



**Carl Vinson
Institute of Government**
UNIVERSITY OF GEORGIA

Objectives

The Carl Vinson Institute of Government (Institute of Government) collaborated with Middle Georgia State University to develop a full-time staff classification and compensation plan. The objectives of the project were to:

1. Create a full-time staff classification system by using a point factor job evaluation system and/or market based pricing techniques as a method to internally rank positions.
2. Collection and analysis of proprietary and/or published wage survey data.
3. Design and administer a custom online compensation survey of comparable higher education institutions and public sector organizations in the state of Georgia.
4. Analyze and format the wage survey data for use in establishing competitive pay levels and develop a compensation strategy for full-time staff positions.

The process used to achieve these objectives consisted of several steps or phases. The first phase involved reviewing the existing full-time staff classification and compensation plan, current job descriptions and existing payroll data from Middle Georgia State University. The Institute of Government also facilitated a series of project discussions with institutional administrators. The later phases of the project included collecting and analyzing a variety of compensation data to develop a new compensation strategy for Middle Georgia State University. Academic faculty, administrative faculty (i.e. academic deans), aviation personnel, part-time faculty and part-time staff were not included in this process.

Full-Time Staff Classification Plan

The Institute of Government conducted job analysis to collect information about full-time staff positions at Middle Georgia State University. Job analysis is the systemic process of collecting information related to the nature of a specific position. Some of the job analysis techniques employed by the Institute of Government included analyzing existing personnel documents (i.e. job descriptions) and facilitated discussions with Middle Georgia State University administrators, department directors, and supervisors to review job content information for positions in their supervisory area(s).

The job analysis work allowed the Institute of Government to identify and define positions and conduct position evaluation for the development of a full-time staff classification plan. The goal of a classification plan is to group together substantially similar positions for pay purposes.

A point factor job evaluation system was utilized to evaluate most full-time staff positions at Middle Georgia State University. One hundred eighty-seven (187) positions were evaluated with this approach. Each one of these positions was assigned to one of nineteen (19) salary grades. Salary grade eight (8) is the lowest salary grade while salary grade twenty-six (26) is the highest salary grade. Each salary grade has a salary range associated with it.

The salary grade assignment for these positions was determined by evaluating each position with an adapted version of the Factor Evaluation System (FES). The Civil Service Commission (now the Office of Personnel Management) of the federal government originally developed FES. It is a point factor job evaluation system, which is the most commonly used job evaluation approach in the United States and Europe for public sector organizations. 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 originally used to evaluate jobs are: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. The Institute of Government added a tenth compensable factor covering supervisory responsibility to adapt it to this organization.

Furthermore, 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 salary grade in the classification plan. Table I provides an example of the evaluation for an Administrative Assistant position.

Table I: Position Evaluation Example

	FACTOR 1		FACTOR 2		FACTOR 3		FACTOR 4		FACTOR 5	
	KNOWLEDGE REQUIRED		SUPERVISORY CONTROLS		GUIDELINES		COMPLEXITY		SCOPE & EFFECT	
JOB TITLE	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS
Administrative Assistant	4	550	3	275	2	125	2	75	2	75

FACTOR 6		FACTOR 7		FACTOR 8		FACTOR 9		FACTOR 10			
PERSONAL CONTACTS		PURPOSE OF CONTACTS		PHYSICAL DEMANDS		WORK ENVIRONMENT		SUPERVISORY RESPONSIBILITY			
LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	TOTAL	GRADE
2	25	2	50	1	5	1	5	1	50	1235	12

The other classification approach utilized by the Institute of Government was a market pricing method. Market pricing methods organize positions by grouping together similar positions based on the rates paid in the external market. This approach was used for athletic coaching, executive, sworn law enforcement, and licensed medical positions due to the unique nature of these positions (i.e. scope of work, P.O.S.T. certifications, etc.) or different labor market conditions (i.e. law enforcement agencies). Thirty-three (33) full-time staff positions were classified with this approach.

A few of the positive outcomes associated with the developed full-time staff classification plan are:

1. Improved internal equity (establishing consistent pay for positions of equal worth to Middle Georgia State University).
2. Development of career ladders (i.e. Academic Advisor I, Academic Advisor II, etc.) to facilitate career advancement for employees in paraprofessional and professional positions.

