

**2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS**

**Survey Changes:** Positions 2014 and 7010 are new to the survey this year. Librarian positions in red have had their titles or descriptions clarified based on recommendations from the Association of College and Research Libraries (ACRL); similarly, auditing positions in red have been modified based on input from the The Association of College and University Auditors (ACUA). One of the changes made based on their input is that position [3035] Director, Internal Audit has been renamed Chief Audit Officer and renumbered as [1050].

2008-09 Number	POSITION	DESCRIPTION
		<b>SENIOR EXECUTIVE OFFICERS:</b> Individuals whose primary assignments require management of a higher education system or institution.
1001	Chief Executive Officer of a System or District (President / Chancellor)	Directs all affairs and operations of a higher education system or district. Each subordinate campus has its own President or Provost, administrative offices and independent programs.
1002	Executive Assistant/Chief of Staff for the CEO of a System or District	Senior professional staff assistant to the CEO of a system or district. Manages the administrative, operational, and/or financial affairs of the Office of the CEO. Represents the CEO to senior vice presidents and campus officials. Advises the CEO on policy, procedural and operational issues of the system or district. This is a professional not a secretarial position.
1003	Chief Executive Officer of a Single Institution (President or Chancellor)	Directs all affairs and operations of a higher education institution or of a campus within a system.
1004	Executive Assistant/Chief of Staff for the CEO of a Single Institution	Senior professional staff assistant to the CEO of an institution or of a campus within a system. Manages the administrative, operational, and/or financial affairs of the Office of the CEO. Represents the CEO to senior vice presidents and campus officials. Advises the CEO on policy, procedural and operational issues of the system or district. This is a professional not a secretarial position.
1005	Executive Vice President/Vice Chancellor	Responsible for all or most functions and operations of an institution under the direction of the Chief Executive Officer.
1006	Secretary of the Institution	Coordinate the activities of the Board of Governors/Trustees and acts as a liaison between the Board and the institution; maintains policy, governance and related official records (including custody of the institution's seal) and officiates at ceremonial functions, e.g. commencement. May also regulate use of the institution's name, trademarks and insignia.
		<b>CHIEF FUNCTIONAL OFFICERS:</b> Individuals whose primary assignments require management of a function or subdivision of an institution. These persons typically report to the CEO or to another Chief Functional Officer. Common titles include Senior Vice President, Vice-President, Vice-Chancellor, Vice Provost, Associate/Assistant Vice President or Associate/Assistant Provost. At some (e.g. smaller) institutions, these individuals may also be Directors. The general order of the listed positions is Academic Affairs, Business & Administrative Affairs, Student Affairs and External Affairs.
1026	Chief Academic Affairs Officer and Provost	Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).
1027	Chief Research Officer	Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (Grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.
1028	Chief Technology Transfer Officer	Responsible for managing technology transfer activities relating to scientific discoveries and inventions. Participates in setting and interpreting policy pertaining to technology transfer activities, supervises the licensing and administrative staff engaged in them and has budgetary authority. Also keeps the institution's senior administration or governing board informed about these activities.
1029	Chief Business Officer	Responsible for the combined functions of administrative and financial affairs. Overall responsibilities typically include accounting, purchasing, physical plant and property management, human resources, food services, auxiliary enterprises, investments and related business matters.
1030	Chief Administration Officer	Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises.
1031	Chief Financial Officer	Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets. Report Comptroller in 1040, not here.
1032	Chief Investment Officer	Responsible for the direction and management of the institution's investment activities.
1033	Chief Planning Officer	Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically including budget planning, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.
1034	Chief Budget Officer	Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.
1035	Chief Planning and Budget Officer	Combines the major duties and responsibilities of Chief Planning Officer and Chief Budget Officer.

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1036	Chief Legal Affairs Officer (General Counsel)	Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and President/Chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general. <b>This individual is an employee of the institution; do not report if not on the institution's payroll.</b>
1037	Chief Human Resources Officer	Responsible for administering institutional human resource policies and practices for staff and/or faculty. Overall responsibilities typically include personnel records, benefits, staff employment, wage and salary administration and (where applicable) labor relations.
1038	Chief Information Officer (CIO)	Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.
1039	Chief Physical Plant/Facilities Officer	Responsible for the construction, rehabilitation, and maintenance of physical plant facilities. Overall responsibilities typically include new construction and remodeling, grounds and building maintenance, power plant operation and parking.
1040	Chief Accounting Officer/Comptroller	Directs accounting, payroll, cashing and related functions. May also be responsible for office services, such as mail and telephone services.
1041	Chief Health Professions Officer	Provides overall leadership and direction for an institution's academic and affiliated healthcare programs, including establishing and facilitating the accomplishment of strategic goals and objectives. <b>In institutions with hospitals and medical schools, typically has responsibility for both.</b> Report the Director of Student Health Services in Student Affairs.
1042	Chief Administrator, Hospital/Medical Center	Immediate Administrative head of institution's hospital or medical center. Typically reports to the CEO of the institution or to the Chief Health Professions Officer. Report the Director of Student Health Services in Student Affairs.
