

Final Report:  
A CLASSIFICATION AND  
COMPENSATION PLAN  
FOR  
MIDDLE GEORGIA STATE COLLEGE

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Human Resource Management  
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## Introduction

At the request of Middle Georgia State College, the Governmental Services and Research Division of the Carl Vinson Institute of Government at the University of Georgia entered into a contract with the College for the development of a job classification and compensation plan.

The objectives of the study included:

1. Develop a new classification system and pay plan for all positions in the college;
2. Produce an updated description of all administrative faculty and staff positions in the college;
3. Collect wage survey data and produce a recommended pay plan based on job analysis, job evaluation and wage survey data; and
4. Train designated personnel in each step of classification and pay plan development to ensure the implementation and maintenance of the system.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all administrative faculty and staff. The questionnaire covered major aspects of the employee's position as well as the work environment of the position. After reviewing the information on the position questionnaires, Institute staff interviewed incumbents in administrative staff and faculty positions either individually or in small groups.

Similarly, Institute staff also distributed a questionnaire to instructional faculty members. The questionnaire covered key areas related to various instructional faculty duties (i.e. teaching, committee work, etc.) and organizational compensation practices. Institute staff used the information derived from the questionnaires to facilitate discussion forums with instructional faculty members. At the discussion forums, Institute staff reviewed the compensation and workload concerns of instructional faculty members.

The next phase in the work involved evaluating each administrative faculty and staff position. In order to provide a reliable set of ratings, all ratings of position descriptions were conducted by Institute staff. Institute staff evaluated position descriptions utilizing the Factor Evaluation System (FES). An explanation of the FES system follows in another section of the report.

The project also involved collecting salary survey information. The Institute of Government contracted with the Florida Survey Research Center at the University of Florida to conduct a salary survey specifically for this project. A summary of this data for administrative faculty and staff positions is presented in Appendix C. A summary of this data for instructional faculty positions is presented in Appendix F. Table I displays the responding organizations.

National salary information for administrative faculty and staff positions for baccalaureate level institutions was derived from the *2012-13 Mid-Level Administrative and Professional Salary Survey*, and the *2012-13 Administrative Compensation Survey*, published by College and University Professional Association for Human Resources (CUPA-HR), and is presented in Appendix D.

Salary survey summary results presented in Appendix E were derived from the Bureau of Labor Statistics Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates. The Bureau of Labor Statistics conducts a semi-annual mail survey designed to produce estimates of employment and wages for specific occupations by geographic area. The summarized results presented in Appendix E are calculated with data collected from employers in all industry sectors from the State of Georgia.

National salary survey data for instructional faculty was collected from the College and University Professional Association for Human Resources (CUPA-HR). This data is presented

in Appendix G. The final phase of the project was to use the salary survey data to design an externally equitable and competitive pay system for the college's faculty and staff.

Even after completion of these phases, it may be necessary to review the recommendations outlined in the final report with appropriate administrators from the college. It is the intention of Institute staff to continue to provide a high level of technical assistance in this process.

**Table I**  
**Salary Survey Respondents**

Abraham Baldwin College  
Armstrong Atlantic State University  
Auburn University  
Columbus State University  
Dalton State College  
Darton State College  
East Georgia State College  
Embry Riddle Aeronautical University  
Fort Valley State University  
Georgia College & State University  
Georgia Perimeter College  
Georgia Southwestern State University  
Middle Tennessee State University  
University of North Georgia  
Valdosta State University

## The Administrative Faculty and Staff Classification Plan

The system used to classify the jobs in Middle Georgia State College is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government and is considered to be a state-of-the-art system in public personnel administration.

FES is a point-factor-comparison job evaluation system. Point-factor systems are the most commonly used job evaluation approach for public and private sector organizations in the United States and Europe. There are three common features in point-factor systems: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

The nine compensable factors that FES uses for the evaluation of jobs are: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth compensable factor covering supervisory responsibility was added by Institute staff. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all positions. The assigned grade levels reflect a combination of data generated by FES, salary survey data, and a review of organizational relationships within the college.

The Administrative Faculty and Staff Compensation Plan

The compensation plan developed for the college’s administrative faculty and staff is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-three grades (grades 7–29). Table II (see page 8) displays the proposed salary scale. The salary scale on Table II is at approximately the median market rate for positions in the local labor market. It is approximately 1% behind the national un-weighted median market rate for positions at baccalaureate colleges. This salary scale represents a matching (pay at market rate) pay-level policy. A matching pay-level policy helps ensure that an organization’s pay costs are nearly equivalent to its labor market competitors. Additionally, a matching policy allows an organization to remain competitive with its labor market competitors in attracting and retaining employees.

Table III illustrates the probable effects of this pay-level policy.

**Table III: Probable Relationships between Pay Policies and Compensation Objectives**

	<b>Compensation Objectives</b>				
<b>Policy</b>	<b>Ability to Attract</b>	<b>Ability to Retain</b>	<b>Contain Labor Costs</b>	<b>Reduce Pay Dissatisfaction</b>	<b>Increase Productivity</b>
<i>Match (Pay at market)</i>	=	=	=	=	?

**Source:** Milkovich, George T, and Jerry M. Newman., 2005. Compensation. McGraw-Hill. p. 205.

The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized. Further, it is recommended that once employees reach the maximum of their assigned pay range, merit increases continue to be earned in a lump sum or bonus fashion. This



will help alleviate retention and motivation problems associated with employees who have "topped out" of their pay range.

In order to keep the proposed salary table current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance raises. Thus, the College may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee's salary and every pay range equally when market conditions dictate, and 2) annual performance increases linked to employee service and/or performance.

**Table II**  
**Proposed Salary Scale**  
**Middle Georgia State College Personnel Project**

% BETWEEN GRADES	GRADE	MINIMUM	MID-POINT	MAXIMUM
	7	\$20,929.04	\$26,161.30	\$31,393.56
5.0625%	8	\$21,988.57	\$27,485.71	\$32,982.86
5.0625%	9	\$23,101.74	\$28,877.18	\$34,652.61
5.0625%	10	\$24,271.27	\$30,339.08	\$36,406.90
5.0625%	11	\$25,500.00	\$31,875.00	\$38,250.00
5.0625%	12	\$26,790.94	\$33,488.67	\$40,186.41
5.0625%	13	\$28,147.23	\$35,184.04	\$42,220.84
5.0625%	14	\$29,572.18	\$36,965.23	\$44,358.27
5.0625%	15	\$31,069.27	\$38,836.59	\$46,603.91
5.0625%	16	\$32,642.16	\$40,802.69	\$48,963.23
5.0625%	17	\$34,294.67	\$42,868.33	\$51,442.00
5.0625%	18	\$36,030.83	\$45,038.54	\$54,046.25
5.0625%	19	\$37,854.89	\$47,318.62	\$56,782.34
5.0625%	20	\$39,771.30	\$49,714.12	\$59,656.95
10.3813%	21	\$43,900.07	\$54,875.09	\$65,850.11
15.9693%	22	\$50,910.62	\$63,638.28	\$76,365.93
10.3813%	23	\$56,195.80	\$70,244.75	\$84,293.70
15.9693%	24	\$65,169.90	\$81,462.37	\$97,754.85
10.3813%	25	\$71,935.38	\$89,919.22	\$107,903.06
15.9693%	26	\$83,422.98	\$104,278.72	\$125,134.47
10.3813%	27	\$92,083.36	\$115,104.20	\$138,125.04
15.9693%	28	\$106,788.47	\$133,485.58	\$160,182.70
10.3813%	29	\$117,874.48	\$147,343.11	\$176,811.73

### Cost of Implementation for Administrative Faculty and Staff

The following paragraphs present an implementation plan for the College's consideration. The implementation plan covers a selected group of College employees. Also, the cost figures do not include benefit costs, payroll tax expenditures, or current overtime expenditures. Thus, the following cost figures do not represent the organization's total personnel costs. Table IV depicts the cost to implement the plan. The cost to implement the Plan (Table II) is \$545,940 or 3.15% of the payroll cost.

