING WORKSHEET

Benchmark Title: SITE COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Student Financial Aid Counselor	208	806	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$41,079	N/A	N/A	N/A
CUPA	Student Financial Aid Counselor	9	31	FLA Selected Group	N/A	N/A	\$39,929	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$40,504	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Provides personal and financial aid application counseling to students and parents. Assists in the administration of the financial aid program. Makes decisions to award funds to students eligible for scholarships, grants, and college work-study. Responsible for auditing and reconciling financial aid accounts and packaging financial aid awards. Requires a bachelor’s degree or equivalent plus 2-3 years’ financial aid program experience and familiarity with relevant federal/state regulations.

MARKET PRICING WORKSHEET

Benchmark Title: VUB SITE COORD.
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Academic Advisor/Counselor	200	1502	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$44,323	N/A	N/A	N/A
CUPA	Academic Advisor/Counselor	12	100	FLA Selected Group	N/A	N/A	\$39,247	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$41,785	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Advises students concerning an appropriate academic schedule, choice of major, number of hours that may be taken, probation, and/or suspension. Contact may be on individual or group basis or be made by correspondence. No supervisory responsibilities. Requires a bachelor’s degree in counseling or related field or equivalent plus 2-3 years’ related experience. Exclude instructional faculty.

Benchmark Title: INTERIM LAB RES. COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U3 - Senior	13	759	Group: Associations, Foundations, Education and Government	\$38,391	\$38,391	\$41,374	\$41,374	\$44,856	\$44,856
OVERALL AVERAGES:					\$38,391	\$38,391	\$41,374	\$41,374	\$44,856	\$44,856

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U3 - Senior. Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Benchmark Title: TRANSFER/DEGREE AUDIT SPCLIST
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U3 - Senior	13	759	Group: Associations, Foundations, Education and Government	\$38,391	\$38,391	\$41,374	\$41,374	\$44,856	\$44,856
OVERALL AVERAGES:					\$38,391	\$38,391	\$41,374	\$41,374	\$44,856	\$44,856

JOB MATCHES SUMMARIES:

Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U3 - Senior. Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Benchmark Title: PROGRAM ASSOCIATE
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist/Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist/Coordinator	9	31	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
Towers Watson CSR Office and Business Support, 2014	Administrative Services Generalist/Multidiscipline - U3 - Senior	13	759	Group: Associations, Foundations, Educ	\$38,391	\$38,391	\$41,374	\$41,374	\$44,856	\$44,856
OVERALL AVERAGES:					N/A	N/A	\$45,292	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

Towers Watson: Towers Watson: Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function. LEVEL: Business Support U3 - Senior. Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

MARKET PRICING WORKSHEET

Benchmark Title: MARKETING COMMUNICATIONS SPEC
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

						25th Percentile		50th Percentile		75th Percentile			
Survey Source		Survey Position Match		No. Co's.	No. Inc's.	Scope Info		Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA		External Affairs/Communications Paraprofessional		N/A	N/A	4 yrs Q3 (Enrollment 3,340- 9,576)		N/A	N/A	\$35,455	N/A	N/A	N/A
OVERALL AVERAGES:								N/A	N/A	\$35,455	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

MARKET PRICING WORKSHEET

Benchmark Title: ASSOCIATE DIRECTOR OF TRANSFER COUNSELING
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Associate Registrar	171	232	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$57,616	N/A	N/A	N/A
CUPA	Associate Registrar	7	7	FLA Selected Group	N/A	N/A	\$52,595	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$55,106	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for one or several areas of student registration and records. Reports to the Registrar.

MARKET PRICING WORKSHEET

Benchmark Title: Director of EEO/AA & Title IX
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Equal Opportunity/AA Officer	58	58	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$89,486	N/A	N/A	N/A
CUPA	Chief Equal Opportunity/AA Officer	5	5	FLA Selected Group	N/A	N/A	\$77,193	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$83,339	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Responsible for the university-wide programs designed to ensure equality of employment opportunity on an individual basis without preferential treatment of any group. Previous job title: Director, Affirmative Action/Equal Opportunity.

MARKET PRICING WORKSHEET

Benchmark Title: Disability Resource Coordinator
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Disability Services Coordinator	100	112	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$49,638	N/A	N/A	N/A
CUPA	Disability Services Coordinator	5	5	FLA Selected Group	N/A	N/A	\$41,970	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$45,804	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Plans, directs, and oversees the administration of all programs and services ensuring compliance with ADA and provides leadership and consultation in promoting access and equity for persons with disabilities.

MARKET PRICING WORKSHEET

Benchmark Title: Lab Coordinator
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Lab Coordinator-physical sciences	51	147	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,878	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,878	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: Coordinates operational activities in a research laboratory, providing support services to researchers and technicians. Develops and implements policies, procedures, and standards for lab operations to ensure the efficiency, effectiveness, and quality control of the laboratory and compliance with federal, state, and university regulations and standards. Coordinates the ordering, inventory, storage, and maintenance of supplies, lab ware, and instruments essential to the operation of the lab. Requires a bachelor’s degree in a physical science discipline or equivalent plus 2-3 years’ technical/administrative experience in laboratory operations. Coordinates activities in a research lab; exclude instructional lab coordinators.

MARKET PRICING WORKSHEET

Benchmark Title: ASST. DIR./NSE CRD INTL PROG
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Study Abroad Advisor	83	119	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$43,492	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$43,492	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: With supervision from the Director, provides advisory, referral, and information services to students, parents, and others interested in study abroad opportunities, as well as work, travel, or volunteer opportunities. Provides, organizes, and implements materials and forums regarding overseas study opportunities and sources of financial aid; assists students in complying with registration and academic credit transfer requirements. May supervise support staff positions. Requires a bachelor’s degree and 2 years’ related professional experience.

MARKET PRICING WORKSHEET

Benchmark Title: DIR OF INTRNTL PGMS
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Chief Camps International Studies Ed Administrator	52	56	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$78,022	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$78,022	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: 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.

MARKET PRICING WORKSHEET

Benchmark Title: INTERIM AOD COORDINATOR
Survey Data Updated to: 8/1/2014
Update Trend Factor: 3% salary budget, 2% structure

Survey Source	Survey Position Match	No. Co's.	No. Inc's.	Scope Info	25th Percentile		50th Percentile		75th Percentile	
					Updated Base	Updated Total Cash	Updated Base	Updated Total Cash	Updated Base	Updated Total Cash
CUPA	Administrative Specialist / Coordinator	136	1671	4 yrs Q3 (Enrollment 3,340- 9,576)	N/A	N/A	\$47,724	N/A	N/A	N/A
CUPA	Administrative Specialist / Coordinator	9	57	FLA Selected Group	N/A	N/A	\$46,777	N/A	N/A	N/A
OVERALL AVERAGES:					N/A	N/A	\$47,250	N/A	N/A	N/A

JOB MATCHES SUMMARIES:

CUPA: This is an exempt, professional position, not an administrative assistant. Persons in this position generally report to an Executive Administrator or to an Administrative Unit Head. Responsibilities include performing a variety of professional and administrative duties that facilitate the day to- day operations of a function, program, and/or department. Assists in program planning and development; interprets, monitors, and analyzes information regarding operating policies and procedures; administers budgets; and coordinates academic and/or staff personnel matters. Resolves problems that have a significant impact on the overall goals of the department. Requires 2-3 years’ of relevant experience. Do not report department business officers here.

Admin/Professional Jobs Individual Comparison to the Market of FLA Selected
Peers, Schools of Similar Enrollment and Private Sector Summary

This Fox Lawson spreadsheet compares each employee's salary to the market rate that Fox Lawson is recommending for his or her position.

Most of the information on this page is reasonably self-explanatory.

The columns containing employee names may be incorrect in some cases because of the length of time required to complete the survey process. While much of the turnover has been accounted for by changing the names when appropriate, there may be a few names that still need to be changed. Turnover will of course continue, so the actual occupants of positions will continue to change.

The column headed "Annualized Salary" describes the employee's base salary, it does not include bonuses or supplemental income.

The column headed "Market Rate" is drawn from the Market Pricing Worksheet that is used for the specific job shown on each line of the spreadsheet.

The column headed "Difference" is the percent difference between the employee's "annual salary" and the "Market Rate".

The column headed "Matched page" refers to the page in the Market Pricing Worksheets that the "Market Rate" was drawn from.

This spreadsheet indicates Fox Lawson statistical results based on market data. It does not consider other factors that enter into salary determination. This sheet could be used to estimate the cost for implementing the survey result. This spreadsheet contains employee by employee statistical and financial outcomes and it differs from the accompanying Market Pricing Content spreadsheet in several ways including the fact that the Market Pricing Content sheet makes no reference to individual employees.