1043	Chief Student Affairs/Life Officer	Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.
1044	Chief Admissions Officer	Responsible for the admission of undergraduates. May also be responsible for recruitment and selection and for the admission of graduate and professional students or for scholarship administration or similar functions.
1045	Chief, Enrollment Management Officer	Responsible for development of marketing plans for recruitment and retention of students. Also coordinates institutional efforts in admissions, financial aid, records and registration and advising.
1046	Chief External Affairs Officer	Responsible for such functions as development, communications/ public relations, alumni relations and government affairs
1047	Chief Development Officer	Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.
1048	Chief Public Relations Officer	Responsible for communications/public relations programs. Overall responsibilities typically include public relations, news media relations, legislative relations, alumni relations and information office services.
1049	Chief Development and Public Relations Officer	Position combines the major duties and responsibilities of both a Chief Development and Chief Public Relations Officer.
1050	Chief Audit Officer (previously Director, Internal Audit, #3035)	Plans, develops, and directs the institutional internal audit function which serves as an independent assurance and advisory activity of the institution's risk, governance and control processes. Designs, develops, and implements internal auditing policy and procedure within the institution to ensure compliance with identified objectives, standards and laws. Leads and directs the work of others. Interviews, advises and negotiates with mid to executive level of management, which may include the governing board, as to results of the work performed. For smaller institutions, may perform individual audit, investigative or advisory engagements encompassing all the duties identified at the subordinate audit levels. Requires an advanced level of knowledge of auditing concepts, practices and procedures, as well as excellent verbal and written communication skills and diplomacy. Typically reports to governing board and/or to executive management. Requires bachelor degree in area of specialty or related field and at least 8 years of experience; may also require professional certification. Positions may be associated with titles such as vp/assoc vp/chancellor, executive director or director.
		<b>ACADEMIC DEANS:</b> Individual who serves as the principal administrator/head of an academic program, which may be a school, college or department. Include individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their fulltime responsibilities.
1201	Dean, Agriculture	
1202	Dean, Architecture	
1203	Dean, Arts and Letters	
1204	Dean, Arts and Sciences	

2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
1205	Dean, Biological & Life Sciences	
1206	Dean, Business	
1207	Dean, Computer and Information Sciences	
1208	Dean, Continuing Education	
1209	Dean, Cooperative Extension	
1210	Dean, Dentistry	
1211	Dean, Divinity / Theology	
1212	Dean, Education	
1213	Dean, Engineering	
1214	Dean, External Degree Programs	
1215	Dean, Family and Consumer Sciences/Human Sciences	
1216	Dean, Fine Arts	
1217	Dean, Forestry & Environmental Studies	
1218	Dean, Government/Public Affairs/Public Policy	
1219	Dean, Graduate Programs	
1220	Dean, Health-Related Professions	
1221	Dean, Honors Program	
1222	Dean, Humanities	
1223	Dean, Instruction	
1224	Dean, Journalism & Mass Communications	
1225	Dean, Law	
1226	Library Dean (previously Dean, Library and Information Sciences)	Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the College/University. Serves as primary advocate for the library and able to articulate and implement a vision for the future of academic libraries. Degree requirement: ALA Accredited Masters.
1227	Dean, Mathematics	
1228	Dean, Medicine	
1229	Dean, Music	
1230	Dean, Nursing	
1231	Dean, Occupational Studies/Vocational Education/Technology	
1232	Dean, Performing Arts	
1233	Dean, Pharmacy	
1234	Dean, Public Administration	
1235	Dean, Public Health	
1236	Dean, Sciences	
1237	Dean, Social Sciences	
1238	Dean, Social Work	
1239	Dean, Special Programs	
1240	Dean, Undergraduate Programs	
1241	Dean, Veterinary Medicine	
		<b>ACADEMIC ASSOCIATE/ASSISTANT DEANS:</b> Individual who reports to and supports the Dean in administration of an institutional program, which may be a school, college or department. Include individuals with faculty rank only if their administrative, non-teaching, non-research responsibilities represent at least 50% of their fulltime responsibilities.
1401	Assoc/Asst Dean, Agriculture	
1402	Assoc/Asst Dean, Architecture	
1403	Assoc/Asst Dean, Arts and Letters	
1404	Assoc/Asst Dean, Arts and Sciences	
1405	Assoc/Asst Dean, Biological & Life Sciences	
1406	Assoc/Asst Dean, Business	

2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS		
1407	Assoc/Asst Dean, Computer and Information Sciences	
1408	Assoc/Asst Dean, Continuing Education	
1409	Assoc/Asst Dean, Cooperative Extension	
1410	Assoc/Asst Dean, Dentistry	
1411	Assoc/Asst Dean, Divinity / Theology	
1412	Assoc/Asst Dean, Education	
1413	Assoc/Asst Dean, Engineering	
1414	Assoc/Asst Dean, External Degree Programs	
1415	Assoc/Asst Dean, Family and Consumer Sciences/Human Sciences	
1416	Assoc/Asst Dean, Fine Arts	
1417	Assoc/Asst Dean, Forestry & Environmental Studies	
1418	Assoc/Asst Dean, Government/Public Affairs/Public Policy	
1419	Assoc/Asst Dean, Graduate Programs	
1420	Assoc/Asst Dean, Health-Related Professions	
1421	Assoc/Asst Dean, Honors Program	
1422	Assoc/Asst Dean, Humanities	
1423	Assoc/Asst Dean, Instruction	
1424	Assoc/Asst Dean, Journalism & Mass Communications	
1425	Assoc/Asst Dean, Law	
1426	Deputy College Librarian - Assoc Dean/Director or Branch Librarian (previously Assoc/Asst Dean, Library and Information Sciences)	Collaborates with the Director/Dean in all aspects of library leadership/management and may have direct management responsibility for one or more areas of operation such as budget, personnel or strategic planning. May have responsibility for operation of a branch library. Degree requirement: ALA Accredited Masters.