The Institute will be available to assist in implementing any of the plans. Implementing the new compensation plan will result in further pay compression (employee salaries grouped closely together regardless of length or quality of service to the organization). In order to address this situation, the Institute recommends that an equity adjustment be applied to the salaries of affected employees. This amount is outlined in Table IV and is based on the overall median progression within the respective pay range. Essentially, the equity adjustment brings an employee's salary up to the predicted median progression within the respective pay range based on his or her length of service to the organization. If the salary is at or above the predicted median salary, no adjustment is recommended.

**TABLE IV**  
**Cost of Implementation for Administrative Faculty and Staff**  
**Middle Georgia State College Personnel Project**

	<b>Classification Changes<sup>1</sup></b>	<b>Equity<sup>2</sup> Adjustment</b>	<b>Total Implementation Cost</b>
Plan (Table II)	\$545,940 (3.15%)	\$50,259 (0.29%)	\$596,199 (3.44%)

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<sup>1</sup> Increases are projected based on current payroll total of \$17,308,753. The figures presented are exclusive of benefit costs and overtime expenditures.

<sup>2</sup> Figures presented are the estimated cost for equity adjustment increases.

Appendix A  
Position/Grade Analysis by Department  
Middle Georgia State College Personnel Project

DEPT	POSITION	GRADE
AA/1	Vice President for Academic Affairs	29
AA/2	Associate Vice President for Academic Affairs	27
AA/3	Director of Teaching Innovation	25
AA/4	Assistant Vice President for Academic Planning & Policy	26
AA/5	Assistant Vice President for Student Success	26
AA/6	Assistant Vice President for Academic Affairs	26
AA/7	Director of Institutional Research	23
AA/8	Director of Planning & Assessment	21
AA/9	Director of Student Success Services	21
AA/10	Multicultural Affairs Coordinator	19
AA/11	Learning Support Coordinator	19
AA/12	Prep Academy Coordinator	19
AA/13	Academic Resource Center Coordinator - Dublin Campus	17
AA/14	Student Success Advisor	16
AA/15	Executive Assistant to the Vice President for Academic Affairs	17
AA/16	Administrative Assistant - Academic Affairs	12
AA/17	Administrative Assistant - Student Success Services	12
AR/1	Athletics, Recreation, & Wellness Director	23
AR/2	Head Baseball Coach (10 Month Contract)	21
AR/3	Head Men's Basketball Coach (12 Month Contract)	21
AR/4	Head Women's Basketball Coach (10 Month Contract)	21
AR/5	Head Soccer Coach (10 Month Contract)	21
AR/6	Head Tennis Coach (10 Month Contract)	21
AR/7	Assistant Athletics, Recreation, & Wellness Director	19
AR/8	Athletic Trainer	19
AR/9	Wellness Center Coordinator	19
AR/10	Intramural & Club Sports Coordinator	17
AR/11	Intramural & Club Sports Coordinator	17
AS/1	Director of Auxiliary Services	24
AS/2	Card Services Specialist	14
AV/1	Academic Dean, Aviation	27
AV/2	Associate Dean, Aviation & Department Chair, Aviation Science & Management	25
AV/3	Department Chair, Air Traffic Management	24
AV/4	Department Chair, Aircraft Structural Technology	24

DEPT	POSITION	GRADE
AV/5	Department Chair, Aviation & Business (10 Month Contract)	24
AV/6	Department Chair, Aviation Maintenance & Avionics Technology	24
AV/7	Department Chair, Flight Instruction & Chief Flight Instructor	24
AV/8	Director of Aircraft Fleet Maintenance	24
AV/9	Director of Applied Aerospace Research	24
AV/10	Director of Supply Chain Management Program	24
AV/11	Assistant Director of Applied Aerospace Research	23
AV/12	Chief Helicopter Pilot	23
AV/13	Air Traffic Control Specialist	21
AV/14	Assistant Chief Flight Instructor	21
AV/15	Lead Aircraft Maintenance Mechanic	21
AV/16	Check Flight Instructor	19
AV/17	Senior Flight Instructor	17
AV/18	Flight Dispatcher	14
BKS/1	Bookstore Director	21
BKS/2	Bookstore Supervisor	14
BKS/3	Bookstore Operations Manager	16
BKS/4	Textbook Coordinator	14
BKS/5	Merchandiser	10
BKS/6	Sales Clerk	8
BKS/7	Shipping and Receiving Assistant	12
BO/1	Budget Director	25
BO/2	Budget Analyst	19
BUS/1	Academic Dean, Business	27
BUS/2	Associate Dean, Business	25
BUS/3	Academic Advisor	16
BUS/4	Administrative Assistant - School of Business	12
BUS/5	Administrative Secretary - School of Business	10
CO/1	Controller	26
CO/2	Bursar	23
CO/3	Grants & Contracts Director	21
CO/4	Purchasing Director	21
CO/5	Accounting Services Manager	19
CO/6	Accountant	17
CO/7	Payroll Administrator	17
CO/8	Student Accounts Supervisor	17
CO/9	Accounting Technician	14

<sup>1</sup> May be designated Senior or Principal and placed at grades 19 and 21, respectively.

DEPT	POSITION	GRADE
CO/10	Accounts Payable Technician	14
CO/11	Aviation Business Services Coordinator	14
CO/12	Payroll Technician	14
CO/13	Student Accounts Technician	14
CO/14	Accounting Assistant	12
CO/15	Student Accounts Assistant	12
CO/16	Cashier	10
CO/17	Communications & Mail Clerk	8
COM/1	Advertising, Marketing, & Communications Director	23
COM/2	Marketing & Publications Coordinator	19
COM/3	News Bureau Coordinator	19
DL/1	Academic Dean, Distance Learning	26
DL/2	Director of Instructional Design	21
DL/3	Director of Academic Technology Services	21
DL/4	Application Developer	19
DL/5	Administrative Assistant - School of Distance Learning	12
EA/1	Vice President for External Affairs & Continuing Education	28
EA/2	Dublin Campus Director	24
EA/3	Georgia Aviation Campus Director	24
EA/4	Warner Robins Campus Director	24
EA/5	Conference Center Director	21
EA/6	Academic Resource Center Coordinator - Warner Robins	17
EA/7	Program Coordinator	17
EA/8	Student Services Coordinator	17
EA/9	Administrative Coordinator	14
EA/10	Administrative Assistant - Aviation Campus	12
EA/11	Administrative Assistant - Dublin Campus	12
EA/12	Administrative Assistant - External Affairs & Continuing Education	12
EA/13	Testing Assistant	12
EA/14	Administrative Secretary - Robins Resident Center	10
EA/15	Customer Service Representative	10
ED/1	Academic Dean, Education	27
ED/2	Department Chair, Middle & Secondary Education	24
ED/3	Department Chair, Early Childhood Education	24
ED/4	Assessment Coordinator	17
ED/5	Administrative Coordinator - School of Education	14
ED/6	Administrative Secretary - School of Education	10
EM/1	Vice President for Enrollment Management	28