CSU-PUEBLO
Admin/Professional Jobs Individual Comparison to the Market of FLS Selected Peers, Schools of Similar Enrollment and the Private Sector

Job Title	Position ID (Reference)	Last Name	First Name	FTE	DEPT	Annualized Salary	Market Rate	Difference	Matched page
ASSC. DIR. OF TRNSFR CONSL & A	8322	MELIN	CARL	1	ADMISSIONS	\$55,694	\$55,106	1.06%	104
TRANSFER COORD/COUSELOR	8121	CAPO	DARCIE	1	ADMISSIONS	\$41,312	\$35,038	15.19%	39
ASSISTANT DIRECTOR OF ADDMISSIONS	8322	KINGREY	TIFFANY	1	ADMISSIONS	\$38,000	\$55,175	-45.20%	92
ADMISSIONS COUNSELOR	8044	GREGORICH	MEGAN	1	ADMISSIONS	\$35,000	\$35,038	-0.11%	19
ADMISSIONS COUNSELOR	8044	VIGIL	LISA	1	ADMISSIONS	\$35,000	\$35,038	-0.11%	19
INTRM ADMISSIONS COUNSELOR	8044	DONAGHY	JOSEPH	1	ADMISSIONS	\$32,000	\$35,038	-9.49%	19
DSF ADMISSIONS COUNSELOR	8123	CLIFTON	JISHIRLL	1	ADMISSIONS	\$32,000	\$35,038	-9.49%	39
ADMISSIONS COUNSELOR	8143	ELLIOTT	SHERREA	1	ADMISSIONS	\$32,000	\$35,038	-9.49%	39
DIR OF ALUMNI REL & ANN FUND	8002	SAMORA	TRACY	1	ALUMNI & DEVELOPMENT	\$48,890	\$44,092	9.81%	78
ASST. TO DIR. AUX. SERV- TECH	N/A	ROBINSON	BRETT	1	AUXILIARY SERVICES	\$48,354	\$47,251	2.28%	45
DIR. OF BUSINESS FINANCIAL SVC	8197	GONZALES	ROBERT	1	BUSINESS FINANCIAL SERVICES	\$85,000	\$114,092	-34.23%	10
SENIOR ACCOUNTANT	8201	PFINGSTON	VALERIE	1	BUSINESS FINANCIAL SERVICES	\$57,000	\$58,160	-2.04%	12
ACCT RECEIVABLE MGR	8200	GLASER	LORRAINE	1	BUSINESS FINANCIAL SERVICES	\$44,000	\$54,822	-24.60%	11
STAFF ACCOUNTANT	9888	FLOWER	IRENE	1	BUSINESS FINANCIAL SERVICES	\$44,000	\$48,288	-9.75%	18
DEPT ACCOUNT/POLICY COORD	8189	MANES	KELLIE	1	BUSINESS FINANCIAL SERVICES	\$44,000	\$43,746	0.58%	53
ACCTOUNTS PAY SPECIALIST	8199	GONZALEZ	CAROLINA	1	BUSINESS FINANCIAL SERVICES	\$39,000	\$36,799	5.64%	85
DIRECTOR - CAREER CTR	8109	GJERDE	MICHELLE	1	CAREER CENTER	\$56,569	\$66,595	-17.72%	37
INT. DEAN-GRAD PRGMS-RESEARCH	9310	PROCTOR	KRISTINA	1	CHEMISTRY	\$121,139	\$115,738	4.46%	30
INSTRUMENT SPECIALIST/LAB SUP.	8893	HATFIELD	JOHN	1	CHEMISTRY	\$61,774	N/A	N/A	N/A
STOCKROOM COORD.	8897	CARSELLA	JAMES	1	CHEMISTRY	\$40,000	\$47,878	-19.70%	82
ACTING DEAN CEEPS	N/A	KALEVELA	SYLVESTER	1	CIVIL ENGINEERING TECHNOLOGY	\$105,000	\$155,917	-48.49%	32
CAMP-REG SITE COORD	8256	OBREGON	VICTORIA	1	COLLEGE ASSISTANCE MIGRANT PROGRAM	\$40,500	\$47,251	-16.67%	45
DEAN OF CHASS	8014	SONNEMA	ROY	1	COLLEGE OF HUMANITIES AND SOCIAL SCIENCE	\$115,108	\$114,898	0.18%	20
DEAN OF CSM	9301	KREMSKI	RICHARD	1	COLLEGE OF SCIENCE AND MATH	\$110,000	\$133,877	-21.71%	21
DEAN OF CONED	8355	MALM	JAMES	1	CONTINUING EDUCATION	\$101,567	\$115,161	-13.38%	29
FINANCE MANAGER	8369	VELARDE	KATIE	1	CONTINUING EDUCATION	\$54,000	\$64,920	-20.22%	16
PROG MNGR EXT DEGREE PROG	8361	MILNER	PATRICIA	1	CONTINUING EDUCATION	\$53,000	\$71,610	-35.11%	65
PROGRAM MANAGER	8360	ULLMANN	JON	1	CONTINUING EDUCATION	\$53,000	\$41,785	21.16%	54
EXTERNAL DEGREE ADVISOR	8364	GRUTT	ELIZABETH	1	CONTINUING EDUCATION	\$47,118	\$41,785	11.32%	54
SITE MGR	8362	WESOLOWSKI	MICHELLE	1	CONTINUING EDUCATION	\$37,000	\$35,606	3.77%	66
PROGRAM COORDINATOR	8368	CAUFFIEL	DANIELLA	1	CONTINUING EDUCATION	\$34,000	\$55,175	-62.28%	92
EXEC. DIR. OF EXTERNAL AFFAIRS	8092	ZALETTEL	CORA	1	EXTERNAL AFFAIRS	\$90,561	\$166,970	-84.37%	77
MARKETING COMMUNICATIONS SPEC	8209	WHITAKER	NIKOLE	1	EXTERNAL AFFAIRS	\$45,000	\$35,455	21.21%	103
VICE PRESIDENT FOR FIN & ADM.	8001	SPIECKER	KARL	1	FINANCE AND ADMINISTRATION	\$155,000	\$161,360	-4.10%	1
EXEC. & BUDGET ASST TO VPFA	8022	MESTAS	AMANDA	1	FINANCE AND ADMINISTRATION	\$53,000	\$68,898	-30.00%	2
DIR CAE	N/A	LOPEZ	JOHN	1	FIRST YEAR PROGRAMS	\$77,128	\$90,716	-17.62%	26
STUDENT SUCCESS&ADVISING COOR	8777	SANDOVAL	JOHN	1	FIRST YEAR PROGRAMS	\$39,603	\$41,785	-5.51%	54
FIRST YEAR ADVISOR	8778	BRICE	SANDRA	1	FIRST YEAR PROGRAMS	\$38,280	\$41,785	-9.16%	54
ACADEMIC ADVISOR	8126	MOORE	BENTON	1	FIRST YEAR PROGRAMS	\$35,000	\$41,987	-19.96%	22
1ST YEAR ADVISING COACH	8126	PERALTA	DAVID	1	FIRST YEAR PROGRAMS	\$35,000	\$41,987	-19.96%	22
OFFICE ASSISTANT	8786	RIVERA	JAMIE	1	FIRST YEAR PROGRAMS	\$34,500	\$32,774	5.00%	87
FYP ADVISOR	8778	FERGUSON	GINA	1	FIRST YEAR PROGRAMS	\$32,000	\$41,785	-30.58%	54
ACADEMIC ADVISOR-FYP	8126	PANTOYA	JOHN	1	FIRST YEAR PROGRAMS	\$32,000	\$41,987	-31.21%	22
DEAN OF HSB	8012	RAYMOND	BRUCE	1	HASAN SCHOOL OF BUSINESS	\$150,000	\$157,467	-4.98%	28
SPECL ASST-DEAN/CHAIRS/MBA DIR	N/A	SISSOM	MALIA	1	HASAN SCHOOL OF BUSINESS	\$72,080	\$71,610	0.65%	64
UNDERGRAD ACADEMIC ADVISOR	8106	WHITE DAVIS	KRISTYN	1	HASAN SCHOOL OF BUSINESS	\$43,000	\$41,785	2.83%	54
DIRECTOR OF HUMAN RESOURCES	8203	JACOBS	RALPH	1	HUMAN RESOURCES	\$85,000	\$111,917	-31.67%	13
HUMAN RESOURCES ASSOC.	8204	BENESCH	SUSAN	1	HUMAN RESOURCES	\$47,288	\$53,516	-13.17%	14
HUMAN RESOURCES ASSOC.	8204	BENDER	ANGELA	1	HUMAN RESOURCES	\$44,500	\$53,516	-20.26%	14
INTRM HR ASSOCIATE	8204	ADAMS	KATHRYN	1	HUMAN RESOURCES	\$39,000	\$53,516	-37.22%	14
CHIEF INFORMATION OFFICER	8031	MATOLA	ERICH	1	INFORMATION TECHNOLOGY SERVICES	\$115,000	\$136,624	-18.80%	4
MGR. OF NETWK. SUPP. SERVICES	8035	WELTE	MARK	1	INFORMATION TECHNOLOGY SERVICES	\$72,000	\$78,149	-8.54%	7
NETWORK ADMINISTRATOR	8036	CAMPBELL	HOWARD	1	INFORMATION TECHNOLOGY SERVICES	\$48,869	\$59,543	-21.84%	8
COORD OF ITC	N/A	POCIUS	ADAM	1	INFORMATION TECHNOLOGY SERVICES	\$46,907	\$40,280	14.13%	55
SYST. SOFT-NET. ADMINISTRATOR	8032	WALSH	PATRICK	1	INFORMATION TECHNOLOGY SERVICES	\$46,000	\$58,999	-28.26%	5
VIRTUAL DSKTP/NTWK ADMIN.	8034	MILLIKEN	CHRISTOPHER	1	INFORMATION TECHNOLOGY SERVICES	\$45,000	\$58,999	-31.11%	6
STD. TECHNOLOGY SUPPORT SPEC	8190	MILAVEC	FRANK	1	INFORMATION TECHNOLOGY SERVICES	\$44,959	\$44,330	1.40%	9
INSTRUCTIONAL TECH	8038	HIGLEY	RYAN	1	INFORMATION TECHNOLOGY SERVICES	\$44,000	\$40,280	8.46%	55
MMCR TECHNICIAN	8033	SIMONS	MICHAEL	1	INFORMATION TECHNOLOGY SERVICES	\$41,496	\$40,280	2.93%	55

CSU-PUEBLO
Admin/Professional Jobs Individual Comparison to the Market of FLS Selected Peers, Schools of Similar Enrollment and the Private Sector

