



# **Faculty and Staff Pay Administration Guidelines**

**January 2022**

**Revised 09.19.2024**

# Table of Contents

<b>TABLE OF CONTENTS</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
<b>PAY PHILOSOPHY</b> .....	<b>2</b>
<b>ROLES AND RESPONSIBILITIES</b> .....	<b>4</b>
<b>FACULTY PAY STRUCTURE</b> .....	<b>6</b>
FACULTY PAY RANGES.....	6
SETTING STARTING FACULTY SALARIES.....	6
FACULTY PAY INCREASES.....	7
PROMOTIONAL INCREASES.....	7
TEMPORARY/INTERIM ASSIGNMENT OR INCREASE IN DUTIES.....	7
DOCTORAL/TERMINAL DEGREE IMPACT.....	8
<b>STAFF PAY STRUCTURES</b> .....	<b>9</b>
STARTING SALARIES.....	10
POSITION CHANGES.....	10
RECLASSIFICATION.....	10
ADDITIONAL DUTIES.....	11
<b>PROGRAM MAINTENANCE</b> .....	<b>20</b>
STAFF POSITION DESCRIPTIONS.....	20
MAINTAINING THE PAY BANDS.....	20
<b>STAFF MARKET PRICING GUIDELINES</b> .....	<b>21</b>
STEP 1: IDENTIFYING BENCHMARK POSITIONS.....	21
STEP 2: IDENTIFY APPROPRIATE SURVEY(S).....	21
STEP 3: MATCH WINTHROP POSITIONS TO COMPARABLE POSITIONS IN SURVEYS.....	22
STEP 4: SELECT APPROPRIATE SURVEY SCOPE/CUT.....	25
STEP 5: MAKE NECESSARY ADJUSTMENTS.....	25
STEP 6: UPDATE THE DATA TO COMMON POINT IN TIME.....	26
STEP 7 DEVELOP THE CONSENSUS.....	27
<b>APPENDIX A – 2021-2022 FACULTY PAY STRUCTURE</b> .....	<b>28</b>
<b>APPENDIX B – MARKET INDEX BY DISCIPLINE</b> .....	<b>29</b>
<b>APPENDIX C – 2021-2022 CLASSIFIED STAFF PAY STRUCTURE</b> .....	<b>30</b>
<b>APPENDIX D – 2021-2022 UNCLASSIFIED STAFF PAY STRUCTURE</b> .....	<b>31</b>
<b>APPENDIX E – UNCLASSIFIED JOBS BY BAND</b> .....	<b>32</b>

# Introduction

These Pay Administration Guidelines serve to manage wages under Winthrop University's pay programs for faculty and staff. The pay programs intend to provide fair, competitive, and equitable pay in order to attract, retain, and engage qualified employees. To this end, we will:

- Provide pay opportunities that:
  - are based on job responsibilities,
  - are competitive within the markets in which Winthrop competes for talent,
  - promote internal equity with jobs that have similar duties, and
  - are reflective of the University's financial resources and compliant with the State of South Carolina pay-related regulations.
- Ensure understanding of the pay program through open and clear communication and accessible information.

These guidelines serve as a reference for ongoing administration of wages in a manner consistent with the pay programs. Human Resources (HR) is responsible for administering the program. The University will make an earnest effort to update this program regularly (e.g., pay program updates, benchmarking reviews) in order to keep it current.

While we intend to lend stability in our policies and practices, Winthrop University reserves the right to interpret the policies, rules, sections, and provisions contained in these guidelines, as it deems appropriate in its sole discretion. The University also reserves the right, in its sole discretion, to amend, modify, change, cancel, terminate, or withdraw any or all of the policies, rules, sections, and provisions of these guidelines at any time, unilaterally, with or without prior notice. Nothing contained within these guidelines should be construed to develop a contractual relationship between Winthrop University and any employee.

These guidelines, related attachments, and all subsequent revisions, supersede and/or replace all policies, rules, and pay program descriptions issued previously.

# Pay Philosophy

The pay philosophy is the foundation of the pay program. This philosophy serves as a framework for pay benchmarking and pay administration at Winthrop (in conjunction with State of South Carolina requirements). The strategy addresses the overall vision for the programs and ensures they are consistent with Winthrop's core mission, the balance between external competitiveness and internal equity, comparison markets for evaluating and managing pay, and program administration and communication.

<b>Role of Pay</b>	<ul style="list-style-type: none"><li>• In support of the Winthrop Plan, Winthrop University's pay programs provide pay levels that are fair and competitive with institutions and organizations with which the University competes for talent in order to attract, retain, and engage qualified individuals.</li><li>• We seek to attract, develop, and sustain a dedicated, skilled, diverse, inclusive workforce to meet our strategic objectives. This goes beyond a simple employment arrangement that emphasizes the intangible elements of the University's total rewards such as affiliation to our mission, work content, and positive work environment and provides a balanced mix of financial and nonfinancial rewards.</li><li>• The University also offers a full package of health and retirement benefits that encourage health and wellness, provide time off programs and income protection for illness, and provide protection in the event of long or short-term disability or death as well as intangibles, such as work environment.</li></ul>
<b>Market Alignment</b>	<ul style="list-style-type: none"><li>• Winthrop's pay programs balance external competitiveness with the University's needs, the State of South Carolina pay-related regulations, financial resources, and relative value among similar positions within the University.</li><li>• In general, Winthrop strives to achieve aggregate salaries at competitive levels of its comparison markets: The University benchmarks faculty and staff salaries against the markets within which it competes for talent, which may vary across the institution. Custom-made, competitive sets of institutions that are of similar size and type to Winthrop, for which data is available, define our higher education markets for talent and pay comparisons. For jobs that exist outside of higher education, a local market comprised of all employers also exists for benchmarking purposes. These comparison markets are reviewed and refined on a regular basis to ensure appropriateness.</li></ul>