DEPT	POSITION	GRADE
EM/2	Enrollment Services Coordinator	19
EM/3	Administrative Assistant - Enrollment Management	12
ES/1	Director of Enrollment Services	23
ES/2	Assistant Director of Enrollment Services	21
ES/3	Enrollment Management Coordinator	19
ES/4	Admissions Specialist	14
ES/5	Admissions Assistant	12
ES/6	Admissions Assistant	12
ES/7	Enrollment Assistant	12
ES/8	Customer Service Representative	10
FA/1	Director of Financial Aid	23
FA/2	Assistant Director of Financial Aid	21
FA/3	Financial Aid Technical Manager	19
FA/4	Financial Aid Operations Manager	19
FA/5	Financial Aid Advisor	16
FA/6	Customer Service Representative	10
FAC/1	Assistant Vice President for Facilities	26
FAC/2	Multi-Campus Plant Operations Director	23
FAC/3	Plant Administration Director	23
FAC/4	Plant Operations Director	23
FAC/5	Plant Operations Assistant Director	21
FAC/6	Arborist	19
FAC/7	Campus Plant Manager	19
FAC/8	Environmental Services Manager	19
FAC/9	Plant Administration Manager	19
FAC/10	Project Manager	19
FAC/11	Maintenance Supervisor	17
FAC/12	Utility Specialist	17
FAC/13	Administrative Coordinator	14
FAC/14	Grounds Crewleader	12
FAC/15	Skilled Craft Maintenance Worker I	12 <sup>2</sup>
FAC/16	Custodial Crewleader	10
FAC/17	Groundskeeper	8
FAC/18	Mail & Receiving Clerk	8
FAC/19	Receptionist	8
FAC/20	Custodian	7

<sup>2</sup> May be designated Skilled Maintenance worker II and placed at grade 14.



DEPT	POSITION	GRADE
HR/1	Director of Human Resources	23
HR/2	Human Resources Manager	17
HR/3	Employee Benefits Coordinator	17
HR/4	Human Resources Assistant	12
IA/1	Internal Auditor	25
IT/1	Academic Dean, Information Technology	27
IT/2	Information Technology Program Director	24
IT/3	Administrative Assistant - School of Information Technology	12
LA/1	Academic Dean, Liberal Arts	27
LA/2	Department Chair, English	24
LA/3	Department Chair, Media, Culture, and the Arts	24
LA/4	Assistant Department Chair, Media, Culture, and the Arts	23
LA/5	Assistant Department Chair, English	23
LA/6	Administrative Assistant - English, Media, Culture, and the Arts	12
LA/7	Administrative Secretary - Media, Culture, and the Arts	10
LA/8	Administrative Secretary - English Department	10
LS/1	Director of Library Services	24
LS/2	Assistant Director of Library Services - Cochran Campus	21
LS/3	Assistant Director of Library Services - Dublin Campus	21
LS/4	Assistant Director of Library Services - Macon Campus	21
LS/5	Librarian	19
LS/6	Administrative Assistant	12
LS/7	Library Assistant	10
NHS/1	Academic Dean, Health Sciences & Nursing	27
NHS/2	Department Chair, Nursing	25
NHS/3	Interim Department Chair, Health Services	25
NHS/4	Department Chair, Respiratory Therapy	24
NHS/5	Academic Advisor	16
NHS/6	Administrative Coordinator	14
NHS/7	Administrative Assistant - School of Nursing & Health Sciences	12
NHS/8	Administrative Secretary - Nursing Department	10
OIA/1	Vice President for Institutional Advancement	27
OIA/2	Associate Vice President for Development & Alumni Affairs & Executive Director of Middle Georgia State College Foundation Inc.	26
OIA/3	Development Director	24
OIA/4	Donor Relations & Stewardship Director	23
OIA/5	Data Services Analyst	17

DEPT	POSITION	GRADE
OIA/6	Accountant	17
OIA/7	Alumni Affairs Specialist	14
OIA/8	Administrative Assistant	12
OTR/1	Vice President for Technology Resources	27
OTR/2	Enterprise Information Systems Director	24
OTR/3	Enterprise Systems Management Director	24
OTR/4	Information Technology Services Director	24
OTR/5	Network Administration Director	24
OTR/6	Chief Information Security Officer	23
OTR/7	Enterprise Systems Management Assistant Director	23
OTR/8	Application Administrator	21
OTR/9	Database Administrator	21
OTR/10	Network Administrator	21
OTR/11	Systems Administrator	21
OTR/12	Web Developer	19 <sup>3</sup>
OTR/13	Campus Technology Support Coordinator	19 <sup>3</sup>
OTR/14	Programmer	19 <sup>3</sup>
OTR/15	Systems Support Analyst	19 <sup>3</sup>
OTR/16	Systems Support Specialist	17 <sup>4</sup>
OTR/17	Administrative Assistant	12
PO/1	Executive Assistant to the President	19
PS/1	Director of Public Safety	25
PS/2	Police Captain	21
PS/3	Police Lieutenant	19
PS/4	Police Sergeant	17
PS/5	Police Officer	14
PS/6	Communications Officer	12
REG/1	Registrar	23
REG/2	Graduation Coordinator	17
REG/3	Transfer Evaluation Specialist	14
REG/4	Veterans Certification Specialist	14
REG/5	Records Assistant	12
REG/6	Customer Service Representative	10
RO/1	Director of Recruitment & Orientation	21
RO/2	Recruiter	16

<sup>3</sup> May be designated Senior and placed at grade 21.

<sup>4</sup> May be designated Senior and placed at grade 19.

DEPT	POSITION	GRADE
RL/1	Director of Residence Life	23
RL/2	Assistant Director of Residence Life	17
RL/3	Residence Life Assistant	10
RL/4	Assistant Director of Residence Life	17
RM/1	Associate Vice President for Risk Management	25
RM/2	Director of Risk Management	23
RM/3	Property Control Analyst	17
RM/4	Administrative Assistant	12
RM/5	Key Control Technician	12
SA/1	Vice President for Student Affairs	27
SA/2	Assistant Vice President for Student Affairs	25
SA/3	Director of Counseling	21
SA/4	Director of Disability Services	21
SA/5	Director of GAMES	21
SA/6	Director of Career Services	21
SA/7	Director of Student Life	21
SA/8	Health Services Director	21
SA/9	Assistant Director of Student Life	19
SA/10	Director of Testing	21
SA/11	Testing Center Coordinator	17
SA/12	Counselor	19
SA/13	Executive Assistant to the Vice President for Student Affairs	17
SA/14	Student Life Program Specialist	16
SA/15	Administrative Assistant - Student Affairs	12
SA/16	Administrative Secretary - Career Services	10
SM/1	Academic Dean, Science & Mathematics	27
SM/2	Department Chair, Mathematics	24
SM/3	Department Chair, Natural Sciences & Engineering	24
SM/4	Assistant Department Chair, Mathematics	23
SM/5	Assistant Department Chair, Natural Sciences & Engineering	23
SM/6	Director of Freshman Year Experience	23
SM/7	Director of Freshman Year Initiative	23
SM/8	Academic Advising Coordinator	19
SM/9	Academic Resource Center Coordinator - Macon Campus	17
SM/10	Laboratory Coordinator	17
SM/11	Academic Advisor	16
SM/12	Mathematical Academic Success Coordinator	16
SM/13	Mathematical Academic Success Assistant Coordinator	14
SM/14	Administrative Assistant - School of Science & Mathematics	12
SM/15	Administrative Secretary - Mathematics Department	10