Job Title	Position ID (Reference)	Last Name	First Name	FTE	DEPT	Annualized Salary	Market Rate	Difference	Matched page
INSTITUTIONAL RESEARCH ANALYST	8027	YANG	SIXIAN	1	INSTITUTIONAL RESEARCH AND ANALYSIS	\$55,000	\$61,606	-12.01%	35
DIR OF INTRNTL PGMS	8321	WILLIAMS	ANNETTE	1	INTERNATIONAL STUDENT SERVICES	\$49,588	\$78,022	N/A	109
ASST. DIR./NSE CRD INTL PROG	8323	LAINO	HEIDI	1	INTERNATIONAL STUDENT SERVICES	\$46,468	\$43,492	N/A	108
DIRECTOR ELI	8005	GIBSON	JEANNE	1	INTERNATIONAL STUDENT SERVICES	\$37,020	N/A	N/A	N/A
DEAN-LIBRARY SERVICES	8083	GONZALES	RHONDA	1	LIBRARY SERVICES	\$92,000	\$99,929	-8.62%	23
INTERLIBRARY LOAN ASSISTANT	8087	MCKENZIE	KENNETH	1	LIBRARY SERVICES	\$38,000	\$55,175	-45.20%	92
STATION MEDIA MANAGER	8068	MANGINO	JENNA	1	MASS COMMUNICATIONS & CTR NEW MEDIA	\$33,000	\$60,806	-84.26%	79
MLC TUTOR COOR/SI PROPEL LIAIS	9396	WISNER	ROBERT	0.9	MATHEMATICS	\$22,778	\$33,617	-47.59%	88
COORD. OF HOAG HALL	8119	MOORE	DENNIS	1	MUSIC	\$31,000	\$55,175	-77.98%	92
DEAN OF STUDENT LIFE	N/A	HUMPHREY	MARIE	1	STUDENT LIFE	\$95,000	\$90,716	4.51%	26
DIRECTOR OF ADMISSIONS	N/A	HOLIDAY	CHRISSEY	1	ADMISSIONS	\$80,000	\$90,716	-13.40%	26
DIRECTOR OF DIVERSITY & INCLUSION	N/A	DeLUNA	JENNY	1	STUDENT SERVICES & ENROLLMENT	\$70,000	N/A	N/A	N/A
ASSOC. DEAN OF NSG	9411	WOFFORD	DONNA	1	NURSING	\$103,000	\$108,977	-5.80%	33
PROGRAM ASSOCIATE	9426	GONZALES	DOREEN	1	NURSING	\$49,800	\$47,251	5.12%	45
INTERIM LAB RES. COORDINATOR	9886	SAUER	SUE	1	NURSING	\$42,000	\$41,374	1.49%	100
ADVISOR/COUNSELOR	9408	FOLEY	PEGGY	1	NURSING	\$39,270	\$41,785	-6.40%	54
NURSING GRAD PROG ASSOCIATE	9426	KELLER	PATRICIA	1	NURSING	\$35,000	\$35,606	-1.73%	96
COUNSELOR/RETENTION SPECIALIST	9407	WAGGENER	BEVERLY	0.5	NURSING	\$43,000	\$41,785	2.83%	54
ASSC. VP FACILITIES MANAGEMENT	8223	CASON	CRAIG	1	PHYSICAL PLANT OFFICE	\$104,565	\$104,065	0.48%	15
ASST. DIR. OF FACILITIES	8225	DEHERRERA	RICKY	1	PHYSICAL PLANT OFFICE	\$83,728	\$76,848	8.22%	47
DIR. OF PLANNING /CONSTRUCTION	8225	BARNOSKY	JOHN	1	PHYSICAL PLANT OFFICE	\$81,750	\$85,124	-4.13%	84
DIRECTOR - PRES LDRSH PGM	8062	MORESCHINI	ROCHELLE	1	PRESIDENTS LEADERSHIP PROGRAM	\$52,579	\$71,610	-36.20%	64
E ASST TO THE PRESIDENT	8004	MACIAS	TRISHA	1	PRESIDENT'S OFFICE	\$66,000	\$68,898	-4.39%	2
PROPEL CENTER DIRECTOR	8150	MOORE	BETTINA	1	PROPEL	\$64,890	\$63,307	2.44%	81
CIRR. DEV. SPECIALIST PROPEL	8151	CORREA MARTINEZ	YANETH	1	PROPEL	\$51,500	N/A	N/A	N/A
PROPEL SUS EDUC SPEC.	8154	SPENCER	SARAH	1	PROPEL	\$48,000	N/A	N/A	N/A
ADMIN ASST PROPEL	8152	CARDENAS	MARY	1	PROPEL	\$30,900	\$32,774	-6.06%	87
PROPEL DATA ANALYST	8153	HANNA	WILLIAM	0.5	PROPEL	\$41,000	N/A	N/A	N/A
PROVOST/VP FOR ACADEMIC AFFAIR	8010	KREMSKI	RICHARD	1	PROVOST'S OFFICE	\$180,000	\$186,334	-3.52%	27
ASST PROVOST OF ASSMT. & LRNG.	8008	FREW	ERIN	1	PROVOST'S OFFICE	\$78,000	\$104,976	-34.58%	34
ASST TO PROVOST	8009	BAIRD	TANYA	1	PROVOST'S OFFICE	\$60,000	\$68,898	-14.83%	2
GRADUATION EVALUATOR	8041	MINATTA	LOUIS	1	RECORDS	\$43,342	\$55,175	-27.30%	92
TRANSFER/DEGREE AUDIT SPCLIST	8125	DURAN	ELIZABETH	1	RECORDS	\$42,611	\$41,374	2.90%	100
GRADUATION EVALUATOR	8041	RIVAS	LORENZO	1	RECORDS	\$37,546	\$55,175	-46.95%	92
GRADUATION EVALUATOR	8041	PEREZ	ANGELINA	1	RECORDS	\$35,000	\$55,175	-57.64%	92
INSTRUCTIONAL DESIGNER	8896	KONCILJA	GERI	1	REGIONAL ACCESS TO GRADUATE EDUCATION	\$58,855	N/A	N/A	N/A
GRAD CTR COORDINATOR	N/A	SARTIN	ROY JO	1	REGIONAL ACCESS TO GRADUATE EDUCATION	\$55,324	N/A	N/A	N/A
COMM-BASED RESEARCH COOR.	8890	FARMER	SHANNA	1	REGIONAL ACCESS TO GRADUATE EDUCATION	\$54,530	N/A	N/A	N/A
ADMN. ASST. - RAGE	8894	DECUIR	ERIN	0.5	REGIONAL ACCESS TO GRADUATE EDUCATION	\$33,900	\$32,774	3.32%	87
EXECUTIVE SUPPORT and GRANTS	N/A	HANNAFIOUS	LINDA	1	RESEARCH / GRADUATE STUDIES	\$41,000	N/A	N/A	N/A
AREA COORDINATOR	8115	THORSON	ERIC	1	RESIDENCE LIFE AND HOUSING	\$28,000	\$44,915	-60.41%	63
APARTMENT MGR-UNIV VILLAGE	8900	MCWILLIAMS	GREG	1	RESIDENCE LIFE AND HOUSING	\$28,000	\$30,018	-7.21%	76
AREA COORDINATOR	8115	HANLON	STEVEN	1	RESIDENCE LIFE AND HOUSING	\$26,800	\$44,915	-67.59%	63
FIELD COODINATOR/SOCIAL WORK	9113	GONZALES	FELIX	1	SOCIAL WORK	\$51,558	N/A	N/A	N/A
INTRM. DIR. OF STDNT ACAD. SRV	8773	CHAMBERS	PAMELA	1	STUDENT ACADEMIC SERVICES	\$61,000	\$61,165	-0.27%	60
WRITING RM COORD/CHASS GET CTR	8772	HIBBERT	KELI	1	STUDENT ACADEMIC SERVICES	\$41,435	\$47,251	-14.04%	51
AIP COORDINATOR	8775	MCKINNEY	JOSEPH	1	STUDENT ACADEMIC SERVICES	\$38,700	\$41,785	-7.97%	54
INSTRUCTOR/TUTOR COORDIATOR	8332			0.6	STUDENT ACADEMIC SERVICES	\$60,000	\$47,251	N/A	52
OWL COORDINATOR	9397	TAPIA	FELICIA	0.5	STUDENT ACADEMIC SERVICES	\$37,000	\$33,617	9.14%	91
INTERIM AOD COORDINATOR	8117	FRANKLIN	QUATISHA	0.75	STUDENT AFFAIRS	\$40,000	\$47,251	N/A	110
DIR OF ADMISSIONS & FIN. AID.	8048	MCGIVNEY	SEAN	1	STUDENT FINANCIAL SERVICES	\$79,000	\$80,528	-1.93%	111
DIRECTOR OF BUDGETS	8007	BREWER	MARGARET	1	STUDENT FINANCIAL SERVICES	\$63,000	\$72,755	-15.48%	3
ASS DIR OF FINANCIAL AID	8311	LUNDAHL	SANDRA	1	STUDENT FINANCIAL SERVICES	\$54,300	\$55,752	-2.67%	38
STUDENT FINANCIAL COUNSELOR	8298	THORSTEN	GREGORY	1	STUDENT FINANCIAL SERVICES	\$41,000	\$40,504	1.21%	42
ASST DIR OF RECRUITMENT & RET.	8297	MOORE	DEREK	1	STUDENT FINANCIAL SERVICES	\$40,000	N/A	N/A	N/A
FINANCIAL AID COUNSELOR	8198	BOUGHTON	KYNNA	1	STUDENT FINANCIAL SERVICES	\$33,000	\$40,504	-22.74%	42

CSU-PUEBLO
Admin/Professional Jobs Individual Comparison to the Market of FLS Selected Peers, Schools of Similar Enrollment and the Private Sector