1427	Assoc/Asst Dean, Mathematics	
1428	Assoc/Asst Dean, Medicine	
1429	Assoc/Asst Dean, Music	
1430	Assoc/Asst Dean, Nursing	
1431	Assoc/Asst Dean, Occupational Studies/Vocational Education/Technology	
1432	Assoc/Asst Dean, Performing Arts	
1433	Assoc/Asst Dean, Pharmacy	
1434	Assoc/Asst Dean, Public Administration	
1435	Assoc/Asst Dean, Public Health	
1436	Assoc/Asst Dean, Sciences	
1437	Assoc/Asst Dean, Social Sciences	
1438	Assoc/Asst Dean, Social Work	
1439	Assoc/Asst Dean, Special Programs	
1440	Assoc/Asst Dean, Undergraduate Programs	
1441	Assoc/Asst Dean, Veterinary Medicine	
		<b>SENIOR ADMINISTRATORS:</b> Individuals whose primary assignments require management of an area or areas within a function or a customarily recognized department, including directing the work of other professional employees. Common titles include Director or Department Head and in some instances VP-level titles. Positions are organized under five headings: Academic Affairs, Business & Administrative Affairs, Human Resources, Information Technology and Athletics, Student Affairs and External Affairs.
		<b>ACADEMIC AFFAIRS</b>
		<b>Senior Staff, Program Directors</b>

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
2001	Vice Provost	Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO. Only report individuals that do not serve as a Chief Functional Officer.
2002	Associate Provost	(Previously, Associate Chief Academic Affairs Officer). Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO or another Provost. Only report individuals that do not serve as a Chief Functional Officer.
2003	Assistant Provost	Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO or another Provost. Only report individuals that do not serve as a Chief Functional Officer.
2004	Director of Institutional Research	Conducts research and studies on the institution, including design of studies, data collection, analysis and reporting.
2005	Associate Director, Institutional Research	Conducts research and studies on the institution under the supervision of the IR Director. Responsibilities typically include the design of studies, data collection, analyses and reporting.
2006	Director of Institutional Diversity	Responsible for the institution's programs relating to diversity. Typically works with all areas of the university.
2007	Director, International Education	Directs all activities of the institution's international education programs. Responsibilities typically include international study, English study, international visitors, visa certification, education abroad, and international student admission functions.
2008	Director, International Studies Education	Coordinates academic studies conducted outside the United States, advises students and faculty on international study and travel and promotes campus activities of an international nature.
2009	Director, Sponsored Research and Programs	Directs administrative activities for externally funded grants and contracts, including funding source identification, institutional review, and sign-off of proposals. Also negotiates contracts; and develops research policy.
2010	Director, Continuing Education	Directs all activities of the institution's continuing education operation, including both on- and off-campus programs. Report Dean, Continuing Education in 1208.
2011	Senior Technology Licensing Officer	Responsible for managing licensing projects and cases, including identifying and evaluating technologies with commercial potential and licensees for the technologies. Prepares invention summaries for marketing purposes and develops and implements marketing strategies for each technology. Drafts and negotiates licenses and other types of agreements, including material transfer, collaboration, and nondisclosure agreements.
2012	Director, Distance Learning	Develops and promotes distance learning initiatives. Plans, schedules, and coordinates compressed video programs. Plans and develops Internet courses and provides training for faculty and staff on distance teaching.
2013	Director, Teaching Center	Responsible for promoting innovative college teaching, providing a venue for sharing pedagogical strategies across disciplines, introducing advances in teaching and curricular improvement, strengthening graduate students' teaching skills and enhancing and facilitating undergraduate and graduate student learning.
<b>2014</b>	<b>Assoc/Asst VP for Research</b>	<b>Responsible for one or several specific areas related to the institution's scientific research activities under the direction of the Chief Research Officer.</b>
<b>Medical School Administrators</b>		
2026	Chief Operating Officer (non-faculty), Medical School	Responsible for the overall management, operation and administration of the Medical School.
2027	Chief Financial Officer, Medical School	Responsible for the financial affairs of the Medical School, typically including budgets, accounting and investments.
2028	Chief Admissions Officer, Medical School	Responsible for admissions to the medical school. May include recruitment and selection.