DEPT	POSITION	GRADE
SM/16	Administrative Secretary - Natural Sciences & Engineering Department	10
SS/1	Academic Dean, Social Sciences	27
SS/2	Department Chair, History & Political Science	24
SS/3	Interim Department Chair, Psychology & Social Work	24
SS/4	Assistant Department Chair, History and Political Science	23
SS/5	Assistant Department Chair, Psychology, Sociology and Criminal Justice	23
SS/6	Administrative Assistant - School of Social Sciences	12
SS/7	Administrative Secretary - History & Political Science Department	10
SS/8	Administrative Secretary - Psychology & Social Work Department	10
SSS1	Director of Student Support Services	21
SSS2	Guidance Counselor	17
SSS3	Administrative Secretary	10
VPFA/1	Vice President for Fiscal Affairs	29
VPFA/2	Executive Assistant to the Vice President for Fiscal Affairs	17

Appendix B  
Position/Grade Analysis by Grade  
Middle Georgia State College Personnel Project

DEPT	POSITION	GRADE
AA/1	Vice President for Academic Affairs	29
VPFA/1	Vice President for Fiscal Affairs	29
EM/1	Vice President for Enrollment Management	28
EA/1	Vice President for External Affairs & Continuing Education	28
AV/1	Academic Dean, Aviation	27
BUS/1	Academic Dean, Business	27
ED/1	Academic Dean, Education	27
NHS/1	Academic Dean, Health Sciences & Nursing	27
IT/1	Academic Dean, Information Technology	27
LA/1	Academic Dean, Liberal Arts	27
SM/1	Academic Dean, Science & Mathematics	27
SS/1	Academic Dean, Social Sciences	27
AA/2	Associate Vice President for Academic Affairs	27
OIA/1	Vice President for Institutional Advancement	27
SA/1	Vice President for Student Affairs	27
OTR/1	Vice President for Technology Resources	27
DL/1	Academic Dean, Distance Learning	26
AA/5	Assistant Vice President for Student Success	26
AA/6	Assistant Vice President for Academic Affairs	26
AA/4	Assistant Vice President for Academic Planning & Policy	26
FAC/1	Assistant Vice President for Facilities	26
OIA/2	Associate Vice President for Development & Alumni Affairs & Executive Director of Middle Georgia State College Foundation Inc.	26
CO/1	Controller	26
SA/2	Assistant Vice President for Student Affairs	25
AV/2	Associate Dean, Aviation & Department Chair, Aviation Science & Management	25
RM/1	Associate Vice President for Risk Management	25
BUS/2	Associate Dean, Business	25
BO/1	Budget Director	25
NHS/2	Department Chair, Nursing	25
PS/1	Director of Public Safety	25
AA/3	Director of Teaching Innovation	25
NHS/3	Interim Department Chair, Health Services	25

DEPT	POSITION	GRADE
IA/1	Internal Auditor	25
AV/3	Department Chair, Air Traffic Management	24
AV/4	Department Chair, Aircraft Structural Technology	24
AV/5	Department Chair, Aviation & Business (10 Month Contract)	24
AV/6	Department Chair, Aviation Maintenance & Avionics Technology	24
ED/3	Department Chair, Early Childhood Education	24
LA/2	Department Chair, English	24
AV/7	Department Chair, Flight Instruction & Chief Flight Instructor	24
SS/2	Department Chair, History & Political Science	24
SM/2	Department Chair, Mathematics	24
LA/3	Department Chair, Media, Culture, and the Arts	24
ED/2	Department Chair, Middle & Secondary Education	24
SM/3	Department Chair, Natural Sciences & Engineering	24
NHS/4	Department Chair, Respiratory Therapy	24
OIA/3	Development Director	24
AV/8	Director of Aircraft Fleet Maintenance	24
AV/9	Director of Applied Aerospace Research	24
AS/1	Director of Auxiliary Services	24
LS/1	Director of Library Services	24
AV/10	Director of Supply Chain Management Program	24
EA/2	Dublin Campus Director	24
OTR/2	Enterprise Information Systems Director	24
OTR/3	Enterprise Systems Management Director	24
EA/3	Georgia Aviation Campus Director	24
IT/2	Information Technology Program Director	24
OTR/4	Information Technology Services Director	24
SS/3	Interim Department Chair, Psychology & Social Work	24
OTR/5	Network Administration Director	24
EA/4	Warner Robins Campus Director	24
COM/1	Advertising, Marketing, & Communications Director	23
LA/5	Assistant Department Chair, English	23
SS/4	Assistant Department Chair, History and Political Science	23
SM/4	Assistant Department Chair, Mathematics	23
LA/4	Assistant Department Chair, Media, Culture, and the Arts	23
SM/5	Assistant Department Chair, Natural Sciences & Engineering	23
SS/5	Assistant Department Chair, Psychology, Sociology and Criminal Justice	23
AV/11	Assistant Director of Applied Aerospace Research	23
AR/1	Athletics, Recreation, & Wellness Director	23
CO/2	Bursar	23
AV/12	Chief Helicopter Pilot	23
OTR/6	Chief Information Security Officer	23

DEPT	POSITION	GRADE
ES/1	Director of Enrollment Services	23
FA/1	Director of Financial Aid	23
SM/6	Director of Freshman Year Experience	23
SM/7	Director of Freshman Year Initiative	23
HR/1	Director of Human Resources	23
AA/7	Director of Institutional Research	23
RL/1	Director of Residence Life	23
RM/2	Director of Risk Management	23
OIA/4	Donor Relations & Stewardship Director	23
OTR/7	Enterprise Systems Management Assistant Director	23
FAC/2	Multi-Campus Plant Operations Director	23
FAC/3	Plant Administration Director	23
FAC/4	Plant Operations Director	23
REG/1	Registrar	23
AV/13	Air Traffic Control Specialist	21
OTR/8	Application Administrator	21
AV/14	Assistant Chief Flight Instructor	21
ES/2	Assistant Director of Enrollment Services	21
FA/2	Assistant Director of Financial Aid	21
LS/2	Assistant Director of Library Services - Cochran Campus	21
LS/3	Assistant Director of Library Services - Dublin Campus	21
LS/4	Assistant Director of Library Services - Macon Campus	21
BKS/1	Bookstore Director	21
EA/5	Conference Center Director	21
OTR/9	Database Administrator	21
DL/3	Director of Academic Technology Services	21
SA/6	Director of Career Services	21
SA/3	Director of Counseling	21
SA/4	Director of Disability Services	21
SA/5	Director of GAMES	21
DL/2	Director of Instructional Design	21
AA/8	Director of Planning & Assessment	21
RO/1	Director of Recruitment & Orientation	21
SA/7	Director of Student Life	21
AA/9	Director of Student Success Services	21
SSS1	Director of Student Support Services	21
SA/10	Director of Testing	21
CO/3	Grants & Contracts Director	21
AR/2	Head Baseball Coach (10 Month Contract)	21
AR/3	Head Men's Basketball Coach (12 Month Contract)	21
AR/5	Head Soccer Coach (10 Month Contract)	21
AR/6	Head Tennis Coach (10 Month Contract)	21