Job Title	Position ID (Reference)	Last Name	First Name	FTE	DEPT	Annualized Salary	Market Rate	Difference	Matched page
DIR. OF STUD. HEALTH SERV/NP	9410	DAUGHERTY	CAROLYN	1	STUDENT HEALTH SERVICES	\$88,000	N/A	N/A	N/A
DIRECTOR, STUDENT RECREATION	8103	KRIDER	JOHN	1	STUDENT RECREATION	\$69,000	\$63,043	8.63%	62
ASSC DIR REC CENTER	9352	ROBERTSHAW	SCOTT	1	STUDENT RECREATION	\$51,657	\$63,043	-22.04%	59
VP OF SS AND ENRMNT MGT	N/A	ORSCHELN	PAUL	1	STUDENT SERVICES & ENROLLMENT	\$130,000	N/A	N/A	N/A
INTERIM DIR. AUX SERV	8285	FENDRICH	CHRISTOPHER	1	STUDENT SERVICES & ENROLLMENT	\$80,000	\$92,124	-15.16%	46
DIR. STUDENT JUDICIAL AFFAIRS	8207	BOYNTON	JESSICA	1	STUDENT SERVICES & ENROLLMENT	\$65,050	N/A	N/A	N/A
REGISTRAR	8049	ROBERTSHAW	AMY	1	STUDENT SERVICES & ENROLLMENT	\$60,000	\$82,019	-36.70%	25
DIR. STUDENT ENGAGE/LEADERSHIP	8130	WITKOWSKY	PATRICIA	1	STUDENT SERVICES & ENROLLMENT	\$58,000	\$63,732	-9.88%	58
DIR OF VA	8901	BARELA	LAURA	1	STUDENT SERVICES & ENROLLMENT	\$52,000	N/A	N/A	N/A
VEB COORDINATOR	8144	OJEDA	ANGEL	1	STUDENT SERVICES & ENROLLMENT	\$33,000	\$40,504	-22.74%	42
DIRECTOR OF SSS	N/A	TRUJILLO-ARANDA	BRENDA	1	STUDENT SUPPORT SERVICES	\$58,109	\$61,165	-5.26%	60
EDUCATIONAL DEV. SPEC.	8341	LUCERO	ALBERT	1	STUDENT SUPPORT SERVICES	\$41,000	\$41,785	-1.91%	54
ASSOC DEAN-TEP	8006	MARQUESEN	VICTORIA	1	TEACHER EDUCATION PROGRAM	\$93,010	\$99,081	-6.53%	31
CURRICULUM & INSTRUCTION COORD	8023	DAURIO	ANNETT	0.75	TEACHER EDUCATION PROGRAM	\$70,809	N/A	N/A	N/A
PROGRAM ASSOCIATE	8024	MICHELI	KAREN	1	TEACHER EDUCATION PROGRAM	\$41,535	\$45,292	-9.04%	102
CURRICULUM LAB COORD.	8023	BLAHA	JEREMIAH	1	TEACHER EDUCATION PROGRAM	\$32,000	N/A	N/A	N/A
ASSISTANT DIRECTOR	8339	CHAVEZ	VERONICA	1	TRIO EDUCATIONAL OPPORTUNITY CENTER	\$49,000	\$40,504	17.34%	42
ASSISTANT DIRECTOR	8333	WHATLEY	NANCY	1	TRIO EDUCATIONAL OPPORTUNITY CENTER	\$43,239	\$40,504	6.33%	42
SITE COORDINATOR	8256	RINCON	ERIC	1	TRIO EDUCATIONAL OPPORTUNITY CENTER	\$35,000	\$55,175	-57.64%	92
EXEC. DIR COP/TRIO PROGRAMS	8250	MANOS	MICHAEL	1	TRIO PROGRAMS	\$69,250	N/A	N/A	N/A
DIR. TRIO/UPWARD BOUND	8331	ATENCIO	AMANDA	1	UPWARD BOUND	\$55,000	\$59,197	-7.63%	80
PROGRAM COORDINATOR	8340	TAFOYA	AMY	1	UPWARD BOUND	\$35,000	\$55,175	-57.64%	92
ASST DIR VUB	8903	WALDA	KEVIN	1	VETERANS UPWARD BOUND	\$49,800	\$47,251	5.12%	45
VUB SITE COORD.	8902	LISONBEE	LAURA	1	VETERANS UPWARD BOUND	\$36,000	\$55,175	-53.26%	92
DIRECTOR OF EEO/AA & TITLE IX		WILSON	ROOSEVELT	1	ARRIRMATIVE ACTION	\$72,000	\$83,340	-15.75%	105
CENTER FOR ACADEMIC ENRICHMENT		HINKER	JUSTIN	1	CENTER FOR ACADEMIC ENRICHMENT	\$38,500	\$45,804	-18.97%	106
FINANCIAL AID SPEC-LOAN PRG		SWOPE	MELISSA	1	FINANCIAL AID	\$36,000	\$40,504	-12.51%	42
ADMISSION/EDUCATIONAL CNSLR		ESCOBAR	ANAIS	1	INTERNATIONAL PROGRAMS	\$34,500	\$35,038	-1.56%	19
TRANSFER COUNSELOR		LARSON	CAROL	1	REGISTRAR'S OFFICE	\$35,000	\$35,038	-0.11%	39
CS SITE COORD-SCEOC		HERNANDEZ	DANIEL	1	TRIO EDUCATIONAL OPPORTUNITY CENTER	\$35,000	\$40,504	-15.73%	42
SITE COORDINATOR-TRINIDAD		RUIZ	KANDY	1	TRIO EDUCATIONAL OPPORTUNITY CENTER	\$34,000	\$40,504	-19.13%	42
SITE COORDINATOR-TRINIDAD		MASCARENAS	CHRISTINA	1	UPWARD BOUND	\$36,000	\$41,785	-16.07%	70
ACADEMIC ADVISOR		SANDOVAL	CRISTINA	1	UPWARD BOUND	\$37,000	\$41,785	-12.93%	70
DIRECTOR OF VETERANS UB		TAYLOR	JOSEPH	1	VETERANS UPWARD BOUND	\$55,000	\$63,307	-15.10%	81
PROCUREMENT SPECIALIST		ENCINA	TRISHA	1	PURCHASING	\$42,000	\$36,690	12.64%	112
ENGINEERING/PHYSICS LAB		UNGLAUB	RICARDO	1	ENGINEERING	\$55,000	\$47,878	12.95%	107
Overall Difference:								-11.18%	

Fox Lawson Market Pricing Content Sheet Summary

In the Market Pricing Content Sheet Fox Lawson provides the salary survey outcome for each administrative professional title for which useful salary data could be found, identifies the sources of the salary information and calculates the difference between the current average base salary for each title and the market average for that title. It differs from the Admin/Professional Job Individual Comparison to the Market of FLA Selected Peers, Schools of Similar Enrollment and the Private Sector (Individual Comparison) in that it does not provide a line for each employee. It is a somewhat shorter report than the Individual Comparison for that reason and the Overall Difference calculation at the bottom of the report will be different from what is shown on the Individual Comparison spreadsheet.

The column headed “ERI” refers to the Economic Research Institute Survey Database as a source of salary information and shows the relevant salary information from that survey.

The column headed “TW” refers to the Towers Watson survey as a source of salary information and shows the relevant salary information from that survey.

The column headed “Mercer” refers to the Mercer survey for Professional and Administrative Salaries as a source of salary information and shows the relevant salary information from that survey.

The column headed “CUPA Q3/All” refers to the CUPA Q3 survey set, which is comprised of all universities with student populations between 3,300 and 9,500 who participated in the CUPA survey.

The column headed “FLA Selected” is comprised of universities previously designated by the Board of Governors as peers for CSU-Pueblo and additional universities selected by Fox Lawson. The additional universities selected by Fox Lawson consisted of some institutions recommended by CSU-Pueblo Deans and additional universities chosen by Fox Lawson as appropriate matches for CSU-Pueblo. The FLA Selected list is shown on page 9 of the Compensation Analysis.

The column headed “average” is the average of the figures shown in the columns to the left which Fox Lawson found to be acceptable market matches for the “Benchmark Job Title”.

The column headed “Difference” is the percent difference between “Average Salary” which is the average CSU-Pueblo salary for employee(s) in that title (third column) and the “Average” in the 9th column, which is the average of the survey rates shown in the prior 5 columns.

Note that in many cases salary information was not available from all potential survey sources.