2029	Chief Financial Aid Officer, Medical School	Responsible for administration of the medical school's financial aid programs.
2030	Chief Student Affairs Officer, Medical School	Responsible for student life/services within the medical school.
2031	Chief Development Officer, Medical School	Responsible for the medical school's development programs/fundraising.
2032	Chief IT Officer, Medical School	Responsible for the medical schools academic and administrative computing activities, including voice and data communications.
2033	Chief Research Officer, Medical School	Oversees the medical school's scientific research.
2034	Chief Librarian, Medical School	Directs all activities of the medical school's libraries.
2035	Chief Human Resources Officer, Medical School	Provides human resource services for the Medical School's faculty and staff.
<b>Library &amp; Media Services</b>		
2050	Library Director (previously Director, Library Services)	Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the College/University; serves as primary advocate for the library. At some institutions, position may be referred to as Chief Librarian or have the title of Dean. Degree requirement: ALA Accredited Masters.
2051	Acquisitions Librarian (previously Head Librarian, Acquisitions)	Collaborates with Collection Development librarian on resource budgeting. Negotiates licensing agreements with vendors and monitors electronic invoicing. Implements policies and procedures to improve workflow. Degree requirement: ALA Accredited Masters.

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
2052	Head of Technical Services (Previously Head Librarian, Technical Services)	Responsible for planning and program development, management of cataloging, serials and binding and electronic licensing; helps to develop and oversee materials acquisition budget; implements creative use of technology for technical services operations; works with various library vendors. Degree requirement: ALA Accredited Masters.
2053	Head of Public (Access) Services (previously Head Librarian, Public/Access Services)	Manages all aspects of Public Services including some or all of the following: circulation, reserves, ILL, reference, instruction and outreach. Accountable for service quality, innovation and creative use of available technology in support of Public Service operations. Degree requirement: ALA Accredited Masters.
2054	Head of Cataloging and Metadata - Cataloger Level III (previously Head Librarian, Cataloging)	Responsible for original, complex and copy cataloging of materials in all formats including electronic resources; may manage department. Reviews and implements new workflows as technologies change. Provides departmental supervision and training to staff and student assistants in cataloging and support tasks. Reviews cataloging policies and procedures and implements improvement. Plans and implements metadata schema and standards and develops work flow procedures for metadata projects. Degree requirement: ALA Accredited Masters.
2055	Head of Collection Development (previously Head Librarian, Collection Development)	Collaborates with librarians and faculty members on collection development policies for all formats of resources. Responsible for the ongoing assessment of collections and their use. Responsible for work with vendors and for licensing agreements. Works with potential donors of library resources. Degree requirement: ALA Accredited Masters.
2056	Special Collections Librarian/Archivist (Conservation Librarian) (previously Head Librarian, Archives and Records Management)	Ensures consistent and secure access to special collection through the creation of policies and procedures. Develops reappraisal and collection policies. Assist in the creation of digital resources. Analyzes current condition of materials and implements appropriate preservation measures for use and long term storage. Works with appropriate college offices, alumni and other entities in identifying potential donors and materials that support the college mission. May also be responsible for conservation. Degree requirement: ALA Accredited Masters.
2057	Director, Educational Media Services	Responsible for providing audio-visual/media services and equipment in support of the institution's instruction/learning process, research and public service programs.
2058	Director, Learning Resources Center	Directs all activities of the institution's Learning Resources Center for students.
<b>Enrollment Services</b>		
2076	Associate Director, Admissions	Responsible for one or several areas of student admissions. Reports to the Director of Admissions.
2077	Director, Admissions and Registrar	Combines the major duties and responsibilities of the admissions director and registrar.
2078	Registrar	Responsible for student registrations and records. Specific responsibilities typically include registration, classroom scheduling, maintenance of student records, graduation clearance, and related matters.
2079	Associate Registrar	Responsible for one or several areas of student registration and records. Reports to the Registrar.
2080	Assistant Registrar	Responsible for a specific area of student registration (e.g., military/VA registration or international registration). Reports to the Associate Registrar or Registrar.
2081	Director, Admissions and Financial Aid	Combines the major duties and responsibilities of the admissions director and financial aid director.
2082	Director, Student Financial Aid	Directs the administration of all forms of student aid. Responsibilities typically include assistance in the application for loans or scholarships, administration of private, state, or federal loan programs, award of scholarships and fellowships and maintenance of appropriate records.
2083	Associate Director, Student Financial Aid	Responsible for one or several areas student financial aid. Reports to the Director of Financial Aid.
<b>BUSINESS &amp; ADMINISTRATIVE AFFAIRS</b>		
<b>Selected Directors</b>		
3001	Director, Risk Management and Insurance	Responsible for the protection of the institution from fortuitous loss. Advises senior management on all potential sources of loss and on how to best reduce or eliminate loss. Represents the institution to the insurance market.
3002	Director, Medical Center Public Relations/External Affairs	Responsible for planning and executing the Medical Center's programs for relating to the public and for promoting its relationship with the media.