<p><b>Pay Program</b></p>	<ul style="list-style-type: none"> <li>• Base pay is the primary method of rewarding faculty and staff at Winthrop University. An individual's base pay reflects the value of the job in the market, the value of the job to the institution, and the capabilities of the individual.</li> <li>• Appropriate base salaries will be maintained through regular updating of job descriptions, monitoring of the market to ensure continued competitiveness, and periodic updates of the pay programs to ensure they provide competitive pay opportunities. In addition, periodic reviews of incumbent salaries will be conducted to ensure internal equity.</li> <li>• The pay programs and offerings are aligned with pay-related regulations set by the Department of Administration's Division of State Human Resources and are subject to the University's financial resources.</li> </ul> <p><b>Faculty:</b> Base pay reflects competitive market rates for each faculty member's rank and discipline [as mapped to the appropriate Classification of Instructional Programs (CIP), which Winthrop has separated into three tiers (see Appendix B); in addition, the base pay reflects an individual's time in rank, capabilities, contributions, tenure, and performance. In addition to base pay, faculty may receive additional pay not to be included in base pay and/or course release for responsibilities beyond their core responsibilities.</p> <p><b>Classified Staff:</b> Competitive market data is used as a reference point within the appropriate State of South Carolina Pay Band. Pay will be determined by considering the skills, knowledge, experience, and competitive market range of the individual in accordance with State of South Carolina pay regulations and guidelines.</p> <p><b>Unclassified Staff:</b> Competitive market data is used as a reference for creating the pay structure. Jobs are evaluated based on job content including responsibilities, scope and experience/education requirements (i.e., not title) and are assigned to pay bands with salary ranges based on market pay rates and role within the University. Pay for individuals in unclassified positions will be determined by considering the skills, knowledge, and experience of the individual.</p>
<p><b>Program Maintenance</b></p>	<p>Winthrop is dedicated to maintaining fair, equitable, and competitive pay levels while also addressing relevant organizational needs, as budget and finances allow. The University will maintain the pay program by ensuring clear, current, and accurate position descriptions and regular monitoring of market pay trends/practices to sustain competitiveness.</p>
<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>• The University is committed to openness and transparency and will communicate the pay philosophy to all stakeholders to ensure that the principles that guide pay decisions are clearly understood.</li> <li>• While regular program updates will be communicated to faculty and staff (e.g., relationship to the market), all results will be shared in the aggregate and individual information will be protected.</li> </ul>
<p><b>Pay Governance</b></p>	<p>The South Carolina General Assembly (Legislature), Winthrop Board of Trustees, University Administration, Human Resources, the Provost's Office, managers, and faculty and staff members themselves have a role in supporting the pay program.</p>

# Roles and Responsibilities

To ensure that the program is administered in a consistent, impartial manner, the roles and responsibilities for key constituents involved in pay decision making are defined in the table below.

<b>State of South Carolina</b>	<ul style="list-style-type: none"> <li>Legislated pay increases are determined by the South Carolina General Assembly (Legislature).</li> <li>The South Carolina Department of Administration's Executive Budget Office determines the state's funding of those increases, with the Division of State Human Resources determining how agencies administer the increases.</li> <li>The Division of State Human Resources also provides additional guidelines and regulations on pay and classification for covered positions.</li> </ul>
<b>Winthrop Board of Trustees</b>	<ul style="list-style-type: none"> <li>Approves University's annual budget.</li> <li>Approves pay philosophy and the resulting pay programs.</li> </ul>
<b>Winthrop Senior Administrators</b>	<ul style="list-style-type: none"> <li>Communicate openly, regularly, and clearly with the University's community on pay-related matters.</li> <li>Endorse pay program design and implementation processes.</li> <li>Establish and communicate institutional philosophy and goals to the community.</li> <li>Set the standard for performance planning, coaching and feedback and hold direct/indirect reports accountable for the same.</li> <li>Review and endorse updates of the pay structure, as appropriate.</li> <li>Provide the resources needed to maintain the pay programs within the constraints of limited resources and the prioritization process for the annual operating budget.</li> <li>Hold other leaders and managers accountable for adhering to and upholding the principles of the pay programs and effective, consistent pay management.</li> <li>Approve relevant pay actions, where applicable.</li> </ul>
<b>Human Resources and the Provost's Office</b>	<ul style="list-style-type: none"> <li>Provide leaders, Deans, division heads, and managers with tools and resources needed to make pay recommendations for their faculty and staff.</li> <li>Collaborate with leaders, Deans, division heads, and hiring managers to establish and maintain appropriate salaries.</li> <li>Design, develop, and maintain the pay programs, including pay guidelines, and ensure they are applied fairly and consistently.</li> <li>Provide strategic and operational advice to Senior Administrators on pay issues, market trends, and relevant regulations.</li> <li>Regularly collect benchmark data from the appropriate sources, assess pay competitiveness, and recommend adjustments to the pay structures and ranges, as well as individual salaries.</li> <li>Regularly monitor the effectiveness of the pay programs and practices, their continued competitiveness, and ongoing equity.</li> <li>Communicate the pay programs to the campus community.</li> <li>Work with managers to ensure job descriptions for staff are current and accurate.</li> <li>Review pay decisions for final approval.</li> </ul>

**Deans, Division  
Heads and  
Managers**

- Provide HR with the necessary information to establish and maintain appropriate salaries.
- Understand job responsibilities and requirements in their areas of responsibility, and the skills, knowledge, experience, and performance levels of faculty and staff in their areas
- Maintain accurate and current position descriptions for staff.
- Foster open and trusting relationships with faculty and staff in area of responsibility, and with colleagues across the University.
- Set performance expectations, provide clear and helpful feedback, and evaluate performance.
- Communicate openly with faculty and staff about pay topics.
- Provide guidance for faculty and staff development and progression.
- Recommend pay actions to Human Resources and/or the Provost's Office.

**Faculty and  
Staff**

- Understand and fulfill the essential functions of the job and rank, as defined by the Faculty Handbook (for faculty).
- Understand own job responsibilities, requirements, and expectations (for staff).
- Work with division head or manager to ensure position description is current and accurate (for staff).
- Proactively reach out to supervisor to obtain feedback on performance.
- Communicate openly and regularly with supervisor to address any issues and concerns.
- Seek opportunities for development and advancement through outreach to division head, manager, functional leader, HR, and/or Provost's Office.

# Faculty Pay Structure

## Faculty Pay Ranges

Establishing faculty salaries is a collaborative process between Human Resources, the Provost, and the appropriate Dean or Department Chair. The external market assessment informs the development of faculty pay ranges for each discipline by rank. The primary source of data used for the assessment is the CUPA-HR Faculty Salary Survey, reflective of Winthrop's specific national higher education comparison market. Other sources of external market data are also considered to ensure we have a salary structure that is informed primarily by the CUPA market median as well as our specific peer institutions within the broader higher education market.

Faculty pay ranges are developed by setting a range of -10% (to set the minimum) to +20% (to set the maximum) around each rank and discipline market tier (i.e., the 50<sup>th</sup> percentile).