CSU-PUEBLO
MARKET PRICING CONTENT

Benchmark Job Title	DEPT	Average Salary	ERI	TW	Mercer	CUPA Q3/All	FLA Selected	Average	Difference
1 VICE PRESIDENT FOR FIN & ADM.	FINANCE AND ADMINISTRATION	\$155,000	\$173,175	\$171,870	\$178,904	\$157,610	\$125,243	\$161,360	-4.10%
2 E ASST TO THE PRESIDENT	PRESIDENT'S OFFICE	\$66,000	N/A	N/A	N/A	\$70,516	\$67,280	\$68,898	-4.39%
3 DIRECTOR OF BUDGETS	STUDENT FINANCIAL SERVICES	\$63,000	\$69,957	\$65,434	\$73,053	\$82,576	N/A	\$72,755	-15.48%
4 CHIEF INFORMATION OFFICER	INFORMATION TECHNOLOGY SERVICES	\$115,000	\$130,628	\$170,211	N/A	\$130,382	\$115,275	\$136,624	-18.80%
5 SYST. SOFT-NET. ADMINISTRATOR	INFORMATION TECHNOLOGY SERVICES	\$46,000	\$56,402	\$55,956	\$59,914	\$63,724	N/A	\$58,999	-28.26%
6 VIRTUAL DSKTP/NTWK ADMIN.	INFORMATION TECHNOLOGY SERVICES	\$45,000	\$56,402	\$55,956	\$59,914	\$63,724	N/A	\$58,999	-31.11%
7 MGR. OF NETWK. SUPP. SERVICES	INFORMATION TECHNOLOGY SERVICES	\$72,000	\$75,567	\$75,525	\$83,354	N/A	N/A	\$78,149	-8.54%
8 NETWORK ADMINISTRATOR	INFORMATION TECHNOLOGY SERVICES	\$48,869	\$58,579	\$55,956	\$59,914	\$63,724	N/A	\$59,543	-21.84%
9 STD. TECHNOLOGY SUPPORT SPEC	INFORMATION TECHNOLOGY SERVICES	\$44,959	\$42,616	\$44,336	\$46,039	N/A	N/A	\$44,330	1.40%
10 DIR. OF BUSINESS FINANCIAL SVC	BUSINESS FINANCIAL SERVICES	\$85,000	\$98,833	\$106,226	\$137,218	N/A	N/A	\$114,092	-34.23%
11 ACCT RECEIVABLE MGR	BUSINESS FINANCIAL SERVICES	\$44,000	\$53,681	\$52,956	\$57,830	N/A	N/A	\$54,822	-24.60%
12 SENIOR ACCOUNTANT	BUSINESS FINANCIAL SERVICES	\$57,000	\$49,684	\$62,918	\$64,062	\$58,807	\$55,331	\$58,160	-2.04%
13 DIRECTOR OF HUMAN RESOURCES	HUMAN RESOURCES	\$85,000	\$100,873	\$107,723	\$130,270	\$108,801	N/A	\$111,917	-31.67%
14 HUMAN RESOURCES ASSOC.	HUMAN RESOURCES	\$47,288	\$47,780	\$57,779	\$60,282	\$46,408	\$55,331	\$53,516	-13.17%
15 ASSC. VP FACILITIES MANAGEMENT	PHYSICAL PLANT OFFICE	\$104,565	N/A	N/A	N/A	\$112,134	\$95,996	\$104,065	0.48%
16 FINANCE MANAGER	CONTINUING EDUCATION	\$54,000	N/A	\$64,920	N/A	N/A	N/A	\$64,920	-20.22%
17 OFFICE ASSISTANT	FIRST YEAR PROGRAMS	\$34,500	\$31,818	\$32,236	\$34,267	N/A	N/A	\$32,774	5.00%
18 STAFF ACCOUNTANT	BUSINESS FINANCIAL SERVICES	\$44,000	\$46,902	\$54,529	\$52,517	\$46,330	\$41,162	\$48,288	-9.75%
19 ADMISSIONS COUNSELOR	ADMISSIONS	\$35,000	N/A	N/A	N/A	\$37,661	\$32,415	\$35,038	-0.11%
20 DEAN OF CHASS	COLLEGE OF HUMANITIES AND SOCIAL	\$115,108	N/A	N/A	N/A	\$114,898	N/A	\$114,898	0.18%
21 DEAN OF CSM	COLLEGE OF SCIENCE AND MATH	\$110,000	N/A	N/A	N/A	\$133,877	N/A	\$133,877	-21.71%
22 ACADEMIC ADVISOR	FIRST YEAR PROGRAMS	\$35,000	N/A	N/A	N/A	\$44,323	\$39,651	\$41,987	-19.96%
23 DEAN-LIBRARY SERVICES	LIBRARY SERVICES	\$92,000	N/A	N/A	N/A	\$99,973	\$99,885	\$99,929	-8.62%
24 DIR OF ADMISSIONS	STUDENT FINANCIAL SERVICES	\$79,000	N/A	N/A	N/A	\$92,288	\$81,160	\$86,724	-9.78%
25 REGISTRAR	STUDENT SERVICES & ENROLLMENT	\$60,000	N/A	N/A	N/A	\$84,034	\$80,004	\$82,019	-36.70%
26 DEAN OF STUDENT LIFE	N/A	\$95,000	N/A	N/A	N/A	\$94,704	\$86,728	\$90,716	4.51%
27 PROVOST/VP FOR ACADEMIC AFFAIR	PROVOST'S OFFICE	\$180,000	N/A	N/A	N/A	\$189,729	\$182,939	\$186,334	-3.52%
28 DEAN OF HSB	HASAN SCHOOL OF BUSINESS	\$150,000	N/A	N/A	N/A	\$162,898	\$152,035	\$157,467	-4.98%
29 DEAN OF CONED	CONTINUING EDUCATION	\$101,567	N/A	N/A	N/A	\$115,161	N/A	\$115,161	-13.38%
30 INT. DEAN-GRAD PRGMS-RESEARCH	CHEMISTRY	\$121,139	N/A	N/A	N/A	\$115,738	N/A	\$115,738	4.46%
31 ASSOC DEAN-TEP	TEACHER EDUCATION PROGRAM	\$93,010	N/A	N/A	N/A	\$99,081	N/A	\$99,081	-6.53%
32 ACTING DEAN CEEPS	CIVIL ENGINEERING TECHNOLOGY	\$105,000	N/A	N/A	N/A	\$155,917	N/A	\$155,917	-48.49%
33 ASSOC. DEAN OF NSG	NURSING	\$103,000	N/A	N/A	N/A	\$108,977	N/A	\$108,977	-5.80%
34 ASST PROVOST OF ASSMT. & LRNG.	PROVOST'S OFFICE	\$78,000	N/A	N/A	N/A	\$104,976	N/A	\$104,976	-34.58%
35 INSTITUTIONAL RESEARCH ANALYST	INSTITUTIONAL RESEARCH AND	\$55,000	N/A	N/A	N/A	\$61,606	N/A	\$61,606	-12.01%
36 ASSC. DIR. OF TRNSFR CONSL & A	ADMISSIONS	\$55,694	N/A	N/A	N/A	\$59,960	\$50,390	\$55,175	0.93%
37 DIRECTOR - CAREER CTR	CAREER CENTER	\$56,569	N/A	N/A	N/A	\$72,067	\$61,123	\$66,595	-17.72%
38 ASS DIR OF FINANCIAL AID	STUDENT FINANCIAL SERVICES	\$54,300	N/A	N/A	N/A	\$58,229	\$53,275	\$55,752	-2.67%
39 TRANSFER COORD/COUSELOR	ADMISSIONS	\$41,312	N/A	N/A	N/A	\$37,661	\$32,415	\$35,038	15.19%
40 DSF ADMISSIONS COUNSELOR	ADMISSIONS	\$32,000	N/A	N/A	N/A	\$37,661	\$32,415	\$35,038	-9.49%
41 ADMISSIONS COUNSELOR	ADMISSIONS	\$32,000	N/A	N/A	N/A	\$37,661	\$32,415	\$35,038	-9.49%
42 FINANCIAL AID COUNSELOR	STUDENT FINANCIAL SERVICES	\$33,000	N/A	N/A	N/A	\$41,079	\$39,929	\$40,504	-22.74%
43 STUDENT FINANCIAL COUNSELOR	STUDENT FINANCIAL SERVICES	\$41,000	N/A	N/A	N/A	\$41,079	\$39,929	\$40,504	1.21%
44 VEB COORDINATOR	STUDENT SERVICES & ENROLLMENT	\$33,000	N/A	N/A	N/A	\$41,079	\$39,929	\$40,504	-22.74%
45 ASSISTANT DIRECTOR	TRIO EDUCATIONAL OPPORTUNITY	\$46,120	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	-2.45%
46 INTERIM DIR. AUX SERV	STUDENT SERVICES & ENROLLMENT	\$80,000	N/A	N/A	N/A	\$92,124	N/A	\$92,124	-15.16%
47 ASST. DIR. OF FACILITIES	PHYSICAL PLANT OFFICE	\$83,728	N/A	N/A	N/A	\$84,421	\$69,275	\$76,848	8.22%
48 ASST. TO DIR. AUX. SERV- TECH	AUXILIARY SERVICES	\$48,354	N/A	\$49,127	N/A	\$47,724	\$46,777	\$47,876	0.99%
49 EXEC. & BUDGET ASST TO VPFA	FINANCE AND ADMINISTRATION	\$53,000	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	10.85%
50 PROGRAM ASSOCIATE	NURSING	\$49,800	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	5.12%
51 WRITING RM COORD/CHASS GET CTR	STUDENT ACADEMIC SERVICES	\$41,435	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	-14.04%
52 ASST DIR VUB	VETERANS UPWARD BOUND	\$49,800	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	5.12%
53 DEPT ACCOUNT/POLICY COORD	BUSINESS FINANCIAL SERVICES	\$44,000	N/A	N/A	N/A	\$46,330	\$41,162	\$43,746	0.58%
54 EDUCATIONAL DEV. SPEC.	STUDENT SUPPORT SERVICES	\$41,000	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-1.91%
55 MMCR TECHNICIAN	INFORMATION TECHNOLOGY SERVICES	\$41,496	N/A	N/A	N/A	\$42,920	\$37,639	\$40,280	2.93%
56 INSTRUCTIONAL TECH	INFORMATION TECHNOLOGY SERVICES	\$44,000	N/A	N/A	N/A	\$53,692	\$44,184	\$48,938	-11.22%
57 COORD OF ITC	INFORMATION TECHNOLOGY SERVICES	\$46,907	N/A	N/A	N/A	\$76,016	N/A	\$76,016	-62.06%