3003	Director, Medical Center Human Resources	Responsible for administering Medical Center human resource policies and practices for staff. Overall responsibilities typically include personnel records, benefits, staff employment, wage and salary administration and (where applicable) labor relations.
3004	Director, University Research Park	Responsible for overseeing a property-based venture which commonly has master-planned property and buildings designed primarily for private/public research and development facilities, high technology, sciences based companies and support services, a contractual, formal or operational relationship with one or more science/research institutions of higher education, a role in promoting the institution's research and development through industry partnerships, a role in aiding the transfer of technology and business skills between institution and industry teams and a role in promoting technology-led economic development for the community or region.

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
3005	Director, Contracts and Grants	Responsible for advising the institution on matters relating to laws, rules, regulations and policies pertaining to fiscal management of contracts and grants; for insuring that the business interest of the institution are protected; for monitoring compliance with all provisions of contracts, grants and agreements and for maintaining auditable records of charges to contracts and grants.
3006	Director, College/University Press	Directs the activities of the college/university press including editorial, production, marketing, sales, order fulfillment, warehousing, and accounting operations.
<b>Budget &amp; Accounting</b>		
3026	Associate Budget Director	Responsible for one or several areas of current budgetary operations. Reports to the Budget Director.
3027	Assistant Comptroller	Responsible for one or several areas of accounting, payroll, cashing and related functions. Reports to the Comptroller.
3028	Restricted Funds Accountant	Coordinates the budget portion of the pre-award cycle and manages the post-award cycle of sponsored projects, grants, contracts, and special funds. Position often reports to the Comptroller.
3029	Director, Accounting	Responsible for the daily operation of institution's budgetary accounting system.
3030	Bursar	Custodian of institutional funds. Oversees tuition and fees, bill payment, and tax credits. For students, responsible for the assessment of student tuition, financial aid disbursement, and billing. For faculty and staff, responsible for accounts receivable, petty cash, and payments.
3031	Associate/Assistant Bursar	Responsible for one or several areas of institutional funds. Reports to the Bursar.
3032	Director/Manager, Payroll	Supervises operation of the institution's payroll system.
3033	Director, Purchasing/Materials Management	Directs central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, and approval of invoices.
3034	Associate Director, Purchasing/Materials Management	Responsible for one or several areas of purchasing/materials management. Reports to the Director of Purchasing/Materials Management.
3035	Director, Internal Audit	Moved to position 1050, Chief Audit Officer
<b>Auxiliary Services (Safety, Mail, Bookstore, Printing, Food/Dining)</b>		
3050	Director, Auxiliary Services	Responsible for the management and operation of college support and auxiliary services, which typically include food service, bookstore, housing, vending, student union, and printing services and which may include a variety of other services and operations.
3051	Director/Manager, Printing Services	Responsible for operation of campus printing services, including offset printing and bulk xerographic reproduction/copying.
3052	Director/Manager, Mail Services	Responsible for ensuring the timely and accurate handling, distribution and processing of messenger and U.S. Mail throughout the institution, and for keeping faculty and staff informed regarding changes in mailing rates, requirements and regulations.
3053	Director, Bookstore	Directs the operation of the campus bookstore. Responsibilities typically include purchase and sale of new and used books, supplies, and equipment; advertising; employment and supervision of sales staff; and maintenance of sales and inventory records.
3054	Associate Director, Bookstore	Responsible for one or several areas of bookstore operations. Reports to the Director.
3055	Director, Food/Dining Services	Administers all institutional food/dining services, whether directly managed and operated or catered.
3056	Associate Director, Food /Dining Services	Responsible for one or several areas of institutional food/dining services. Reports to the Director of Food/Dining Services.
3076	Director, Environmental Health and Safety	Responsible for the campus environment and/or occupational health and safety program.
3077	Director, Campus Security/Safety	Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.
3078	Director, Parking and Transportation	Responsible for campus parking and transportation functions. Must effectively manage daily operations and solve short-term problems while consistently planning for program modifications as a result of campus growth, construction and change.
<b>Facilities</b>		
3101	Director, Real Estate and Space Management	Oversees all real estate transactions of the institution and manages space allocation decisions on campus.
3102	Architect for the Institution	Responsible for the long-range development of the campus. Makes continuous studies of the physical needs of the institution and coordinates the planning and construction of physical facilities.
3103	Associate Director, Physical Plant/Facilities Management	Responsible for one or several areas of facilities maintenance and operation. Reports to the Chief Physical Plant/Facilities Officer.
3104	Director, Energy and Utilities	Responsible for managing the institution's complex utility infrastructure, managing the purchase and operation of energy resources, and providing specialized engineering and technical services for the institution, including oversight of utility infrastructure projects.
3105	Manager, Landscape and Grounds	Responsible for administration of the institution's landscape and grounds programs. Reevaluates and redesigns existing landscaping.
3106	Manager, Building Maintenance Trades	Manages operation of building craft areas, which usually include carpentry, locksmith, painting, sheet metal, welding, masonry, and roof and road functions.