DEPT	POSITION	GRADE
AR/4	Head Women's Basketball Coach (10 Month Contract)	21
SA/8	Health Services Director	21
AV/15	Lead Aircraft Maintenance Mechanic	21
OTR/10	Network Administrator	21
FAC/5	Plant Operations Assistant Director	21
PS/2	Police Captain	21
CO/4	Purchasing Director	21
OTR/11	Systems Administrator	21
SM/8	Academic Advising Coordinator	19
CO/5	Accounting Services Manager	19
DL/4	Application Developer	19
FAC/6	Arborist	19
AR/7	Assistant Athletics, Recreation, & Wellness Director	19
SA/9	Assistant Director of Student Life	19
AR/8	Athletic Trainer	19
BO/2	Budget Analyst	19
FAC/7	Campus Plant Manager	19
OTR/13	Campus Technology Support Coordinator	19 <sup>3</sup>
AV/16	Check Flight Instructor	19
SA/12	Counselor	19
ES/3	Enrollment Management Coordinator	19
EM/2	Enrollment Services Coordinator	19
FAC/8	Environmental Services Manager	19
PO/1	Executive Assistant to the President	19
FA/4	Financial Aid Operations Manager	19
FA/3	Financial Aid Technical Manager	19
AA/11	Learning Support Coordinator	19
LS/5	Librarian	19
COM/2	Marketing & Publications Coordinator	19
AA/10	Multicultural Affairs Coordinator	19
COM/3	News Bureau Coordinator	19
FAC/9	Plant Administration Manager	19
PS/3	Police Lieutenant	19
AA/12	Prep Academy Coordinator	19
OTR/14	Programmer	19 <sup>3</sup>
FAC/10	Project Manager	19
OTR/15	Systems Support Analyst	19 <sup>3</sup>
OTR/12	Web Developer	19 <sup>3</sup>
AR/9	Wellness Center Coordinator	19

<sup>3</sup> May be designated Senior and placed at grade 21.



DEPT	POSITION	GRADE
AA/13	Academic Resource Center Coordinator - Dublin Campus	17
SM/9	Academic Resource Center Coordinator - Macon Campus	17
EA/6	Academic Resource Center Coordinator - Warner Robins	17
CO/6	Accountant	17 <sup>1</sup>
OIA/6	Accountant	17
ED/4	Assessment Coordinator	17
RL/2	Assistant Director of Residence Life	17
RL/4	Assistant Director of Residence Life	17
AA/15	Executive Assistant to the Vice President for Academic Affairs	17
OIA/5	Data Services Analyst	17
HR/3	Employee Benefits Coordinator	17
REG/2	Graduation Coordinator	17
SSS2	Guidance Counselor	17
HR/2	Human Resources Manager	17
AR/10	Intramural & Club Sports Coordinator	17
AR/11	Intramural & Club Sports Coordinator	17
SM/10	Laboratory Coordinator	17
FAC/11	Maintenance Supervisor	17
CO/7	Payroll Administrator	17
PS/4	Police Sergeant	17
EA/7	Program Coordinator	17
RM/3	Property Control Analyst	17
AV/17	Senior Flight Instructor	17
CO/8	Student Accounts Supervisor	17
EA/8	Student Services Coordinator	17
OTR/16	Systems Support Specialist	17 <sup>4</sup>
SA/11	Testing Center Coordinator	17
FAC/12	Utility Specialist	17
BUS/3	Academic Advisor	16
NHS/5	Academic Advisor	16
SM/11	Academic Advisor	16
BKS/3	Bookstore Operations Manager	16
VPFA/2	Executive Assistant to the Vice President for Fiscal Affairs	17
SA/13	Executive Assistant to the Vice President for Student Affairs	17
FA/5	Financial Aid Advisor	16
SM/12	Mathematical Academic Success Coordinator	16
RO/2	Recruiter	16
SA/14	Student Life Program Specialist	16

<sup>1</sup> May be designated Senior or Principal and placed at grades 19 and 21, respectively.

<sup>4</sup> May be designated Senior and placed at grade 19.

DEPT	POSITION	GRADE
AA/14	Student Success Advisor	16
CO/9	Accounting Technician	14
CO/10	Accounts Payable Technician	14
EA/9	Administrative Coordinator	14
FAC/13	Administrative Coordinator	14
NHS/6	Administrative Coordinator	14
ED/5	Administrative Coordinator - School of Education	14
ES/4	Admissions Specialist	14
OIA/7	Alumni Affairs Specialist	14
CO/11	Aviation Business Services Coordinator	14
BKS/2	Bookstore Supervisor	14
AS/2	Card Services Specialist	14
AV/18	Flight Dispatcher	14
SM/13	Mathematical Academic Success Assistant Coordinator	14
CO/12	Payroll Technician	14
PS/5	Police Officer	14
CO/13	Student Accounts Technician	14
BKS/4	Textbook Coordinator	14
REG/3	Transfer Evaluation Specialist	14
REG/4	Veterans Certification Specialist	14
CO/14	Accounting Assistant	12
LS/6	Administrative Assistant	12
OIA/8	Administrative Assistant	12
OTR/17	Administrative Assistant	12
RM/4	Administrative Assistant	12
AA/16	Administrative Assistant - Academic Affairs	12
EA/10	Administrative Assistant - Aviation Campus	12
EA/11	Administrative Assistant - Dublin Campus	12
LA/6	Administrative Assistant - English, Media, Culture, and the Arts	12
EM/3	Administrative Assistant - Enrollment Management	12
EA/12	Administrative Assistant - External Affairs & Continuing Education	12
BUS/4	Administrative Assistant - School of Business	12
DL/5	Administrative Assistant - School of Distance Learning	12
IT/3	Administrative Assistant - School of Information Technology	12
NHS/7	Administrative Assistant - School of Nursing & Health Sciences	12
SM/14	Administrative Assistant - School of Science & Mathematics	12
SS/6	Administrative Assistant - School of Social Sciences	12
SA/15	Administrative Assistant - Student Affairs	12
AA/17	Administrative Assistant - Student Success Services	12
ES/5	Admissions Assistant	12
ES/6	Admissions Assistant	12

DEPT	POSITION	GRADE
PS/6	Communications Officer	12
ES/7	Enrollment Assistant	12
FAC/14	Grounds Crewleader	12
HR/4	Human Resources Assistant	12
RM/5	Key Control Technician	12
REG/5	Records Assistant	12
BKS/7	Shipping and Receiving Assistant	12
FAC/15	Skilled Craft Maintenance Worker I	12 <sup>2</sup>
CO/15	Student Accounts Assistant	12
EA/13	Testing Assistant	12
SSS3	Administrative Secretary	10
SA/16	Administrative Secretary - Career Services	10
LA/8	Administrative Secretary - English Department	10
SS/7	Administrative Secretary - History & Political Science Department	10
SM/15	Administrative Secretary - Mathematics Department	10
LA/7	Administrative Secretary - Media, Culture, and the Arts	10
SM/16	Administrative Secretary - Natural Sciences & Engineering Department	10
NHS/8	Administrative Secretary - Nursing Department	10
SS/8	Administrative Secretary - Psychology & Social Work Department	10
EA/14	Administrative Secretary - Robins Resident Center	10
BUS/5	Administrative Secretary - School of Business	10
ED/6	Administrative Secretary - School of Education	10
CO/16	Cashier	10
FAC/16	Custodial Crewleader	10
EA/15	Customer Service Representative	10
ES/8	Customer Service Representative	10
FA/6	Customer Service Representative	10
REG/6	Customer Service Representative	10
LS/7	Library Assistant	10
BKS/5	Merchandiser	10
RL/3	Residence Life Assistant	10
CO/17	Communications & Mail Clerk	8
FAC/17	Groundskeeper	8
FAC/18	Mail & Receiving Clerk	8
FAC/19	Receptionist	8
BKS/6	Sales Clerk	8
FAC/20	Custodian	7

<sup>2</sup> May be designated Skilled Maintenance worker II and placed at grade 14.