CSU-PUEBLO
MARKET PRICING CONTENT

Benchmark Job Title	DEPT	Average Salary	ERI	TW	Mercer	CUPA Q3/All	FLA Selected	Average	Difference
58 DIR. STUDENT ENGAGE/LEADERSHIP	STUDENT SERVICES & ENROLLMENT	\$58,000	N/A	N/A	N/A	\$63,651	\$63,812	\$63,732	-9.88%
59 ASSC DIR REC CENTER	STUDENT RECREATION	\$51,657	N/A	N/A	N/A	\$60,448	\$65,638	\$63,043	-22.04%
60 INTRM. DIR. OF STDNT ACAD. SRV	STUDENT ACADEMIC SERVICES	\$61,000	N/A	N/A	N/A	\$61,165	N/A	\$61,165	-0.27%
61 DIRECTOR OF SSS	STUDENT SUPPORT SERVICES	\$58,109	\$63,307	N/A	N/A	N/A	N/A	\$63,307	-8.95%
62 DIRECTOR, STUDENT RECREATION CENTER	STUDENT RECREATION	\$69,000	N/A	N/A	N/A	\$60,448	\$65,638	\$63,043	8.63%
63 AREA COORDINATOR	RESIDENCE LIFE AND HOUSING	\$27,400	N/A	N/A	N/A	\$44,915	N/A	\$44,915	-63.92%
64 PROGRAM MANAGER	CONTINUING EDUCATION	\$53,000	N/A	\$71,610	N/A	N/A	N/A	\$71,610	-35.11%
65 PROG MNGR EXT DEGREE PROG	CONTINUING EDUCATION	\$53,000	N/A	\$71,610	N/A	N/A	N/A	\$71,610	-35.11%
66 SITE MGR	CONTINUING EDUCATION	\$37,000	N/A	\$35,606	N/A	N/A	N/A	\$35,606	3.77%
67 EXTERNAL DEGREE ADVISOR	CONTINUING EDUCATION	\$47,118	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	11.32%
68 STUDENT SUCCESS&ADVISING COOR	FIRST YEAR PROGRAMS	\$39,603	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-5.51%
69 FIRST YEAR ADVISOR	FIRST YEAR PROGRAMS	\$36,140	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-15.62%
70 UNDERGRAD ACADEMIC ADVISOR	HASAN SCHOOL OF BUSINESS	\$43,000	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	2.83%
71 COUNSELOR/RETENTION SPECIALIST	NURSING	\$43,000	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	2.83%
72 ADVISOR/COUNSELOR	NURSING	\$39,270	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-6.40%
73 AIP COORDINATOR	STUDENT ACADEMIC SERVICES	\$38,700	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-7.97%
74 CAMP-REG SITE COORD	COLLEGE ASSISTANCE MIGRANT	\$40,500	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	-16.67%
75 DIRECTOR - PRES LDRSHP PGM	PRESIDENTS LEADERSHIP PROGRAM	\$52,579	N/A	\$71,610	N/A	N/A	N/A	\$71,610	-36.20%
76 APARTMENT MGR-UNIV VILLAGE	RESIDENCE LIFE AND HOUSING	\$28,000	N/A	N/A	N/A	\$31,725	\$28,310	\$30,018	-7.21%
77 EXEC. DIR. OF EXTERNAL AFFAIRS	EXTERNAL AFFAIRS	\$90,561	N/A	N/A	N/A	\$166,970	N/A	\$166,970	-84.37%
78 DIR OF ALUMNI REL & ANN FUND	ALUMNI & DEVELOPMENT	\$48,890	N/A	N/A	N/A	\$44,092	N/A	\$44,092	9.81%
79 STATION MEDIA MANAGER	MASS COMMUNICATIONS & CTR NEW	\$33,000	N/A	N/A	N/A	\$60,806	N/A	\$60,806	-84.26%
80 DIR. TRIO/UPWARD BOUND	UPWARD BOUND	\$55,000	\$59,197	N/A	N/A	N/A	N/A	\$59,197	-7.63%
81 PROPEL CENTER DIRECTOR	PROPEL	\$64,890	\$63,307	N/A	N/A	N/A	N/A	\$63,307	2.44%
82 STOCKROOM COORD.	CHEMISTRY	\$40,000	N/A	N/A	N/A	\$47,878	N/A	\$47,878	-19.70%
83 EXEC ASST TO PROVOST	PROVOST'S OFFICE	\$60,000	N/A	N/A	N/A	\$70,516	\$67,280	\$68,898	-14.83%
84 DIR. OF PLANNING /CONSTRUCTION	PHYSICAL PLANT OFFICE	\$81,750	N/A	N/A	N/A	\$85,124	N/A	\$85,124	-4.13%
85 ACCTOUNTS PAY SPECIALIST	BUSINESS FINANCIAL SERVICES	\$39,000	N/A	\$36,799	N/A	N/A	N/A	\$36,799	5.64%
86 SPECL ASST-DEAN/CHAIRS/MBA DIR	HASAN SCHOOL OF BUSINESS	\$72,080	N/A	\$71,610	N/A	N/A	N/A	\$71,610	0.65%
87 OFFICE ASSISTANT	FIRST YEAR PROGRAMS	\$34,500	\$31,818	\$32,236	\$34,267	N/A	N/A	\$32,774	5.00%
88 MLC TUTOR COOR/SI PROPEL LIAIS	MATHEMATICS	\$22,778	N/A	\$33,617	N/A	N/A	N/A	\$33,617	-47.59%
89 ADMIN ASST PROPEL	PROPEL	\$30,900	N/A	\$33,617	N/A	N/A	N/A	\$33,617	-8.79%
90 ADMN. ASST. - RAGE	REGIONAL ACCESS TO GRADUATE	\$33,900	N/A	\$33,617	N/A	N/A	N/A	\$33,617	0.83%
91 OWL COORDINATOR	STUDENT ACADEMIC SERVICES	\$37,000	N/A	\$33,617	N/A	N/A	N/A	\$33,617	9.14%
92 ASSISTANT DIRECTOR OF ADMISSIONS	ADMISSIONS	\$38,000	N/A	N/A	N/A	\$59,960	\$50,390	\$55,175	-45.20%
93 PROGRAM COORDINATOR	CONTINUING EDUCATION	\$34,500	N/A	\$35,606	N/A	N/A	N/A	\$35,606	-3.21%
94 INTERLIBRARY LOAN ASSISTANT	LIBRARY SERVICES	\$38,000	N/A	N/A	N/A	\$35,223	N/A	\$35,223	7.31%
95 COORD. OF HOAG HALL	MUSIC	\$31,000	N/A	\$35,606	N/A	N/A	N/A	\$35,606	-14.86%
96 NURSING GRAD PROG ASSOCIATE	NURSING	\$35,000	N/A	\$35,606	N/A	N/A	N/A	\$35,606	-1.73%
97 GRADUATION EVALUATOR	RECORDS	\$36,273	N/A	\$35,606	N/A	N/A	N/A	\$35,606	1.84%
98 SITE COORDINATOR	TRIO EDUCATIONAL OPPORTUNITY	\$35,000	N/A	N/A	N/A	\$41,079	\$39,929	\$40,504	-15.73%
99 VUB SITE COORD.	VETERANS UPWARD BOUND	\$36,000	N/A	N/A	N/A	\$44,323	\$39,247	\$41,785	-16.07%
100 INTERIM LAB RES. COORDINATOR	NURSING	\$42,000	N/A	\$41,374	N/A	N/A	N/A	\$41,374	1.49%
101 TRANSFER/DEGREE AUDIT SPCLIST	RECORDS	\$42,611	N/A	\$41,374	N/A	N/A	N/A	\$41,374	2.90%
102 PROGRAM ASSOCIATE	TEACHER EDUCATION PROGRAM	\$41,535	N/A	\$41,374	N/A	\$47,724	\$46,777	\$45,292	-9.04%
103 MARKETING COMMUNICATIONS SPEC	EXTERNAL AFFAIRS	\$45,000	N/A	N/A	N/A	\$35,455	N/A	\$35,455	21.21%
104 ASSOCIATE DIRECTOR OF TRANSFER COUNSELING	REGISTRAR	\$55,694	N/A	N/A	N/A	\$57,616	\$52,595	\$55,106	1.06%
105 Director of EEO/AA & Title IX	N/A	\$72,000	N/A	N/A	N/A	\$89,486	\$77,193	\$83,340	-15.75%
106 Disability Resource Coordinator	N/A	\$38,500	N/A	N/A	N/A	\$49,638	\$41,970	\$45,804	-18.97%
107 Engineering/Physics Lab Coordinator	ENGINEERING	\$55,000	N/A	N/A	N/A	\$47,878	N/A	\$47,878	12.95%
108 ASST. DIR./NSE CRD INTL PROG	N/A	\$46,468	N/A	N/A	N/A	\$43,492	N/A	\$43,492	6.40%
109 DIR OF INTL PROG	N/A	\$43,304	N/A	N/A	N/A	\$78,022	N/A	\$78,022	-80.17%
110 INTERIM AOD COORDINATOR	N/A	\$40,000	N/A	N/A	N/A	\$47,724	\$46,777	\$47,251	-18.13%
111 DIR OF ADMISSIONS & FIN AID	N/A	\$79,000	N/A	N/A	N/A	\$85,861	\$75,195	\$80,528	-1.93%
112 PROCUREMENT SPECIALIST	N/A	\$42,000	N/A	N/A	N/A	\$36,690	N/A	\$36,690	12.64%
Overall Difference:								-11.13%	

Fox Lawson Athletics Department Salaries Summary

This is a one page spreadsheet which indicates the results of Fox Lawson's salary survey for Athletics positions.

The column headed salary indicates base salary, excluding bonuses and other non-base sources of income.

The next 3 columns indicate the survey sources that were used to gather information when available for each job title.

The column headed "CUPA Q3" refers to the CUPA Q3 survey set, which is comprised of all universities with student populations between 3,300 and 9,500 who participated in the CUPA survey. This set had 312 potential institutional participants.

The column headed "FLA Selected CUPA" is comprised of universities previously designated by the Board of Governors as peers for CSU-Pueblo and additional universities selected by Fox Lawson. The additional universities selected by Fox Lawson consisted of some institutions recommended by CSU-Pueblo Deans and additional universities chosen by Fox Lawson as appropriate matches for CSU-Pueblo. The "FLA Selected CUPA" is the same list shown on page 9 of the Compensation Analysis.

The column headed "Custom Survey - Median" contains information from the D 2 Athletics Directors Association Salary and Staffing Survey.

The column headed "Market Average" is the average of the survey sources shown in the preceding 3 columns. The availability of salary data varies, with some job titles having 3 sources of survey data, some with 2 sources and some with just 1 source.

The column headed "Difference" indicates the percent difference between the base salary in column headed "Salary" and the "Market Average" figure in the 7th column.