### Example

Rank	Tier	Minimum (90% of Market Median)	Midpoint (Market Median)	Maximum (120% of Market Median)
Associate Professor	Tier 2	\$64,400	\$71,600	\$85,900

Human Resources will assist the Provost, Deans, and Department Chairs as needed to administer faculty pay, including the collection and analysis of market data, updating Winthrop faculty census information, and providing guidance on market trends and practices.

## Setting Starting Faculty Salaries

Starting salaries for new faculty will be based on the current competitive market data and internal equity within the faculty member's department. Faculty will be paid at least the minimum of the competitive salary range up to the midpoint of the range. Other considerations may include the candidate's experience and/or the difficulty to fill the position based on the specialized credentials required.

## Faculty Pay Increases

Once the faculty member becomes part of the Winthrop faculty community, the progression of pay from the Assistant Professor to the Full Professor rank is a continuum and the process is described in detail in the faculty policy regarding promotion.

The State of South Carolina General Assembly (Legislature) determines the percentage of cost of living (legislated) pay increases. In years when legislated increases occur, the South Carolina Division of State Human Resources communicates to HR when and how to administer the increases to eligible Winthrop employees. It is expected that individual faculty legislated pay increases will be reasonably distributed among faculty according to stated guidelines and



eligibility criteria provided by South Carolina Division of Human Resources and University Senior Administrators.

## Promotional Increases

Criteria for faculty promotion are specifically outlined in the faculty promotion policies. Please consult the appropriate promotion-related policies for detailed criteria and process. Upon promotion to a higher rank, a faculty member may expect to be paid at least at the minimum of the appropriate rank and discipline range, or if his/her pay is already above the minimum of that tier, to be provided with a pay increase which is approved by the Board of Trustees, President and the Provost. The current rank promotion increase structure is outlined below.

Current Rank	Promotion	Salary Increase Amount
Assistant Professor	Associate Professor	\$6,500
Associate Professor	Professor	\$9,000

When both setting starting salaries and determining pay adjustments, the Provost's Office will conduct a review of other faculty salaries in the same rank and within similar disciplines to ensure internal equity. The purpose of this review is to ensure that comparably situated individuals are paid similarly and that pay decisions are made under a consistent set of principles to ensure equitable pay for all faculty members. The Provost will approve final pay recommendations, as well as pay exceptions outside the assigned pay range.

## Temporary/Interim Assignment or Increase in Duties

A faculty member may occasionally be asked to temporarily take on additional responsibilities. Faculty may be eligible to receive additional pay for additional work that is not included in their day-to-day responsibilities associated with their primary faculty appointment. Additional work examples may include, but are not limited to: taking on responsibilities of another faculty member or administrator due to resignation, directing a program, or serving as department chair, for example. The Provost, Dean and Department Chair, as appropriate, in consultation with Human Resources, will assess the nature of these assignments and determine whether and which associated changes to pay are warranted.

Temporary additional payments are separate from base pay. Once the additional work has ended, the additional pay will terminate.

Amounts associated with additional work will be set based upon the duration of the temporary assignment, the degree of complexity and/or importance of the additional work, and the level of performance. The amount of the additional pay may range from 5% - 15% of the employee's current base pay, or may include a flat stipend, or an adjustment to the term of appointment, depending upon the role and any associated compensation policies.

## **Doctoral/Terminal Degree Impact**

While a doctoral/terminal degree (i.e., PhD, EdD, etc.) is typically required for faculty members across all departments and disciplines, in certain situations, individuals may not have this degree, but are approved for appointment based upon alternative qualification. The Dean, subject to approval of the Provost, will take a holistic review of the individual's teaching and non-teaching experiences in those cases where faculty do not have a terminal degree, and determine the appropriate pay for the individual faculty member.

Candidates hired for a tenure-track position who do not yet have the PhD or other appropriate terminal degree completed will be hired at the rate of instructor. The terminal degree must be complete before the position is converted back to tenure-track and the pay is adjusted to the appropriate assistant professor range.

Full-time teaching faculty who are hired as non-tenure-track assistant professors (or other contingent ranks) will be compensated at a rate commensurate with their reduced duties. The rate is typically 10% less than the target salary for a tenure-track professor at equivalent rank. The dean will recommend the appropriate pay to the Provost, taking into consideration the individual's teaching and additional duties.

# Staff Pay Structures

Winthrop maintains market-based pay programs for classified and unclassified staff that support the institution's strategic vision, mission, and values and the State of South Carolina's pay-related regulations.

Classified positions are those that, based on their duties and responsibilities, degree of supervision, minimum education and training requirements, and required knowledge, skills and abilities, fall into one of the state's higher education job classifications. (Classification should not be confused with a position's status as exempt or non-exempt under the Fair Labor Standards Act.)

Unclassified positions are those that do not fall into one of the state's higher education job classifications.

The pay structures for both classified and unclassified staff are each based on 10 bands. In the case of classified staff, the bands are set by the state (Appendix C). In the case of unclassified staff, the bands have been set by the University and represent a continuum of salaries based on the market range for the individual positions (Appendix D). In both cases, each band has a minimum, midpoint and maximum.

Classified positions are assigned to a state pay band based on their classifications. An Administrative Specialist I, for example, is in a Band 2. State pay bands for classified staff typically only change when the state grants a general increase, which is applied to the minimum, midpoint and maximum of each band.

Unclassified positions are assigned to a pay band based primarily on their market value. Specifically, these positions are assigned to a pay band with the closest midpoint to the market median (50<sup>th</sup> percentile) for that position. For example, a position with a median market value of \$44,000 typically would fall into Band 2 (minimum of \$37,600, midpoint of \$46,000 and maximum of \$54,500).

In some cases, market data for unclassified positions may not be available; these positions are called "non-benchmark" jobs. In most cases, non-benchmark jobs:

1. Are created to meet a unique need,
2. Are a blend of multiple functions not found at other agencies/institutions, or
3. Are jobs for which viable survey data are not available (new field or type of position, for example).

Non-benchmark jobs are assigned to a pay band by comparing them to similar benchmarked jobs by considering the following:

1. **Skills and Knowledge:** The formal/informal expertise needed to perform the job duties on a day-to-day basis. Example: Knowledge of accounting rules, standards and procedures or program management skills.

2. Impact: The impact of the job on key institutional functions/or strategic initiatives.
3. Scope of Responsibility: The breadth or range of the job's operational influence within and outside the University.

## **Starting Salaries**

Winthrop's goal is to pay between 85% and 110% of the market median for a position. For example, a position with a median market value of \$45,000, would have a range of \$38,250 to \$49,500.