<b>Appendix C</b>						
<b>Middle Georgia State College Salary Survey Summary</b>						
<b>Administrative Faculty &amp; Staff</b>						
<b>Position Title</b>	<b>Minimum Annual Rate Mean</b>	<b>Minimum Annual Rate Median</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>Average Annual Rate Mean</b>	<b>Average Annual Rate Median</b>
Academic Advisor	\$33,904	\$33,621	\$46,215	\$46,520	\$39,050	\$38,887
Academic Dean, Nursing & Health Sciences	\$84,874	\$87,605	\$114,763	\$109,543	\$109,730	\$102,000
Accounting Assistant	\$27,172	\$27,851	\$36,959	\$35,000	\$30,419	\$30,700
Administrative Assistant	\$25,637	\$24,585	\$39,988	\$39,700	\$30,075	\$29,903
Aircraft Structural Technology Instructor	NA	NA	NA	NA	NA	NA
Assistant Vice President for Facilities	\$72,012	\$79,601	\$102,100	\$93,860	\$83,918	\$87,020
Athletics, Recreation, & Wellness Director	\$63,726	\$52,558	\$92,235	\$79,049	\$76,703	\$73,730
Bookstore Manager	\$48,804	\$44,094	\$62,672	\$61,205	\$55,364	\$53,146
Budget Director	\$79,429	\$77,168	\$105,804	\$112,103	\$89,845	\$86,818
Bursar	\$51,914	\$50,900	\$68,842	\$74,171	\$55,430	\$58,887
Chief Flight Instructor	\$50,721	\$53,800	\$82,005	\$82,716	\$72,581	\$72,242
Chief Information Officer	\$86,595	\$84,700	\$108,044	\$107,959	\$98,515	\$85,732
Controller	\$74,075	\$76,498	\$106,026	\$109,543	\$84,676	\$85,000
Development Director	\$56,665	\$51,391	\$75,757	\$74,850	\$64,533	\$62,250
Director of Human Resources	\$74,956	\$79,784	\$103,423	\$106,015	\$85,327	\$90,000
Director of Public Safety	\$74,956	\$79,784	\$103,423	\$106,015	\$85,327	\$90,000
Director of Residence Life	\$52,475	\$51,975	\$66,039	\$65,959	\$57,947	\$58,000
Executive Assistant to the President	\$43,938	\$41,458	\$64,617	\$54,000	\$55,964	\$50,000
Financial Aid Counselor	\$29,817	\$29,588	\$39,629	\$39,700	\$33,026	\$31,500
Lead Aircraft Maintenance Mechanic	\$42,208	\$44,300	\$67,864	\$73,293	\$54,494	\$57,467
Librarian	\$43,618	\$40,096	\$64,563	\$57,762	\$55,719	\$50,949
Library Assistant	\$24,320	\$23,607	\$33,498	\$32,343	\$27,249	\$25,043
Payroll Technician	\$29,868	\$30,718	\$40,390	\$38,985	\$34,882	\$36,000
Police Officer	\$28,836	\$29,120	\$38,523	\$36,729	\$31,791	\$31,200
Recruiter	\$29,914	\$29,588	\$41,673	\$42,238	\$32,878	\$31,875
Skilled Craft Maintenance Worker	\$28,722	\$27,724	\$41,830	\$39,357	\$33,927	\$32,068
Systems Administrator	\$43,376	\$46,453	\$63,412	\$65,246	\$56,339	\$58,387
Systems Support Specialist	\$38,207	\$33,621	\$51,945	\$50,434	\$43,403	\$38,389
Vice President for Academic Affairs	\$119,805	\$121,335	\$156,745	\$150,000	\$139,347	\$144,900
Vice President for Fiscal Affairs	\$124,251	\$128,407	\$157,826	\$157,910	\$135,773	\$121,014

<b>Appendix D</b>	
<b>2012-13 CUPA-HR Salary Survey Summary*</b>	
<b>Middle Georgia State College</b>	
<b>CVIOG Position Title</b>	<b>Unweighted Median Salary for Baccalaureate Colleges**</b>
Academic Advisor	\$40,024
Academic Dean, Business	\$122,022
Academic Dean, Liberal Arts	\$107,500
Academic Dean, Nursing & Health Sciences	\$112,184
Academic Dean, Social Sciences	\$87,500
Academic Dean, Education	\$91,800
Accountant	\$41,684
Admissions Counselor	\$33,800
Alumni Affairs Director	\$64,125
Assistant Director of Enrollment Services	\$53,362
Assistant Director of Financial Aid	\$51,365
Assistant Vice President for Facilities	\$91,924
Budget Analyst	\$48,887
Budget Director	\$94,449
Bursar	\$58,855
Chief Information Officer	\$107,200
Chief Information Security Officer	\$84,242
Controller	\$90,562
Counselor	\$46,972
Database Administrator	\$65,940
Director of Auxiliary Services	\$85,069
Director of Disability Services	\$59,830
Director of Enrollment Services	\$82,925
Director of Financial Aid	\$69,763
Director of Public Safety	\$78,116
Employee Benefits Coordinator	\$41,348
Executive Assistant to the President	\$58,916

<b>CVIOG Position Title</b>	<b>Unweighted Median Salary for Baccalaureate Colleges**</b>
Financial Aid Advisor	\$35,975
Head Coach Baseball	\$49,221
Head Coach Men's Basketball	\$61,725
Head Coach Women's Basketball	\$53,700
Internal Auditor	\$95,930
Laboratory Coordinator	\$45,405
Network Administrator	\$59,519
Programmer	\$52,293
Registrar	\$68,791
Systems Administrator	\$56,473
Systems Support Specialist	\$44,201
Vice President for Academic Affairs	\$153,750
Vice President for Enrollment Management	\$126,080
Vice President for Fiscal Affairs	\$159,000
Vice President for Student Affairs	\$119,650

\*Survey data derived from the 2012-13 College and University Professional Association for Human Resources (CUPA-HR) Administrative Compensation Survey Executive Summary and the 2012-13 College and University Professional Association for Human Resources (CUPA-HR) Administrative & Professional Salary Survey Executive Summary

\*\*Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or 20 doctoral degrees per year.

<b>Appendix E</b>				
<b>Bureau of Labor Statistics Salary Survey Summary*</b>				
<b>Middle Georgia State College</b>				
<b>BLS Occupation Title</b>	<b>Employment</b>	<b>Median Hourly Wage</b>	<b>Mean Hourly Wage</b>	<b>Annual Mean Wage</b>
Airline Pilots, Copilots, and Flight Engineers	7,380	N/A**	N/A**	\$138,820
Air Traffic Controllers	1,040	\$64.22	\$62.57	\$130,150
Aircraft Mechanics and Service Technicians	8,400	\$26.66	\$26.44	\$55,000
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	1,690	\$22.33	\$22.73	\$47,280
Avionics Technicians	1,230	\$25.81	\$25.95	\$53,970
Commercial Pilots	780	N/A**	N/A**	\$105,030
Elementary School Teachers, Except Special Education	42,760	N/A**	N/A**	\$53,320
Kindergarten Teachers, Except Special Education	5,900	N/A**	N/A**	\$50,570
Middle School Teachers, Except Special and Career/Technical Education	23,370	N/A**	N/A**	\$53,850
Occupational Therapists	2,200	\$36.48	\$35.90	\$74,680
Preschool Teachers, Except Special Education	11,040	\$13.34	\$15.49	\$32,230
Registered Nurses	64,180	\$29.42	\$29.22	\$60,770
Respiratory Therapists	3,780	\$24.66	\$24.72	\$51,430

\* Source: May 2012 Bureau of Labor Statistics' occupational employment and wage estimates for the State of Georgia.

\*\* Wages for some occupations that do not generally work year-round, full time, are reported either as hourly wages or annual salaries depending on how they are typically paid.

Cost of Implementation for Full-time Instructional Faculty

Tables V - XII present the proposed salary structure for the College’s instructional faculty. The scales are based on the data collected by the Institute specifically for this project (Appendix F), as well as that collected by the College and University Professional Association for Human Resources (CUPA-HR) (Appendix G).