CSU - Pueblo
Athletics Department Salaries

Job Title	FTE	SALARY	CUPA Q3	FLA Selected CUPA	Custom Survey* - Median	Market Average	Difference
HEAD COACH-FOOTBALL	1	\$100,000	\$99,816	\$92,902	\$87,540	\$93,419	6.58%
ATHLETICS DIRECTOR	1	\$89,080	\$114,977	\$108,921	\$105,124	\$109,674	-23.12%
COACH-HD MENS BASKETBALL	1	\$63,000	\$90,170	\$79,063	\$81,529	\$83,587	-32.68%
COACH-HEAD WOMEN'S BASKETBALL	1	\$60,150	\$74,862	\$70,154	\$64,479	\$69,832	-16.10%
HEAD COACH-BASEBALL	1	\$56,982	\$61,952	\$49,876	\$59,918	\$57,249	-0.47%
HEAD VOLLEYBALL COACH	1	\$53,000	\$56,899	\$42,314	\$44,711	\$47,975	9.48%
ASST. FOOTBALL COACH-DEF COORD	1	\$53,000	\$58,108	N/A	\$51,319	\$54,714	-3.23%
ASST FOOTBALL COACH	1	\$53,000	\$43,929	\$38,435	\$42,520	\$41,628	21.46%
ASSC AD/DIR OF DEV	1	\$52,000	\$53,849	\$49,281	\$53,051	\$52,060	-0.12%
HEAD TRACK/CROSS CNTRY COACH	1	\$52,000	\$46,338	N/A	\$60,355	\$53,347	-2.59%
ASSO. ATH DIR. COMPLIANCE	1	\$49,000	\$53,849	\$49,281	\$49,703	\$50,945	-3.97%
HEAD STRENGTH/CONDITIONING COA	1	\$43,000	\$44,718	N/A	\$42,743	\$43,731	-1.70%
HEAD COACH-WOMEN'S SOCCER	1	\$40,000	\$52,436	\$39,922	\$48,436	\$46,931	-17.33%
HEAD SOFTBALL COACH	1	\$40,000	\$50,906	\$49,898	\$49,555	\$50,120	-25.30%
HEAD COACH-WRESTLING	1	\$39,400	\$49,297	N/A	\$52,083	\$50,690	-28.66%
ASST. FTBALL COACH-DEF.	1	\$38,000	\$43,929	\$38,435	\$42,520	\$41,628	-9.55%
ASST FB COACH	1	\$38,000	\$43,929	\$38,435	\$42,520	\$41,628	-9.55%
ASST ATHLETIC TRAINER	1	\$38,000	N/A	N/A	\$39,534	\$39,534	-4.04%
ATHLETIC TRAINER/ CLIN INSTR	1	\$38,000	\$41,402	\$44,266	\$41,127	\$42,265	-11.22%
HEAD MEN'S GOLF COACH/DIR MKTG	1	\$37,000	\$43,555	\$39,523	\$43,677	\$42,252	-14.19%
HEAD COACH-MEN'S SOCCER	1	\$35,978	\$54,107	N/A	\$60,123	\$57,115	-58.75%
ASST FB COACH	1	\$30,500	\$43,929	\$38,435	\$42,520	\$41,628	-36.48%
ASST COACH -MEN'S BASKETBALL	1	\$30,000	\$44,288	\$35,742	\$39,206	\$39,745	-32.48%
COACH-ASST FB	0.5	\$29,000	\$21,964	\$19,218	\$21,260	\$20,814	28.23%
ASST BASEBALL COACH	1	\$28,000	\$35,934	N/A	\$31,377	\$33,656	-20.20%
ASST. WOMEN'S BASKETBALL COACH	1	\$28,000	\$41,124	\$39,909	\$36,743	\$39,259	-40.21%
ASST. SOFTBALL COACH	1	\$28,000	N/A	N/A	\$29,045	\$29,045	-3.73%
ASST VB COACH	1	\$28,000	N/A	N/A	\$29,806	\$29,806	-6.45%
ASST W CROSS CNTY/TRACK COACH	1	\$28,000	N/A	N/A	\$32,120	\$32,120	-14.71%
HEAD MENS & WOMEN TENNIS COACH	1	\$25,000	\$48,367	N/A	\$45,742	\$47,055	-88.22%
ASST. SPORTS INFO DIRECTOR	1	\$25,000	N/A	N/A	\$28,680	\$28,680	-14.72%
INTERNAL OPERATIONS MANAGER	1	\$38,000	\$46,730	N/A	\$36,896	\$41,813	-10.03%
ASST. SOCCER COACH	1	N/A	N/A	N/A	\$29,756	\$29,756	N/A
HEAD MEN'S LACROSSE COACH	1	N/A	\$58,539	N/A	\$52,128	\$55,333	N/A
HEAD WOMEN'S LACROSSE COACH	1	N/A	\$49,326	N/A	\$41,342	\$45,334	N/A
HEAD WOMEN'S SWIMMING/DIVING COACH	1	N/A	\$54,033	N/A	\$50,646	\$52,339	N/A
* D2 Athletics Directors Association 2011 Salary and Staffing Survey					Overall Difference:		-12.11%

Fox Lawson Pay Equity Analysis Summary

Fox Lawson performed a pay equity analysis to determine if there is any indication of systemic pay disparities in the CSU-Pueblo faculty and in the staff.

The Analysis report provides information about the summary and scope of the report and describes the relevant provisions of the Equal Pay Act and Title VII of the Civil Rights Act of 1964.

The Analysis reviews the effect of various elements on pay differentials, such as: age, gender, race, rank, years of service, years on rank(for faculty positions only),tenure status(for faculty positions only), degree, college(proxy for discipline for faculty positions only), market value(for non-faculty positions only). See page 4 of the Pay Equity Analysis.

Beginning on page 10 the statistical methodology is described. Regression analysis was used and was done in a manner consistent with the methods recognized by the Equal Employment Opportunity Commission. Pages 12 through 22 provide statistical information for faculty, administrative professional jobs and the Athletics Department.

Page 23 contains the Summary of Statistical Findings. In the summary Fox Lawson describes the limitations of the statistical results. The final outcomes are on page 17 for faculty, page 19 for athletics and page 22 for administrative professionals. For specifics concerning the last paragraph in the Summary of Statistical Findings, please see page 17 of the Pay Equity Analysis.

The Fox Lawson analysis does not indicate that there are any problematic issues for the University in so far as compliance with the Equal Pay Act or the Title VII of the Civil Rights Act are concerned.

Table of Contents

- Project Scope and Purpose
- Equal Pay Act and Civil Rights Act Definition and Requirements
- Statistical Methodology
- Statistical Findings
- Summary of Statistical Findings

Project Scope and Purpose

- The objective of this analysis was to determine if there is any indication of systematic pay disparities between employees of differing race or gender.
- The analysis adheres to conditions defined in the Federal Equal Pay Act (EPA) of 1963, which forbids wage discrimination on the basis of gender.
- In addition, this analysis includes analysis of other protected classes, in accordance with the Title VII of the Civil Rights Act of 1964.

Project Scope and Purpose

- Specific objectives of the analyses were to review the effect of various elements on pay differentials, such as:
 - Age
 - Gender
 - Race
 - Rank
 - Years of Service
 - Years on Rank (for faculty positions only)
 - Tenure Status (for faculty positions only)
 - Degree
 - College (proxy for discipline, for faculty positions only)
 - Market Value (for non-faculty positions only)
- Statistical analyses were performed in accordance with standard, professionally accepted methods and those methods that are recognized by the Equal Employment Opportunity Commission (EEOC). These methods will be explained in another section of this report.

Equal Pay Definition and Requirements

- The Equal Pay Act of 1963 forbids wage discrimination on the basis of gender when:
 - Employees perform equal work in the same establishment
 - Employees perform jobs requiring equal skill, effort and performed responsibility under similar working conditions
 - Pay differences between equal jobs can be justified by an affirmative defense. Differences between men and women performing equal work are legal if these differences are based on:
 - Seniority
 - Merit or quality of performance
 - Quality or quantity of production

Equal Pay Definition and Requirements

- It should be noted that there is a definite difference between Title VII of the Civil Rights Act definition of compensation discrimination and that of the Equal Pay Act (EPA). Title VII broadly prohibits discriminatory compensation practices, while the EPA only prohibits sex-based differentials in compensation for substantially equal jobs in the same establishment. Therefore, not all compensation practices that violate Title VII also violate the EPA. Federal guidelines state that a practice that violates the EPA will also violate Title VII.

Equal Pay Definition and Requirements

- Job similarity is defined as jobs that generally involve similar tasks, require similar skill, effort, and responsibility, working conditions, and are similarly complex or difficult. The actual content of the jobs must be similar enough that one would expect those who hold the jobs to be paid at the same rate or level. The key is that jobs are substantially equal, but they do not have to be identical.
- The most common method of determining adverse impact is to perform a statistical analysis of the employer's neutral compensation policy or practice. Most colleges and universities utilize a faculty ranking system methodology to ensure equity and fairness, (assistant professor, associate professor, etc.) Therefore, the EPA concentrates on whether differences in the employer's own system can be explained through legitimate reasons (seniority, performance) or not.

Equal Pay Definition and Requirements

- Employers have sometimes asserted that they must pay more due to market rates or values. The courts have been clear that basing pay disparities entirely on prevailing market rates is not an acceptable defense and is exactly the type of practice the EPA was intended to rectify. Market value qualifies as a defense only if the employer can demonstrate that it assessed the marketplace value of the particular individual's job-related qualifications, and that the compensation disparity is not based on gender.

Equal Pay Definition and Requirements

- In addition, this examination adheres to the conditions defined in Title VII of the Civil Rights Act of 1964, which states that:
 - It shall be an unlawful employment practice for an employer –
 - to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin; or
 - to limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual's race, color, religion, sex, or national origin.

Statistical Methodology

- The accepted methodology in the analysis of a pay system for Equal Pay issues is to conduct a series of statistical tests. The purpose of the tests is to discover whether there are any differences between females and males that are statistically significant, and whether these differences can be explained by a factor other than gender.
- The statistical methods used are:
 - Regression Analysis: This method is an effective technique to learn the effect of multiple variables on a given outcome. Multiple regression allows the researcher to ask (and hopefully answer) the general question "what is the best predictor of ...".
 - Statistical Significance Level (p-value): This is a judgment of the quality of the test data. The statistical significance of a result is the probability that the observed relationship or a difference occurred by pure chance, and that in the population from which the sample was drawn, no such relationship or differences exist. Results that are significant at the $p \leq .05$ level are commonly considered statistically significant, and $p \leq .005$ level are often called highly significant.

Statistical Methodology

- Regression analyses were run on all variables at once. This means that we regressed pay against the following variables:
 - Age
 - Gender
 - Race
 - Rank
 - Years of Service
 - Years on Rank (for faculty positions only)
 - Tenure Status (for faculty positions only)
 - Degree
 - College (proxy for discipline, for faculty positions only)
 - Market Value (for non-faculty positions only)
- Because of the low number of faculty in various categories, (see next page) we had to combine all faculty by rank, gender and race into their assigned college regardless of specific discipline, even though we recognize that discipline may have an impact on pay.