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
3107	Manager, Technical Trades	Manages operation of the technical trade areas, which usually include plumbing, heating, electrical, refrigeration and air conditioning, preventative maintenance, and water plant functions.
3108	Manager, Custodial Services	Responsible for the management of institutional custodial services. Report managerial-level position.
3109	Manager, Power Plant	Directs operation and maintenance of high-pressure steam and electrical generating plants and central refrigeration plants and all utility distribution systems.
<b>HUMAN RESOURCES</b>		
4001	Associate Director, Human Resources	Responsible for one or several areas of human resources. Reports to the CHRO.
4002	Director/Manager, Employee Benefits	Responsible for implementing staff and/or faculty benefits, such as medical, dental, long-term disability, retirement, and accidental death benefits.
4003	Director/Manager, Training and Development	Directs and coordinates employee training, which may include in-house training for management and faculty as well as staff.
4004	Director/Manager, Employee Relations	Advises and assists staff and/or faculty with respect to general personnel policies and procedures regarding grievances, employee relations, affirmative action, and equal opportunity in a nonunion setting.
4005	Director/Manager, Labor Relations	Advises management, faculty, and staff on administration of labor union contracts. Negotiates and interprets union contracts, resolves grievances, and recommends policies.
4006	Director/Manager, Employment	Responsible for recruiting, interviewing, placement, and other personnel office functions.
4007	Director/Manager, Compensation and Classification	(Previously, Wage and Salary/ Compensation). Responsible for maintaining classification and pay schedules for the institution. Conducts job audits and salary surveys and monitors the pay plan.
4008	Director/Manager, Human Resources Information Systems (HRIS)	(Previously, Manager Personnel Information Systems). Responsible for developing, implementing and maintaining systems to support key human resources initiatives, for ensuring the integrity of employee demographic and employment data and for maintaining all personnel, benefits and payroll information.
4009	Director, Affirmative Action/Equal Employment	Responsible for the university-wide programs designed to ensure equality of opportunity on an individual basis without preferential treatment of any group.
4010	Associate Director, Affirmative Action/Equal Employment	Responsible for one or several areas institution-wide programs designed to ensure equality of employment opportunity. Reports to the Director of Affirmative Action/Equal Employment.
4011	Director, Human Resources and Affirmative Action	Position combines the major duties and responsibilities defined in 1037 and 4009.
<b>INFORMATION TECHNOLOGY</b>		
5001	Deputy Chief Information Officer	The explicit second-in-command in many large campus IT organizations, often with responsibilities for day-to-day management of technical operations (e.g. COO). Previously called Associate Director, Information Systems.
5002	Director, Academic Computing	Directs the institution's academic/research computing activities and labs for faculty, staff and students.
5003	Associate Director, Academic Computing	Assists the Director in managing the institution's academic/research computing activities and labs for faculty, staff and students.
5004	Director, Administrative Computing	Directs the institution's administrative computing activities.
5005	Associate Director, Administrative Computing	Assists the Director in managing the institution's administrative computing activities.
5006	Director, Telecommunications/ Networking	Administrative official responsible for the institution's telecommunication system and physical cable plant, including planning and coordinating voice and data system modifications, equipment installation, maintenance, monitoring, network management, and operating procedures. Responsible for networking policy.
5007	Director, Enterprise Information Systems	Directs the development and maintenance of the institution's enterprise applications. This would include tradition "administrative" applications like HR-payroll, finance, etc. but also includes academic information systems, notably course management systems.
5008	Director, Research Computing	Directs the provision and support of high performance computing, scientific visualization, large scale data management, visualization, mass storage, and other specialized functions associated with the application of IT to research.
5009	Director, Enterprise Data Center	Directs the strategic and day-to-day operations of the institution's data center, including hardware acquisition, server operating system management, server configurations, tuning, and performance, and center power and environment management. Often responsible for server standards for the enterprise.
5010	Director, IT Security	Directs the institution's IT security policy, operations, and frequently oversees compliance with the institution's IT security policies, including IT security training.
5011	Director, Instructional Technology	Liaises with faculty and helps set agendas for faculty development and promotes the effective integration of IT into teaching and learning related activities. Often responsible for instructional/education media as well as for campus computer laboratories. (Note: at many institutions, this position (and the director of research computing) exists in lieu of a director of academic computing)

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
5012	Director, User Services	Directs IT training and help desk services.
5013	Director, Information Management	Responsible for enterprise data warehousing, information management, business analytics/intelligence, corporate reporting, authority control (taxonomy, search engines), workflow, and data management.
5014	Principal Database Administrator	Senior person responsible for developing and implementing standards, procedures, and controls that ensures the security, reliability, and availability of databases.
5015	Principal Systems Analyst	Senior person responsible for designing and structuring the appropriate flow of complex computer systems requiring considerable independent judgment. Position involves no programming responsibility.
<b>ATHLETICS</b>		
6001	Director of Athletics	Directs intramural and intercollegiate athletic programs for men and women. Functions typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.
6002	Associate Athletic Director	Responsible for one or several areas of the Athletic organization. Reports to the Director of Athletics.