To determine the salary for a specific candidate, Human Resources considers the following:

1. The assigned pay band and market median for the position,
2. Internal equity,
3. Difficulty in filling the position, and
4. The candidate's qualifications (education, training, experience, knowledge, skills and abilities).

If the position is a new permanent (FTE) position, Human Resources will review the position description provided by the hiring supervisor to determine whether the position is classified or unclassified and, for unclassified positions, whether the position can be benchmarked, in order to assign it to a pay band.

## **Position Changes**

Position changes fall into one of two categories, as determined by Human Resources in consultation with the supervisor:

1. Changes in duties that do not warrant a reclassification and
2. Changes in duties that warrant a reclassification.

## **Reclassifications**

Situations that may warrant a reclassification include the following:

1. Department reorganization and corresponding position restructuring,
2. Addition of supervisory responsibilities (full-time employees),
3. Addition of new and significant areas of responsibility, and
4. Major change in the level of authority and accountability.

Note: Minor changes, an increase in work volume (same or similar responsibilities), change in state or federal regulations, and changes in how work is performed (new software, for example), typically do not warrant a reclassification or salary adjustment. The state only allows reclassifications from one band to the next one up. An individual cannot be reclassified from Band 3 to Band 5; in those situations, the position must be posted so other qualified employees have the same opportunity for advancement.

Salary increases related to reclassification range up to 15% of the current salary.

To request a reclassification, supervisors must update the employee's position description electronically in the Position Management system and submit to the Budget Office a Salary Action Request form signed by the supervisor, department head (if applicable) and the division vice president. (The Budget Office will review and forward the completed Salary Action Request form to Human Resources.)

### **Additional Duties**

Additional duties may result in a base pay increase, depending on the new duties and responsibilities, without a reclassification. In accordance with State regulations, increases for additional duties range up to 15% of the current salary. Winthrop standards are as follows:

1. Increase of 5% of current salary when additional duties comprise 10% to 20% of the updated position description.
2. Increase of 10% of current salary when additional duties comprise 30% to 40% of the updated position description.
3. Increase of 15% of current salary when additional duties comprise 50% or more of the updated position description.

To request an Additional Duties increase, supervisors must update the employee's position description in the Position Management system and submit a Salary Action Request form signed by the supervisor, department head (if applicable) and the division vice president to the Budget Office. (The Budget Office will review and forward the completed Salary Action Request form to Human Resources.)

See Table on pages 12-19 for other types of position changes and corresponding salary adjustments.

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Hiring Salaries</b>	The salary at which new staff employees are hired based on state regulations and guidelines (e.g., state classification, pay band, minimum requirements, internal and external salary data, etc.).	<p>For classified staff, employees must be paid at least the minimum of the pay band for the class to which hired. Additional justification is required if salary is higher than the minimum of the pay band and level.</p> <p>Unclassified staff positions are not subject to the state pay band salary ranges.</p>	<p>At least the minimum of the pay band and level for classified staff. Actual salary will be dependent upon:</p> <ol style="list-style-type: none"> <li>1) internal salary data – salaries of similar positions at Winthrop</li> <li>2) external salary data – salaries of similar positions in external comparison salary groups</li> <li>3) experience and qualifications of chosen candidate</li> <li>4) specialized skills and qualifications necessary for success in the position</li> <li>5) difficulty to fill a position</li> </ol> <p>Generally, new hire salaries will be 85% - 110% of the median comparison salary data for similar positions depending on specific factors, including those listed above.</p>	<a href="#">Personnel Requisition Form</a>

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>General Increase</b>	The South Carolina Legislature may appropriate money for state employee salary increases each fiscal year. If money is allocated, FTE employees may be awarded a cost of living allowance (COLA).	Determined on an annual basis and usually effective on the July 1 paycheck.	Determined on an annual basis. 2006 – FY07 – 3% 2007 – FY08 – 3% 2008 – FY09 – 1% 2009 – FY10 – 0% 2010 – FY11 – 0% 2011 – FY12 – 0% 2012 – FY13 – 3% 2013 – FY14 – 0% 2014 – FY15 – 2% 2015 – FY16 – 0% 2016 – FY17 – 3.25% 2017 – FY18 – 0% 2018 – FY19 – 0% 2019 – FY20 – 2% 2020 – FY21 – 0% 2021 – FY22 – 2.5% 2022 – FY23 – 3% 2023 – FY24 - \$2,500 or 5% 2024 – FY25 - \$1,125 or 2.25%	N/A
<b>Performance Increase</b>	Salary increases based on performance ratings (EPMS). Increases are based on availability of funds and determined on an annual basis.	No limit. Determined by availability of funds.	Winthrop currently does not award performance increases. In the event that funds are available, increases may be awarded between 1% - 15%. A rating of Exceed Expectations or higher on the current performance evaluation is required for consideration.	Completed Performance Appraisal

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Additional Job Duties and/or Responsibilities</b>	A salary increase may be granted when an employee is assigned additional job duties and/or broader responsibilities either within his/her current position or in another position in the same pay band.	An employee's salary may be increased up to 15% for the additional job duties and/or responsibilities, not to exceed the maximum rate of the pay band. If the job duties are taken away within six months the salary may be reduced up to the amount of the additional duties increase.	Generally 0% - 15%  5% - additional duties comprise 10% - 20% of the employee's updated position description 10% - additional duties comprise 30% - 40% of employee's updated position description 15% - additional duties comprise 50% of the employee's updated position description	<a href="#">Salary Action Request Form</a>  Updated Position Description
<b>Transfer Increase</b>	A salary increase may be granted when an employee accepts a position at Winthrop and is coming from another state agency, which is in the same class and/or pay band of his/her current position.	An employee's salary may be increased up to 15% for the recognition of a transfer not to exceed the maximum rate of the pay band.	Generally 0% - 15%	<a href="#">Personnel Requisition Form</a>
<b>Retention Increase*</b> Typically applies upon completion of probationary period.	A salary increase may be granted when an employee has a bona fide job offer from another employer, either within or outside state government, and an agency wishes to retain the services of this employee in his/her current position.	An employee's salary may be increased up to 15% not to exceed the maximum rate of the pay band. An employee shall receive no more than one retention increase in a one-year period.	Up to 15% not to exceed the maximum rate of the pay band. An employee shall receive no more than one retention increase in a one-year period. Job must be related to current position to be considered for retention increase.	<a href="#">Salary Action Request Form</a>  *Offer letter or evidence bona fide job offer must be attached to the salary action request form.



Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Promotion Increase</b>	A salary increase may be granted when an employee receives a promotion to a position of a higher pay band.	Upon promotion, the employee's salary shall be increased to at least the minimum rate of the pay band of the class to which promoted, and may be increased up to 15% of his/her salary, or to the midpoint of the new pay band-not to exceed the maximum rate of the new pay band.	Generally 0% - 15%  Salary must be increased to at least the minimum of the new pay band or up to the midpoint of the new pay band; however, market salary data may also be used to determine final salary. Salary must not exceed the maximum rate of the new pay band.	N/A
<b>Reclassification Increase</b>	A salary increase resulting from a position reclassification to a higher band.	The employee's salary shall be increased to at least the minimum, rate of the new pay band of the class to which reclassified and be increased by up to 15% not to exceed the maximum rate of the new pay band.	Generally 0% - 15%  Salary must be increased to at least the minimum of the new pay band.	<a href="#">Salary Action Request Form</a>  Updated Position Description
<b>Reallocation Increase</b>	A salary increase based on a position being moved to a higher pay band by Human Resources usually due to organizational changes.	Upon reallocation, an employee's salary must increase to at least the minimum of the new pay band and the employee may receive up to 15% not to exceed the maximum rate of the new band.	Generally 0% - 15%  Salary must be increased to at least the minimum of the new pay band. Increase will be initiated by Human Resources.	N/A

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Reassignment</b>	Employees who accept a position within the same state agency, which is in the same class and/or pay band are not eligible for a salary increase unless new position is of greater scope and complexity or responsibility than their current position.	No salary increase permitted under State policy unless new position is of greater scope and complexity or responsibility than their current position.	Generally 0% - 15%  Salary increase is based on greater scope and complexity or responsibility than current position.	<a href="#">Salary Action Request Form</a>
<b>Temporary Salary Adjustments</b>	A temporary salary adjustment for employees in permanent positions. Circumstances that may warrant such approval are coverage for position vacancies or illnesses for an extended period time (usually longer than 15 days). Temporary salary adjustments are not added to base salary and end automatically when the need no longer exists.	Temporary salary adjustments may be up to 15%.	Generally 1% - 15%  5% - additional duties comprise 10% - 20% of the employee's updated position description 10% - additional duties comprise 30% - 40% of employee's updated position description 15% - additional duties comprise 50% of the employee's updated position description  Market salary data may also be used to determine final salary if employee is assuming higher-level job duties on an interim basis.	<a href="#">Salary Action Request Form</a>

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Dual Employment</b>	An arrangement whereby a State employee is employed and compensated, in addition to base salary, by either the Employee's Home Agency or another State Agency for services rendered which are clearly outside the requirements of the employee's regular job responsibilities.	The maximum compensation an employee may receive for dual employment is 30% of the employee's annualized salary for the fiscal year. Rate of pay must be determined based on Fair Labor Standards (FLSA) for non-exempt employees.	Limited to 30% of annualized salary for a fiscal year. Rate of pay must be determined based on Fair Labor Standards (FLSA) for non-exempt employees.	<a href="#">Electronic Personnel Action Form</a>
<b>Performance Decrease</b>	A decrease in an employee's salary based upon performance. Performance decreases must be based on the results of an Employee Performance Management System (EPMS) evaluation.	Performance decreases must not place an employee's salary below the minimum of the pay band.	Performance decreases must not place an employee's salary below the minimum of the pay band.	Contact Human Resources for the Change in Status Notification Form  Completed Performance Appraisal
<b>Removal of Additional Job Duties and/or Responsibilities</b>	Removal of additional job duties or responsibilities which justified a salary increase within six months or prior to the end of the trial period.	Salary may be reduced by up to the amount of additional job duties or responsibilities increase.	Salary may be reduced by up to the amount of additional job duties or responsibilities increase.	Contact Human Resources for the Change in Status Notification Form

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Assignment of Lower Level Responsibilities-Voluntary</b>	Voluntary assignment to lower level responsibilities or movement to a position in current pay band with lower level responsibilities than current position.	Salary may be set at a rate within the pay band provided the rate is equal to or below the current salary and the employee signs a written statement agreeing to the salary decrease.	Salary may be set at a rate within the pay band provided the rate is equal to or below the current salary and the employee signs a written statement agreeing to the salary decrease.	Contact Human Resources for the Change in Status Notification Form
<b>Assignment of Lower Level Responsibilities-Involuntary</b>	Involuntary Reason - An employee who is involuntarily assigned lower level responsibilities or moved to a position in their current pay band with lower level responsibilities than their current position.	Salary is not reduced for a period of six months from the date of the action unless an exception is approved. After the six-month period, the salary may be reduced no more than 15% or to the midpoint of the pay band, whichever is lower.	Salary is not reduced for a period of six months from the date of the action unless an exception is approved. After the six-month period, the salary may be reduced no more than 15% or to the midpoint of the pay band, whichever is lower.	Contact Human Resources for the Change in Status Notification Form

Type of Salary Action	Definition	State Max	Winthrop Standard	Form
<b>Demotion and Downward Reclassification-Voluntary</b>	An employee who voluntarily has their position reclassified to a lower class or is demoted to a position in a lower pay band.	Salary may be set at a salary equal to or below the current salary. The rate must be within the lower pay band and the employee must sign a written statement agreeing to the salary decrease.	Salary may be set at a salary equal to or below the current salary. The rate must be within the lower pay band and the employee must sign a written statement agreeing to the salary decrease.	Contact Human Resources for the Change in Status Notification Form
<b>Demotion and Downward Reclassification-Involuntary</b>	An employee is demoted due to involuntary or non-disciplinary reasons or when an occupied position is reclassified to a class in a lower pay band.	Salary shall not be reduced for a period of six months from the date of the demotion or downward reclassification unless an exception is approved. After the six-month period, the employee's salary may be reduced no more than 15% or to the midpoint of the pay band, whichever is lower.	Salary shall not be reduced for a period of six months from the date of the demotion or downward reclassification unless an exception is approved. After the six-month period, the employee's salary may be reduced no more than 15% or to the midpoint of the pay band, whichever is lower.	Contact Human Resources for the Change in Status Notification Form
<b>Demotion or Downward Reclassification Prior to Attaining Permanent Status in a Class of a Higher Pay Band</b>	Demotion or reclassification to the previous class or to a class with the same pay band held prior to promotion or reclassification, or to a class with a lower pay band.	Salary will be reduced by the amount previously received upon promotion or upward reclassification provided the salary will not exceed the maximum of the pay band for the class to which demoted or downwardly reclassified.	Salary will be reduced by the amount previously received upon promotion or upward reclassification provided the salary will not exceed the maximum of the pay band for the class to which demoted or downwardly reclassified.	Contact Human Resources for the Change in Status Notification Form

# Program Maintenance

## Staff Position Descriptions

Position descriptions are an essential tool and serve many purposes, including conveying expectations to employees, performance management, recruiting, organizational planning, pay benchmarking, determination of FLSA status as exempt or non-exempt, and Americans with Disabilities Act (ADA) compliance.