<b>Table V</b>			
<b>School of Aviation Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Bachelor's Degree or Lower	\$43,783.20	\$54,729	\$65,674.80
Lecturer - Master's Degree or Higher	\$46,215.60	\$57,770	\$69,323.40
Assistant Professor - Master's Degree or Higher	\$48,648.00	\$60,810	\$72,972.00
Associate Professor - Master's Degree or Higher	\$58,377.60	\$72,972	\$87,566.40
Professor - Master's Degree or Higher	\$70,053.12	\$87,566	\$105,079.68

<b>Table VI</b>			
<b>School of Business Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree or Lower	\$52,624.52	\$65,781	\$78,936.78
Lecturer - Doctorate	\$58,815.64	\$73,520	\$88,223.46
Assistant Professor - Master's Degree	\$55,720.08	\$69,650	\$83,580.12
Assistant Professor - Doctorate	\$61,911.20	\$77,389	\$92,866.80
Associate Professor - Master's Degree	\$66,864.10	\$83,580	\$100,296.14
Associate Professor - Doctorate	\$74,293.44	\$92,867	\$111,440.16
Professor - Doctorate	\$89,152.13	\$111,440	\$133,728.19



<b>Table VII</b>			
<b>School of Education Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree	\$37,705.18	\$47,131	\$56,557.78
Lecturer - Doctorate	\$42,141.09	\$52,676	\$63,211.63
Assistant Professor - Master's Degree	\$40,326.40	\$50,408	\$60,489.60
Assistant Professor - Doctorate	\$44,359.04	\$55,449	\$66,538.56
Associate Professor - Master's Degree	\$48,391.68	\$60,490	\$72,587.52
Associate Professor - Doctorate	\$53,230.85	\$66,539	\$79,846.27
Professor - Doctorate	\$63,877.02	\$79,846	\$95,815.53

<b>Table VIII</b>			
<b>School of Health Sciences Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Bachelor's Degree or Lower	\$42,926.59	\$53,658	\$64,389.89
Instructor - Master's Degree	\$45,311.41	\$56,639	\$67,967.11
Assistant Professor - Master's Degree	\$47,696.22	\$59,620	\$71,544.32
Assistant Professor - Master's Degree & Nurse Practitioner	\$50,081.03	\$62,601	\$75,121.54
Assistant Professor - Doctorate	\$52,465.84	\$65,582	\$78,698.76
Assistant Professor - Doctorate & Nurse Practitioner	\$55,089.13	\$68,861	\$82,633.69
Associate Professor - Master's Degree	\$57,235.46	\$71,544	\$85,853.19
Associate Professor - Master's Degree & Nurse Practitioner	\$60,097.23	\$75,122	\$90,145.85
Associate Professor - Doctorate	\$62,959.01	\$78,699	\$94,438.51
Associate Professor - Doctorate & Nurse Practitioner	\$66,106.96	\$82,634	\$99,160.43
Professor - Master's Degree	\$68,682.55	\$85,853	\$103,023.83
Professor - Master's Degree & Nurse Practitioner	\$72,116.68	\$90,146	\$108,175.02
Professor - Doctorate	\$75,550.81	\$94,439	\$113,326.21
Professor - Doctorate & Nurse Practitioner	\$79,328.35	\$99,160	\$118,992.52

<b>Table IX</b>			
<b>School of Information Technology Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree	\$47,927.35	\$59,909	\$71,891.03
Lecturer - Doctorate	\$53,565.86	\$66,957	\$80,348.80
Assistant Professor - Master's Degree	\$51,259.20	\$64,074	\$76,888.80
Assistant Professor - Doctorate	\$56,385.12	\$70,481	\$84,577.68
Associate Professor - Master's Degree	\$61,511.04	\$76,889	\$92,266.56
Associate Professor - Doctorate	\$67,662.14	\$84,578	\$101,493.22
Professor - Doctorate	\$81,194.57	\$101,493	\$121,791.86

<b>Table X</b>			
<b>School of Liberal Arts Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree or Lower	\$35,165.42	\$43,957	\$52,748.14
Lecturer - Doctorate	\$39,302.53	\$49,128	\$58,953.80
Assistant Professor - Master's Degree	\$37,233.98	\$46,542	\$55,850.97
Assistant Professor - Doctorate	\$41,371.09	\$51,714	\$62,056.63
Associate Professor - Master's Degree	\$44,680.78	\$55,851	\$67,021.16
Associate Professor - Doctorate	\$49,645.31	\$62,057	\$74,467.96
Professor - Master's Degree	\$53,616.93	\$67,021	\$80,425.40
Professor - Doctorate	\$59,574.37	\$74,468	\$89,361.55

<b>Table XI</b>			
<b>School of Science &amp; Mathematics Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree	\$38,845.88	\$48,557	\$58,268.83
Lecturer - Doctorate	\$43,415.99	\$54,270	\$65,123.98
Assistant Professor - Master's Degree	\$41,546.40	\$51,933	\$62,319.60
Assistant Professor - Doctorate	\$45,701.04	\$57,126	\$68,551.56
Associate Professor - Master's Degree	\$49,855.68	\$62,320	\$74,783.52
Associate Professor - Doctorate	\$54,841.25	\$68,552	\$82,261.87
Professor - Doctorate	\$65,809.50	\$82,262	\$98,714.25

<b>Table XII</b>			
<b>School of Social Sciences Instructional Faculty Salary Scale (10-month)</b>			
<b>Position Title</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lecturer - Master's Degree	\$34,814.64	\$43,518	\$52,221.96
Lecturer - Doctoral Degree	\$38,910.48	\$48,638	\$58,365.72
Assistant Professor - Master's Degree	\$36,862.56	\$46,078	\$55,293.84
Assistant Professor - Doctorate	\$40,958.40	\$51,198	\$61,437.60
Associate Professor - Master's Degree	\$44,235.07	\$55,294	\$66,352.61
Associate Professor - Doctorate	\$49,150.08	\$61,438	\$73,725.12
Professor - Doctorate	\$58,980.10	\$73,725	\$88,470.14

The cost to implement the new instructional faculty salary scale is \$573,526 (see Table XIII). These salary scales will place the college's salary ranges for instructional faculty at the approximate mean of the relevant labor market. The salary range for each academic rank is fifty percent. The broad salary range will allow flexibility for the initial in-hire rates for faculty of varying credentials, disciplines, and experience.

Additionally, the faculty's base ten-month academic salaries should not be their only sources of potential income. The Institute recommends faculty should have earnings potential from the following areas: base contract pay for ten-months, extra contract pay for eleven or twelve months (summer work), extra contract pay for teaching overload courses, and outside earnings from consulting and or other freelance professional services.

Instructional faculty workload and compensation policy information was gathered specifically for this project. The information was derived from the instructional faculty discussion forums and questionnaires. Key information from the questionnaire and discussion forums appears in Appendix H. A critical recommendation derived from this data is for the College to have consistent workload policies (i.e. teaching load, office hours) at each campus for

instructional faculty members in the same academic disciplines. Furthermore, the Institute will review this information with appropriate administrators at the college in an effort to update the college’s faculty workload and compensation policies.

The Institute will be available to assist in implementing the new faculty compensation plan. Implementing the new compensation plan will result in further pay compression (faculty salaries grouped closely together regardless of length or quality of service to the organization). In order to address this situation, the Institute recommends that an equity adjustment be applied to the salaries of affected faculty members. This amount is outlined in Table XIII and is based on the overall median progression within the respective pay range. Essentially, the equity adjustment brings a faculty member’s salary up to the predicted median progression within the respective pay range based on his or her length of service to the organization. If the salary is at or above the predicted median salary, no adjustment is recommended. The cost of the equity adjustment is approximately \$64,073.