6003	Assoc/Asst Athletic Director, Sports Information/Communications	Institutional representative to the media for all athletic activities.
6004	Assoc/Asst Athletic Director, Men's Athletic Programs	Directs intramural and intercollegiate athletic programs for men only. Responsibilities typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.
6005	Assoc/Asst Athletic Director, Women's Athletic Programs	Oversees women's athletic programs. Responsibilities typically include scheduling of and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance. May also have responsibility for intramural athletic programs and other additional management responsibilities.
6006	Assoc/Asst Athletic Director for Finance & Business	Serves as chief financial officer for the Athletic Department. Typically responsible for day-to-day operations, budget planning and reporting, contracts, human resources and information technology.
6007	Assoc/Asst Athletic Director for Operations	Responsible for oversight of the facilities and game/event management. May also have additional management responsibilities.
6008	Assoc/Asst Athletic Director for External Affairs	Responsible for marketing and promotions, development and licensing programs, and contract oversight relative to broadcasting, sponsorship and internet partners. May also have additional management responsibilities.
6009	Assoc/Asst Athletic Director for Development	Responsible for all fund raising for athletic programs/association including major gift cultivation and solicitation. Typically includes such things as capital campaigns, major gift programs, athletic club, premium seating programs, private suites, etc.
6010	Assoc/Asst Athletic Director for Academic Affairs	Responsible for supervising the academic counseling unit and monitoring institutional compliance with NCAA/conference eligibility regulations for student-athletes in all sports.
6011	Assoc/Asst Athletic Director for Compliance	Responsible for developing, administering and monitoring the compliance system for maintaining institutional control for the school's athletics program
<b>STUDENT AFFAIRS</b>		
<b>Senior Staff &amp; Selected Directors</b>		
7001	Associate VP for Student Affairs	(Previously, Associate Chief Student Affairs Officer). Responsible for one or several broad-based areas within Student Affairs. Reports to the Chief Student Affairs Officer. Only report individuals that do not serve as a Chief Functional Officer.
7002	Assistant VP for Student Affairs	Responsible for one or several broad-based areas within Student Affairs. Reports to the Chief Student Affairs Officer or the Associate VP. Only report individuals that do not serve as a Chief Functional Officer.
7003	Dean of Students	Responsible for functions such as student activities, housing, conduct, and orientation. Reports to the Chief Student Affairs Officer
7004	Director, Greek Life	Responsible for assisting fraternities and sororities in upholding their founding principles of scholarship, community service, campus involvement and sisterhood/brotherhood.
7005	Director, Foreign Students	Recruits and advises foreign students and coordinates academic studies for foreign students on campus.
7006	Director, Campus Ministries	Plans, coordinates, and directs the pastoral ministry and religious activities of the campus; advises on policies and issues affecting the well-being of the campus community.
7007	Director, Minority Affairs	Responsible for direction of counseling programs, cultural affairs, and remedial and support programs. Also invites minority speakers to campus. In addition, may be responsible for minority housing and intercultural centers.
7008	Director, Conferences	Responsible for development, promotion, and implementation of institutional (on- and off-campus) noncredit conferences and seminars.

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
7009	NEW	Responsible for helping women achieve their full potential in the college and university setting. Facilitates women-focused educational programs, provides resources on women's issues, and a safe environment for discussion of women's concerns. Advocate for women students to other administrators on creating policies and a campus climate responsive to women's needs.
<b>7010</b>	<b>Associate/Assistant Director, Women's Center</b>	<b>Assists in the day-to-day administration of the women's center. Responsible for one or several areas related to women students, including, but not limited to, sexual and domestic violence education and advocacy, women's and gender issues programming and education, and/or the creation of policies promoting a safe environment and positive climate for women on campus.</b>
<b>Student Activities, Student Union, Student Advising &amp; Counseling</b>		
7026	Director, Student Activities	Responsible for coordinating all campus student activities, including special events, student organizations, publications, and student government activities.
7027	Assistant Director, Student Activities	Responsible for one or several areas of coordinating all campus student activities, including special events, student organizations, publications, and student government activities. Reports to the Director of Student Activities.
7028	Director, Campus Recreation/Intramurals	Directs all non-varsity and club sports and has responsibility for some facilities, including recreational facilities.
7029	Assistant Director, Campus Recreation/Intramurals	Assists the Director in the day-to-day administration of all non-varsity and club sports.
7030	Director of Union and Student Activities	Directs the total operation of a student union building and student activities program. Functions typically include supervision of food facilities, guest rooms, information desk, and recreational facilities; arrangement of special functions; coordination of student activities; and supervision of student organizations.
7031	Director, Student Union	Directs the total operation of a student union building and its personnel. May coordinate related student activities or make arrangements for special activities or functions.
7032	Associate/Assistant Director, Student Union	Responsible for one or several areas of relative to the operation of the student union building and related student activities. Reports to the Director of the Student Union.
7050	Director, Academic Advising	Responsible for ensuring that all undergraduate students receive accurate and timely advising services.
7051	Director, Career Development and Placement	Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates, and alumni. May also be responsible for placement of students in part-time jobs or jobs outside the institution.