Since staff positions are assigned to pay bands based on the duties and qualifications outlined in the associated position description, it is important that they be current, accurate, and complete. Position descriptions should be reviewed at least annually before creating a new annual plan, whenever a position changes, and prior to posting a vacancy.

For guidance on creating an effective position description, please access the Position Description Writing Guide on the Human Resources website (<https://www.winthrop.edu/uploadedFiles/hr/PositionDescriptionWritingGuide.pdf>).

## Maintaining the Pay Structure

The pay bands for classified staff are maintained by the state and typically only change when the Legislature approves a general increase, thereby raising the minimum, midpoint and maximum of the bands. Data used to determine salary within the band will be updated regularly.

The pay bands for unclassified staff will be adjusted regularly to keep up with the market. Any adjustments made to the bands are subject to the availability of financial resources and, in most cases, will not affect individual pay rates.

# Staff Market Pricing Guidelines

In addition to regular reviews of the pay band and structure, the University will conduct a thorough market analysis every three to five years. These analyses will include a market assessment of faculty and staff benchmark positions to gauge significant market changes and may result in additional adjustments to the pay bands/structures.

## Step 1: Identifying Benchmark Positions

- Benchmark positions are those that are common among institutions. Examples include accountants, financial aid counselors and custodial workers.
- Not all positions can be benchmarked, but best practice says that at least 60% of positions should be benchmarked in order to generate enough data to develop a market-based pay structure.
- Benchmark position characteristics:
  - Positions are well known and can be found in similar form (at least 70% match in duties) in multiple survey sources, and
  - Positions that represent the institution across families, departments, and pay levels.

## Step 2: Identify Appropriate Survey(s)

- **Legitimacy:** Is the source defensible?
  - Use data from recognized publishers with a history of producing salary surveys.
  - Avoid self-reported data, web/magazine surveys, surveys conducted by search firms, free surveys/data.
- **Relevancy:** Are the surveyed industries and positions relevant?
- **Positions:** Does the survey include overviews of position responsibilities to ensure positions are matched accurately?
- **Peers:** Is there a participant list? Are the participant organizations appropriate?
- **Scope:** Does the survey report appropriate scope cuts (local/regional/national data) as defined by the University's philosophy?
- **Data Presentation:** Does the survey report percentile and ranges of pay? Number of participants reporting data?

The surveys below were used to establish the 2023-2024 pay structure.

Publisher	Survey Name	Survey Scope Cut
<b>College and University Professional Association for Human Resources (CUPA-HR)</b>	National Administrator, Professional, and Staff Salary Surveys	Higher Education custom peer groups
Salary.com	CompAnalyst Professional Database—U.S.	<b>Director Level and Above:</b> Education industry; Southeast Region  <b>Professional, Exempt, and Non-Exempt Staff:</b> General Industry; Geographic

### Step 3: Match Winthrop Positions to Comparable Positions in Surveys

- Review the summary and essential functions of the Winthrop positions, as well as other details, including supervisory responsibilities, required and preferred qualifications, skills, knowledge and abilities, and the reporting structure.
- Determine the function in which the position fits (e.g., Accounting, Human Resources, Athletics).
- Read the survey thumbnail descriptions for all positions in the family.
- Identify the most appropriate survey match(es).



## Hybrid Positions

- A hybrid position has responsibilities in two or more functional areas. The following are examples of hybrid positions:
  - Director, Communications and Development
  - Manager, Compensation and Benefits
- Hybrid positions may be more complex than a single-function position, depending upon the degree of similarity or difference between the functions and the nature of each function.
- Pricing hybrid positions may require applying adjustments.
- Some hybrid positions are common in the market and are reflected in surveys (e.g., Manager, Compensation and Benefits), although those with more than two functions typically cannot be benchmarked.
- Other hybrids are unique to an institution and are not found in surveys. In these cases:
  - › The position is matched based on its predominant function. Salaries for single-functions are not blended together to determine benchmark data for a hybrid position.
  - › Since the incumbent in a hybrid position must be fully qualified to handle the primary single function (determined based on job duty percentages), pay must, at a minimum, be competitive with market data for the single-function position.
  - › Next, a “premium” of 10%, 15%, or 20% is added, depending on size and complexity of the secondary function(s), as well as the complexity of the overall position. Premiums are not added for minor or occasional functions.
  - › Generally, a hybrid position with more than two functions would be a non-benchmark position.

### Example 1

Illustration: Compensation Analyst/Recruiter hybrid position

Compensation	Recruiting	Situation	Premium
70% of responsibilities	30% of responsibilities	<ul style="list-style-type: none"><li>• Progressive, complex pay systems, responsible for program development, implementation, and communication, as well as administration</li><li>• Responsible for recruiting for open positions:<ul style="list-style-type: none"><li>— Stable workforce primarily filling non-exempt positions, plentiful labor market</li></ul></li></ul>	10% applied to market pay for Compensation Analyst position

**NOTE:** In this case, compensation is clearly the more difficult and complex of the two functions, while recruiting is important, simple, and straightforward in this environment. The recruiting responsibilities make the position “noticeably” different from traditional Compensation Analyst position.

### Example 2

Illustration: Compensation Analyst/Recruiter hybrid position

Compensation	Recruiting	Situation	Premium
60% of responsibilities	40% of responsibilities	<ul style="list-style-type: none"><li>• Progressive, complex pay systems, responsible for program development, implementation and communications, as well as administration</li><li>• Responsible for recruiting for open positions at non-exempt, exempt professional level, and supervisor level:<ul style="list-style-type: none"><li>— Workforce is relatively volatile, scarce pool of talent, some positions require high level of expertise and experience</li></ul></li></ul>	15% applied to market pay for Compensation Analyst

**NOTE:** The recruiting function is significantly larger and more complex in this example. Recruiting in this environment is difficult and requires creativity as well as significant time and effort to accomplish successfully.