Statistical Methodology

- We used the following Coding Scheme for the faculty analysis:

Variable Scale

Rank	Professor	0 or 1
	Associate Professor	0 or 1
	Assistant Professor	0 or 1

College	BUS	0 or 1
	CSM	0 or 1
	EEPS	0 or 1
	HSS	0 or 1
	LIB	0 or 1

Rank Start Date	Years on Rank
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Ethnicity	Asian	0 or 1
	Black or African American	0 or 1
	White	0 or 1
	Hispanic	0 or 1

Hire Date	Years of Service
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Gender I	Female	0
	Male	1

Tenure Status	Non-Tenure	0
	Tenure	1

Degree	Doctorate	0 or 1
	Master	0 or 1
	Bachelor	0 or 1

Data Breakdown (Faculty)

Race	Number of Employees	% of Employees
ASIA	11	6.79%
BLACK OR AFRICAN AMERICAN	3	1.85%
HISPANIC	21	12.96%
WHITE	118	72.84%
Other	9	5.56%
Total	162	100%

Gender	Number of Employees	% of Employees
Female	71	43.83%
Male	91	56.17%
Total	162	100%

College	Number of Employees	% of Employees
BUS	21	12.96%
CSM	32	19.75%
EEPS	34	20.99%
HSS	69	42.59%
LIB	6	3.70%
Total	162	100%

Data Breakdown (Faculty)

Rank	Number of Employees	% of Employees
PROFESSOR	36	22.22%
ASSOCIATE PROFESSOR	51	31.48%
ASSISTANT PROFESSOR	35	21.60%
Other	40	24.69%
Total	162	100%

Degree	Number of Employees	% of Employees
Doctorate	90	55.56%
Master	64	39.51%
Bachelor	5	3.09%
Other	3	1.85%
Total	162	100%

Data Breakdown (Faculty)

Tenure Status	Number of Employees	% of Employees
NON-TENURE	68	41.98%
TENURE	94	58.02%
Total	162	100%

Years of Service	Number of Employees	% of Employees
0 to 10	87	53.70%
10 to 20	43	26.54%
20 to 30	30	18.52%
More than 30	2	1.23%
Total	162	100%

Age	Number of Employees	% of Employees
30 to 40	28	17.28%
40 to 50	39	24.07%
50 to 60	50	30.86%
60 to 70	42	25.93%
More than 70	3	1.85%
Total	162	100%

Years on Current Rank	Number of Employees	% of Employees
0 to 10	121	74.69%
10 to 20	36	22.22%
20 to 30	5	3.09%
Total	162	100%

Statistical Methodology (Faculty)

- We used a stepwise regression for the faculty group.
- Statistical significance for inclusion in the formula was defined as $p < .05$.
- Once we identified the statistic model with the highest adjusted R square, the variables used in that model will be considered as significant.

Statistical Methodology (Faculty)

Final Model: Note that all the variables have a significant impact on salary. The best set of variables predicting pay are College (BUS and EEPS), Rank, Degree (Doctorate Degree only), Age, and Race (Asia only).*

		B	std. error	beta	t	Sig.
Constant		27459.142	3120.519		8.800	.000
VAR00007	BUS	32567.375	1719.787	.553	18.937	.000
VAR00012	Professor	31244.812	1873.470	.657	16.678	.000
VAR00009	EEPS	7329.998	1317.772	.151	5.562	.000
VAR00017	Doctorate	5133.056	1288.424	.129	3.984	.000
VAR00014	Assistant Professor	11483.271	1650.848	.239	6.956	.000
VAR00013	Associate Professor	17059.816	1512.860	.401	11.277	.000
VAR00020	Age	160.030	56.471	.084	2.834	.005
VAR00001	Asia	4645.415	2156.462	.059	2.154	.033

Adjusted R Square = .889

* The variable of being Asian has a significance much weaker than other factors, but it still qualifies as a statistically significant variable as the p/Sig value is below 0.05.

Data Breakdown (Athletics)

Race	Number of Employees	% of Employees
BLACK OR AFRICAN AMERICAN	3	10.71%
HISPANIC	2	7.14%
WHITE	22	78.57%
Other	1	3.57%
Total	28	100%

Gender	Number of Employees	% of Employees
Female	6	21.43%
Male	22	79.57%
Total	28	100%

Degree	Number of Employees	% of Employees
Master	13	46.43%
Bachelor	11	39.29%
Associate	1	3.57%
Other	3	10.71%
Total	28	100%

Years in Current Position	Number of Employees	% of Employees
0 to 5	22	78.57%
5 to 10	6	21.43%
Total	28	100%

Years of Service	Number of Employees	% of Employees
0 to 5	17	60.71%
5 to 10	9	32.14%
10 to 15	2	7.14%
Total	28	100%

Statistical Methodology (Athletics)

First & Final Model: Market Value is the only variable that has a significant impact on salary. However, there are so few cases on which to conduct a robust analysis.

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.929705176
R Square	0.864351715
Adjusted R Square	0.784558606
Standard Error	7364.023462
Observations	28

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	10	5874290765	587429076.5	10.83241057	1.51E-05
Residual	17	921890306.2	54228841.54		
Total	27	6796181071			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-10910.34178	9433.054411	-1.156607532	0.263427926	-30812.3	8991.663	-30812.3	8991.663
Gender	1148.547093	3765.836432	0.304991232	0.764075266	-6796.67	9093.767	-6796.67	9093.767
White	6711.85023	10263.52258	0.653951913	0.521891508	-14942.3	28365.99	-14942.3	28365.99
Hispanic	10027.32549	12546.19236	0.799232564	0.435180945	-16442.8	36497.48	-16442.8	36497.48
Black	7277.365319	10815.7506	0.672848847	0.510087089	-15541.9	30096.6	-15541.9	30096.6
Years in Position	-171.4143884	1005.788767	-0.170427821	0.866685568	-2293.44	1950.614	-2293.44	1950.614
Years in Organization	326.8051965	693.4458436	0.471277173	0.643434156	-1136.24	1789.848	-1136.24	1789.848
Master	-565.2375706	6176.822925	-0.091509434	0.928157472	-13597.2	12466.72	-13597.2	12466.72
Bachelor	-617.8310845	6541.882039	-0.094442407	0.925861969	-14420	13184.33	-14420	13184.33
Associate	-18307.43442	9099.43692	-2.011930472	0.060352354	-37505.6	890.6993	-37505.6	890.6993
Market Value	0.973691126	0.120631031	8.071647208	3.23199E-07	0.719182	1.2282	0.719182	1.2282

Data Breakdown (Professionals)

Race	Number of Employees	% of Employees
ASIA	1	0.83%
BLACK OR AFRICAN AMERICAN	7	5.79%
HISPANIC	36	29.75%
WHITE	73	60.33%
Other	4	3.31%
Total	121	100%

Gender	Number of Employees	% of Employees
Female	71	58.68%
Male	50	41.32%
Total	121	100%

Degree	Number of Employees	% of Employees
Doctorate	14	11.57%
Master	35	28.93%
Bachelor	66	54.55%
Other	6	4.96%
Total	121	100%

Data Breakdown (Professionals)

Years in Current Position	Number of Employees	% of Employees
0 to 5	82	67.77%
5 to 10	23	19.01%
10 to 15	10	8.26%
15 to 20	3	2.48%
20 or more	3	2.48%
Total	121	100%

Years of Service	Number of Employees	% of Employees
0 to 5	42	34.71%
5 to 10	27	22.31%
10 to 15	30	24.79%
15 to 20	12	9.92%
20 to 25	5	4.13%
25 or more	5	4.13%
Total	121	100%

Statistical Methodology (Professionals)

First & Final Model: Market Value is the only variable that has a significant impact on salary.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.920697594
R Square	0.847684059
Adjusted R Square	0.832312726
Standard Error	11220.07875
Observations	121

ANOVA

	df	SS	MS	F	Significance F
Regression	11	76367217525	6942474320	55.14707366	2.15616E-39
Residual	109	13722028220	125890167.2		
Total	120	90089245745			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	11940.19911	8745.942023	1.365227334	0.174992719	-5393.973649	29274.37186	-5393.973649	29274.37186
Gender	3123.737424	2234.049883	1.398239783	0.164879639	-1304.076815	7551.551662	-1304.076815	7551.551662
White	2688.909871	5903.916026	0.455445142	0.649694989	-9012.459755	14390.2795	-9012.459755	14390.2795
Asia	5134.318111	13009.60034	0.394656098	0.693867868	-20650.28681	30918.92303	-20650.28681	30918.92303
Black	-2774.918877	7249.345759	-0.382781974	0.702626854	-17142.88649	11593.04874	-17142.88649	11593.04874
Hispanic	2953.189447	6216.415216	0.475063094	0.635692539	-9367.543413	15273.92231	-9367.543413	15273.92231
Years on Position	-111.8669844	248.4132672	-0.450326127	0.65336972	-604.214004	380.4800352	-604.214004	380.4800352
Years in Organization	212.9664051	175.8388824	1.211145124	0.228459148	-135.5405433	561.4733535	-135.5405433	561.4733535
Doctorate	9059.533723	6231.07216	1.453928552	0.148839457	-3290.248724	21409.31617	-3290.248724	21409.31617
Master	-3839.435994	5290.964062	-0.725659057	0.469602986	-14325.95475	6647.082767	-14325.95475	6647.082767
Bachelor	-5391.896857	4996.199316	-1.079199711	0.282881019	-15294.20147	4510.407759	-15294.20147	4510.407759
Market Value	0.677243022	0.043697087	15.49858509	2.53223E-29	0.590636816	0.763849228	0.590636816	0.763849228

Summary of Statistical Findings

- It should be noted that these statistical conclusions are limited to the data available and do not include other possible explanations for any pay differences that may exist. These explanations might include performance, prior experience and service. If increases in pay have been given based on merit or performance, that factor may explain a difference in individual employee pay within a specific position.
- In addition, the rate of pay negotiated at the time of hire, including the financial capability and the relative level of University need for the potential employee at the time of hire would have an impact on any pay differences.
- These factors, and others that are either difficult or unable to be quantified, may have had an impact on pay at hire and pay movement over time.
- However, for the faculty group, given the quantifiable measures that we had available to us for this analysis, we conclude that there appears to be systemic pay disparities that are related to a variety of variables, some of which may be of issue for the University.