7052	Director, Student Academic Counseling	Directs the provision of academic counseling and testing services for students. Report to Director, Academic Advising as 7050.
7053	Associate Director, Student Counseling	Responsible for one or several areas of student counseling services. Reports to the Director of Student Counseling.
<b>Student Housing, Student Health Services</b>		
7076	Director, Student Housing	Manages student housing operations. Responsible for the direction of all residence hall operations for students. Also may administer off-campus housing programs. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, fulltime equivalent salary.
7077	Associate Director, Student Housing	Responsible for one or several areas of residence hall operations for students. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, full-time equivalent salary. Reports to the Director of Student Housing.
7078	Housing Officer/Administrative Operations	Responsible for all administrative and fiscal functions in student housing. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, full-time equivalent salary.
7079	Housing Officer/Residence Life	Responsible for the supervision and direction of residence life, staff, and student housing. If housing (room and board) is provided and is reported as taxable income, add its value to the reported salary data for this position. Report 12-month, full-time equivalent salary.
7101	Director, Student Health Services (Physician Administrator)	Physician who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator only; not a patient care position.
7102	Director, Student Health Services (Nurse Administrator)	Nurse who directs the clinics, medical staff, and programs that provide institutionally based health services for the student body. Administrator only; not a patient care position.
7103	Director, Student Health Services (Non Medical Administrator)	Senior administrator (who is neither a physician nor nurse) with overall responsibility for medical/counseling unit of an institution.
7104	Director, Counseling and Psychological Services	Oversees the provision of brief counseling/ therapy services for students with troubles ranging from development issues to problems with family and friends to serious psychological concerns. Staff typically includes psychologists, clinical social workers, and psychiatrists experienced in working with college-age adults.
<b>EXTERNAL AFFAIRS</b>		

<b>2008-09 ADMINISTRATIVE COMPENSATION SURVEY POSITIONS</b>		
		<b>Development, Giving, Alumni Affairs</b>
8001	Associate/Assistant Vice President/Chancellor for Development	Responsible for one or several areas of fund raising within Development, which may be defined in the position title. Typically reports to the Chief Development Officer. Only report individuals that do not serve as a Chief Functional Officer.
8002	Director, Annual Giving	Plans and executes the institution's campaign for annual gift support from all constituents, including alumni.
8003	Director, Corporate/Foundation Relations	Plans and carries out the institution's program of soliciting gifts and grants from corporations and foundations.
8004	Director, Planned Giving	Plans, organizes, and conducts a comprehensive estate planning and deferred giving program pursuant to the developmental goals of the college or university.
8005	Director, Alumni Affairs	Coordinates contacts and services to alumni, develops and maintains alumni mailing lists and mailings, organizes receptions and other special alumni activities.
8006	Director, Development and Alumni Affairs	Position combines the major duties and responsibilities defined in 1049 and 8005.
8007	Director, Major Gifts	Directs institutional fundraising in the areas of special and deferred gifts.
8008	Director of Development for an Institutional School/College	Responsible for fund-raising efforts within schools, colleges and units of the institution. Also referred to as constituency-based giving.
8009	Director, Donor Relations	Responsible for "stewarding" the institution's philanthropic constituencies. Selected responsibilities include preparation of special gift acknowledgements and memory/in honor of condolences, preparation of pledge reminders and endowment reports, etc.
8010	Director, Advancement Research/Prospect Management	Responsible for conducting research using public information to identify potential funding sources for projects at the institution. May also coordinate/facilitate relationships with those funding sources.
		<b>Government Relations, Community Relations, Communications</b>
8026	Director, Governmental/Legislative Relations	Responsible for developing and maintaining effective relations with local, state and federal government and for coordinating college/university lobbying efforts.
8027	Director, Federal Relations	Responsible for developing and maintaining effective relations with the federal government, including coordinating college/university lobbying efforts.
8028	Director, State Government Relations	Responsible for developing and maintaining effective relations with the state government, including coordinating college/university lobbying efforts.
8029	Director, Church Relations	Senior administrative official responsible for relationships between the institution and the ministers and laypersons of support church(es). (Does not include Chaplain.)
8030	Director, Community Services	Directs or coordinates the conduct of special (usually noncredit) educational, cultural, and recreational services to the community.
8050	Director, Publications	Directs the planning, budgeting, writing, design, production, and distribution of institutional publications.
8051	Associate Director, Publications	Second senior administrative official responsible for institutional publications.
8052	Director, Information Office	Responsible for providing information about the institution to students, faculty, and the public. Functions typically include news media relations; preparation or review of news releases and photographs; and preparation and distribution of newsletters, magazines, and other publications.
8053	Director, News Bureau/Service	Prepares and writes news and publicity releases and writes feature stories about institutional events and programs.
8054	Director of Marketing	Provides marketing leadership to the university community. Advises and assists the President, Vice Presidents, and the heads of academic and administrative units in establishing goals, developing suitable strategies and tactics, implementing programs, and evaluating results. Designs, coordinates and evaluates the effectiveness of university-wide marketing programs and projects.