## Step 4: Select Appropriate Survey Scope

- Select the that best fits the defined benchmark group characteristics. These include:
  - Industry
  - Size
  - Geography/Location
- The appropriate scope is based on the comparison market for the priced position. The following comparison markets reflect the University’s pay philosophy:

Role	For Positions Unique to Higher Education	For Positions Found Outside of Higher Education
Deans, Faculty, and direct reports to President	Custom <b>national</b> higher education peer group reflecting similar institutions	N/A
Exempt Staff (Directors and above)		
Exempt Staff (Managers and Professional Individual Contributors)	Custom <b>regional</b> higher education peer group reflecting similar institutions	National general industry, non-profit, and higher education employers
Non-Exempt Staff		
Athletics	Custom <b>national</b> higher education peer group reflecting similar athletic divisions and conferences	

- Review data reported for appropriateness.
  - What is the sample size? Is it meaningful?
  - Does the survey provide data for the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentile available? Averages should be avoided due to their potential skewing effect.

## Step 5: Make Necessary Adjustments

- Adjustments (premiums or discounts) may be applied to survey matches to adjust for differences between the Winthrop and survey positions (e.g., differences in experience, certification, position or supervisory responsibilities). Such adjustments are referred to as “scope adjustments.”
- Scope adjustments generally range between 5% – 20% of the survey position match, although 20% is rarely used.
- Layering adjustments is not appropriate. If a reliable data point is not available, the position should be a non-benchmark position.

## Scope Adjustment Guidelines

Assume that the University position is an Administrative Assistant and is matched to an Administrative Assistant in a survey. Below are possible adjustments that may be made based on the comparison of the duties and responsibilities:

Premium / Discount	Rationale
0%	<ul style="list-style-type: none"><li>The majority of responsibilities match between survey position and Winthrop position</li></ul>
±5%	<ul style="list-style-type: none"><li>Just noticeable difference between survey position and Winthrop position</li></ul>
±10%	<ul style="list-style-type: none"><li>Noticeable difference between survey position and Winthrop position</li><li>Difference between non-supervisory position and first-level supervisor</li></ul>
±15%	<ul style="list-style-type: none"><li>Obviously quite noticeable difference between survey position and Winthrop position</li><li>Difference in level <b>within function</b> such as Supervisor versus Manager, or Manager versus Director</li></ul>
±20%	<ul style="list-style-type: none"><li>Significant difference between survey position and Winthrop position</li><li>Difference in level between management and senior management <u>within the function</u>, such as Director of Function versus Vice President of Function</li></ul>

### Step 6: Update the Data to a Common Point in Time

- Update factors are calculated by collecting pay increase trend data from a variety of sources.
- All survey data are aged to a common date using a reliable aging factor.

## Step 7: Develop the Consensus

### Example of Market Pricing Analysis (Data in \$ Thousands)

Client Position	Survey	Survey Title	Weight	Adjustment	Survey Base Pay		
					25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Application Programmer Analyst	Survey 1	Systems Programmer Analyst I	1	0.0%	\$54.0	\$60.0	\$66.0
	Survey 2	Applications Programmer	1	0.0%	\$59.0	\$70.0	\$78.0
<b>Market Average</b>					<b>\$56.5</b>	<b>\$65.0</b>	<b>\$72.0</b>
<b>Client Average</b>					<b>\$53.0</b>	<b>\$53.0</b>	<b>\$53.0</b>
<b>Client as % of Market</b>					<b>93.68%</b>	<b>81.5%</b>	<b>73.6%</b>

## Appendix A – 2024-2025 Faculty Pay Structure

Rank /Salary Tier	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum	Range Minimum	Range Maximum
Professor 3	\$117,900	\$124,450	\$131,000	\$144,100	\$157,200	90%	120%
Professor 2	\$84,300	\$89,000	\$93,700	\$103,050	\$112,400	90%	120%
Professor 1	\$83,300	\$87,900	\$92,500	\$101,750	\$111,000	90%	120%
Associate Professor 3	\$106,100	\$110,100	\$114,100	\$125,500	\$136,900	90%	120%
Associate Professor 2	\$69,400	\$75,000	\$77,100	\$84,800	\$92,500	90%	120%
Associate Professor 1	\$66,600	\$70,500	\$74,000	\$81,400	\$88,800	90%	120%
Assistant Professor 3	\$95,500	\$100,800	\$106,100	\$116,700	\$127,300	90%	120%
Assistant Professor 2	\$61,400	\$64,800	\$68,200	\$75,000	\$81,800	90%	120%
Assistant Professor 1	\$57,700	\$60,900	\$64,100	\$70,500	\$76,900	90%	120%
Instructor 3	\$64,200	\$67,750	\$71,300	\$78,450	\$85,600	90%	120%
Instructor 2	\$49,900	\$52,650	\$55,400	\$60,950	\$66,500	90%	120%
Instructor 1	\$47,100	\$49,700	\$52,300	\$57,550	\$62,800	90%	120%

Years in Rank Group Lookup		
<b>Professors &amp; Instructors</b>		
Range Inputs	Year in Position	Target
0	0 - 3 years	Minimum
3	3 - 5 years	1/4 Mark
5	5 - 10 years	Midpoint
10	10+ years	3/4 Mark
<b>Assistant Professors &amp; Associate Professors</b>		
Range Inputs	Year in Position	Target
0	0 - 2 years	Minimum
2	2 - 4 years	1/4 Mark
4	4 - 6 years	Midpoint
6	6+ years	3/4 Mark

## Appendix B – Market Index By Discipline

CIP Discipline	Salary Tier
Anthropology	1
Chemistry	1
Communication And Media Studies	1
Dance	1
Drama/Theatre Arts And Stagecraft	1
English Language And Literature, General	1
Fine And Studio Art	1
Foods, Nutrition, And Related Services	1
History	1
Linguistic, Comparative, And Related Language Studies And Services	1
Mathematics	1
Music	1
Philosophy	1
Physics	1
Political Science And Government	1
Religion/Religious Studies	1
Sociology	1
Student Counseling And Personnel Services	1
Biology, General	2
Clinical, Counseling, And Applied Psychology	2
Design And Applied Arts	2
Education, General	2
Educational Administration And Supervision	2
Geological And Earth Sciences/Geosciences	2
Multi-/Interdisciplinary Studies	2
Psychology, General	2
Social Sciences, Other	2
Social Work	2
Sports, Kinesiology, and Physical Education/Fitness	2
Accounting And Related Services	3
Business Administration, Management And Operations	3
Business/Managerial Economics	3
Computer And Information Sciences, General	3
Marketing	3