<b>Table XIII</b>		
<b>Cost of Implementation</b>		
<b>Instructional Faculty</b>		
<b>Classification Changes</b>	<b>Equity Adjustment</b>	<b>Total Implementation Cost<sup>1</sup></b>
\$573,526 (4.42%)	\$64,073 (0.49%)	\$668,927 (4.91%)

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<sup>1</sup> Increases are projected based on current payroll total of \$12,961,417. The figures presented are exclusive of benefit costs.

**Appendix F****Middle Georgia State College Salary Survey Summary****Instructional Faculty**

<b>Position Title</b>	<b>Minimum Annual Rate Mean</b>	<b>Minimum Annual Rate Median</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>Average Annual Mean</b>	<b>Average Annual Median</b>
Assistant Professor, Accounting	\$66,493	\$63,115	\$80,129	\$74,500	\$75,984	\$75,164
Assistant Professor, Biology	\$42,103	\$41,830	\$52,784	\$51,277	\$47,449	\$47,443
Assistant Professor, Business Administration/Management	\$53,082	\$47,205	\$75,361	\$75,745	\$67,545	\$70,000
Assistant Professor, Chemistry	\$43,615	\$41,818	\$53,022	\$51,528	\$48,372	\$48,800
Assistant Professor, Early Childhood Education	\$42,349	\$42,505	\$52,719	\$51,064	\$47,834	\$47,548
Assistant Professor, English	\$40,691	\$40,582	\$49,634	\$46,084	\$44,867	\$44,522
Assistant Professor, History	\$40,937	\$41,214	\$50,255	\$50,000	\$46,053	\$46,240
Assistant Professor, Information Technology	\$51,106	\$50,500	\$73,218	\$66,820	\$65,618	\$66,820
Assistant Professor, Mathematics	\$41,843	\$41,818	\$56,523	\$52,554	\$50,733	\$48,500
Assistant Professor, Middle Grades Education	\$40,914	\$40,914	\$54,545	\$50,632	\$50,453	\$50,316
Assistant Professor, Nursing (Doctor of Nursing Practicing)	\$47,572	\$46,409	\$64,054	\$62,090	\$64,327	\$61,795
Assistant Professor, Nursing (Master of Science)	\$47,445	\$48,425	\$64,385	\$61,868	\$56,382	\$54,500
Assistant Professor, Political Science	\$41,210	\$41,317	\$50,567	\$49,199	\$46,198	\$46,500
Assistant Professor, Psychology	\$41,383	\$41,317	\$51,848	\$49,787	\$48,306	\$47,427

<b>Appendix G</b>				
<b>Instructional Faculty Salary Survey Summary – CUPA HR*</b>				
<b>Middle Georgia State College</b>				
<b>Instructional Faculty Rank</b>	<b>Professor**</b>	<b>Associate Professor**</b>	<b>Assistant Professor**</b>	<b>New Assistant Professor**</b>
Biological & Biomedical Sciences	\$78,958	\$63,347	\$54,716	\$54,118
Business, Management, Marketing, & Related Support Services	\$81,378	\$63,218	\$53,350	\$52,672
Computer & Information Sciences & Support Services	\$90,467	\$76,807	\$62,530	\$72,685
Education	\$74,139	\$61,769	\$52,887	\$52,807
English Language & Literature/Letters	\$77,288	\$61,158	\$51,841	\$51,982
Foreign Languages, Literatures, & Linguistics	\$89,644	\$69,672	\$56,797	\$56,686
Health Professions & Related Programs	\$81,378	\$66,722	\$58,152	\$56,592
History General	\$80,016	\$62,586	\$54,670	\$55,245
Mathematics & Statistics	\$78,851	\$63,732	\$53,976	\$53,330
Physical Sciences	\$83,737	\$65,794	\$56,353	\$57,037
Psychology	\$78,841	\$63,252	\$53,952	\$53,513
Public Administration & Social Service Professions	\$72,645	\$60,535	\$50,650	\$53,620
Social Sciences	\$87,890	\$69,066	\$58,556	\$58,253
Visual & Performing Arts	\$80,350	\$63,218	\$53,350	\$52,672

\*Survey data derived from the 2012-13 College and University Professional Association for Human Resources (CUPA-HR) Faculty in Higher Education Salary Survey.

\*\*National salary data reported for instructional faculty positions at baccalaureate institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or 20 doctoral degrees per year.

**Appendix H**  
**Instructional Faculty Questionnaire Summary Results\***

*Carl Vinson Institute of Government: Instructional Faculty Questionnaire*

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Primary Campus(es)	Number of Respondents
Cochran	45
Dublin	7
Eastman	12
Macon	90
Warner Robins	7
Macon/Warner Robins	15

1. *How many courses are you required to teach in the fall and spring semesters, not including overloads?*

Campuses	2 Courses	3 Courses	4 Courses	5 Courses	6 Courses	Varied Contact Hours	No Response
Cochran	3	0	9	32	1	0	0
Dublin	0	0	0	5	0	0	2
Eastman	2	1	3	4	0	2	0
Macon	3	0	78	5	1	0	3
Warner Robins	1	0	4	2	0	0	0
Macon/Warner Robins	0	1	12	2	0	0	0

2. *On average, how many overload credit hours do you teach in the fall and spring semesters?*

Campuses	0 Hours	1 Hour	2 Hours	3 Hours	4 Hours	5 Hours	6 Hours	No Response
Cochran	27	4	3	8	2	1	0	0
Dublin	3	1	0	0	1	0	0	2
Eastman	6	1	0	2	0	0	2	2
Macon	41	5	1	33	2	0	3	5
Warner Robins	4	0	0	3	0	0	0	0
Macon/Warner Robins	12	0	1	2	0	0	0	0

3. *On average, how many courses do you teach in the summer?*

Campuses	0 Courses	1 Course	2 Courses	3 Courses	4 Courses	No Response
Cochran	6	4	22	10	2	1
Dublin	2	0	1	2	0	2
Eastman	7	2	1	0	0	2
Macon	13	8	61	7	1	0
Warner Robins	2	0	5	0	0	0
Macon/Warner Robins	1	2	10	1	0	0

4. *How many office hours are you required to keep per week?*

<b>Campuses</b>	<b>0 Hours</b>	<b>1 – 4 Hours</b>	<b>5 – 8 Hours</b>	<b>9 – 12 Hours</b>	<b>No Response</b>
Cochran	0	0	40	2	3
Dublin	0	0	4	1	2
Eastman	0	0	9	0	3
Macon	3	4	32	43	8
Warner Robins	1	2	0	4	0
Macon/Warner Robins	1	1	2	11	0

5. *How many students would you estimate are in a typical course that you teach?*

<b>Campuses</b>	<b>1 – 10 Students</b>	<b>11 – 15 Students</b>	<b>16 – 20 Students</b>	<b>20 – 25 Students</b>	<b>26 – 30 Students</b>	<b>30 or More Students</b>	<b>No Response</b>
Cochran	0	3	5	13	13	6	0
Dublin	0	0	1	1	2	1	2
Eastman	0	0	8	0	0	0	4
Macon	0	1	9	35	37	8	0
Warner Robins	0	0	1	5	1	0	0
Macon/Warner Robins	0	1	1	5	2	5	1

\*Instructional faculty questionnaire summary results do not contain information from instructional faculty in the Department of Nursing and Department of Science & Engineering.