# Appendix C – 2024-2025 Classified Staff Pay Structure

## WINTHROP UNIVERSITY State Pay Band Chart effective July 1, 2024

BAND Min/Mid/Max Salary		BAND Min/Mid/Max Salary	
<b>BAND 01</b>		<b>BAND 06</b>	
Minimum	15,080	Minimum	46,655
Midpoint	25,214	Midpoint	66,488
Maximum	34,765	Maximum	86,321
*Starting salaries over \$25,214 will require additional justification		*Starting salaries over \$66,488 will require additional justification	
<b>BAND 02</b>		<b>BAND 07</b>	
Minimum	23,253	Minimum	56,210
Midpoint	33,139	Midpoint	80,105
Maximum	43,026	Maximum	104,000
*Starting salaries over \$33,139 will require additional justification		*Starting salaries over \$80,105 will require additional justification	
<b>BAND 03</b>		<b>BAND 08</b>	
Minimum	27,510	Minimum	68,397
Midpoint	39,207	Midpoint	97,472
Maximum	50,905	Maximum	126,547
*Starting salaries over \$39,207 will require additional justification		*Starting salaries over \$97,472 will require additional justification	
<b>BAND 04</b>		<b>BAND 09</b>	
Minimum	32,686	Minimum	83,219
Midpoint	46,578	Midpoint	118,596
Maximum	60,471	Maximum	153,973
*Starting salaries over \$46,578 will require additional justification		*Starting salaries over \$118,596 will require additional justification	
<b>BAND 05</b>		<b>BAND 10</b>	
Minimum	38,985	Minimum	101,258
Midpoint	55,559	Midpoint	144,299
Maximum	72,134	Maximum	187,341
*Starting salaries over \$55,559 will require additional justification		*Starting salaries over \$144,299 will require additional justification	



## Appendix D – 2024-2025 Unclassified Staff Pay Structure

Pay Band	Annual Base Pay			Range Spread <sup>1</sup>	Midpoint Differential <sup>2</sup>
	Minimum	Midpoint	Maximum		
1	\$32,700	\$40,000	\$47,400	45%	N/A
2	\$37,600	\$46,000	\$54,500	45%	15.0%
3	\$43,200	\$52,900	\$62,600	45%	15.0%
4	\$47,700	\$60,800	\$73,900	55%	15.0%
5	\$56,000	\$71,400	\$86,800	55%	17.5%
6	\$65,800	\$83,900	\$102,000	55%	17.5%
7	\$75,800	\$98,600	\$121,300	60%	17.5%
8	\$91,000	\$118,300	\$145,600	60%	20.0%
9	\$105,200	\$142,000	\$178,800	70%	20.0%
10	\$124,600	\$177,500	\$230,500	85%	25.0%

<sup>1</sup> Range spread is the percent distance from band minimum to band maximum, defining the range of pay opportunity per band.

<sup>2</sup> Midpoint progression is the percent increase from one band's midpoint to the next band's midpoint.

# Appendix E – Unclassified Staff Jobs By Band

Band/Winthrop Job Title	Band/Winthrop Job Title	Band/Winthrop Job Title
<b>1</b> Asst. Baseball Coach Asst. Softball Coach Asst. Volleyball Coach Asst. Women's Soccer Coach Asst. Track/Field Coach Asst. Women's Lacrosse Coach Asst. Men's/Women's Track Coach Dir., Men's Basketball Operations Asst. Strength/Conditioning Coach Dir., Women's Basketball Ops Asst. AD, Communications	<b>2</b> Assoc. Head Athletic Trainer Athletic Trainer Head Women's Golf Coach Lab Technician/Instructor Asst. Women's Basketball Coach Men's Asst. Soccer Coach Laboratory Chemist	<b>3</b> Chemistry Instrumentation Mgr. Head Men's Golf Coach Lead Teacher Dir., Tutoring and Learning
<b>4</b> Head Athletic Trainer Asst. Men's Basketball Coach Acquisitions and Collections Librarian Dir., Instructional Technology Ctr. Dir., Eagle STEM Scholars Prog. Dir., Field/Clinical Experience Head Softball Coach Head Strength/Conditioning Coach Head Women's Lacrosse Coach Head Women's Soccer Coach Instructor/Ops Mgr. Coord., Research & User Services Dir., Early Access/Pre-College Digital Systems and Strategies Librarian Asst. AD for Compliance Assessment/Interlibrary Loan Librarian Director, Macfeat Laboratory School	<b>5</b> Assoc. Head Baseball Coach Director, Student Services Director, Archives Director, WU Galleries Head Men's Soccer Coach Head Track/Cross Country Coach Head Women's Volleyball Coach Instructional Designer Sr. Instructional Designer Exec. Dir., Inst. Effectiveness Asst. AD for Internal Operations Dir., Office of First-Year Experience Dir., Student Acad. Services (CESHS) Asst. AD for Acad. & Student Svcs.	<b>6</b> Dir., Health/Counseling Services Director, Financial Aid Exec. Dir., Alumni Rel/Annl Giving Head Baseball Coach Sustainability Coordinator Director, Admissions Director, Student Affairs Ops Head, Services & Initiatives
<b>7</b> Director, International Center Director, Online Learning Dir., Extend. Educ/Summer School Assoc. VP, Univ. Advancement Assoc. VP, Facilities Management Dir., Student Affairs Operations Assoc. VP/Dean of Students	<b>8</b> Assoc. Dean, Student Acad. Services Assoc. Dean/Dir., Grad Studies Assoc. VP, University Relations Assoc. VP/Chief Diversity Officer Assoc. Dean/Prof., CAS, CVPA, CESHS Asst. Provost, Curr./Prog. Support Dean, Dacus Library Dir., Grants and Sponsored Research	<b>9</b> Dean/Prof., CAS, CVPA & CESHS Head Women's Basketball Coach Vice President, Student Affairs Vice President, Human Resources Vice President, Enrollment Mgt. Vice Prov. Acad. Aff./Exec. Dir. CPE Dean., Grad School/Professor Assoc. Dean/Professor, CBA
<b>10</b> Asst. VP, Computing/Info. Tech Dean/Professor, CBA Head Men's Basketball Coach Provost/VP, Academic Affairs Vice President/CFO President Assoc. Vice President, Finance Director of Intercollegiate Athletics		