Appendix A (page 7) displays all of the full-time staff classifications (position titles) and their grades sorted by department.

Salary Surveys

The Institute of Government conducted a series of external salary surveys in order to assess the compensation paid by other comparable employers. Five sources of salary survey data were included in the analysis. Table II displays an overview of each salary survey.

Table II: Middle Georgia State University Salary Survey Summary

Salary Survey	Relevant Industry Sector	Targeted Organizations	Number of Benchmark Positions	MGA Market Position
Custom Online Salary Survey	Higher Education & Military/Defense	Clayton State University, Columbus State University, Dalton State College, Gordon State College, Mercer University, Robins Air Force Base, University of North Georgia, University of West Georgia, and Valdosta State University	80 Full-Time Staff Positions	Average full-time employee salaries at MGA in the examined positions are approximately 16% behind the employees in the analyzed organizations.
College and University Professional Association for Human Resources (CUPA – HR) <i>Administrators, Professionals, and Non-Exempt Staff in Higher Education Salary Surveys</i>	Higher Education	National higher education institutions with comparable Carnegie Classification (master’s level), enrollment, total expenses, funding status (public), and geographic location as Middle Georgia State University.	80 Full-Time Staff Positions	Average employee salaries at MGA in the examined positions are approximately 21% behind the average salary of the employees in the analyzed organizations.

Salary Survey	Relevant Industry Sector	Targeted Organizations	Number of Benchmark Positions	MGA Market Position
Bureau of Labor Statistics (BLS)	Multiple Industry Sectors	Private and public sector employers in Macon, GA metropolitan area, Middle Georgia non-metropolitan area, and the Warner Robins, GA metropolitan area.	26 Full-Time Staff Positions	Average employee salaries at MGA in the examined positions are approximately 15% behind the average position incumbent salary within these metropolitan and non-metropolitan areas.
State of Georgia's Department of Community Affairs Local Government Wage & Salary Survey	Local Government Law Enforcement Agencies	11 Middle Georgia law enforcement agencies.	5 Full-Time Sworn Law Enforcement & Certified Communication Staff Positions	Current minimum annual salaries offered by MGA for the examined positions are approximately 10% behind the minimum annual salaries offered by the analyzed organizations.

Full-Time Staff Compensation Plan

Next, the Institute of Government analyzed the data from the described salary surveys. The analysis of the survey data permitted the Institute of Government to design several compensation plans for Middle Georgia State University. Appendix B – Appendix F (pages 17 – 21) display the proposed full-time staff compensation plans for Middle Georgia State University.

All of the compensation plans are based on an integrated market model. Integrated market models are appropriate for organizations where positions are ranked in a grade hierarchy or organized via market based pricing techniques. The goal of this model is to link market pay for matched benchmark positions from the salary survey data to the internal value of positions as represented by the grades in the classification plan.

In order to utilize this approach, the Institute of Government weighted the data from the different salary surveys. This analysis included data from the following surveys: Custom Higher Education Salary Survey, College and University Professional Association for Human Resources (CUPA-HR) Salary Survey. This approach allowed the Institute of Government to develop a competitive salary range for each grade.

Next, the Institute of Government utilized this data to develop a market pay-line linking Middle Georgia State University's proposed salary grades for each classification to the weighted-mean salaries from the market data. The Institute of Government used this analysis to design range mid-points for each proposed salary grade. The width of the salary range for each grade should support career paths, promotions and other management initiatives.

Furthermore, the Institute of Government analyzed the minimum annual salaries reported by the organizations completing the custom online salary survey (i.e. USG institutions, Mercer University, and Robins Air Force Base). The Institute of Government set the minimum annual salary for each salary grade at the approximate average entry rate relative to the custom salary survey organizations.

Full-Time Staff Implementation Strategy

In consultation with administrators from Middle Georgia State University, the Institute of Government developed an implementation strategy to transition full-time staff employees to the developed classification and compensation plan. The first step of the implementation strategy is to implement the proposed classification plan (Appendix A) and the developed compensation plans (Appendix B – Appendix F) by assigning all full-time staff employees to their recommended classification, salary grade, and salary range.

Initial salary range assignments on the developed compensation plans (Appendix B – Appendix F) were determined by placing full-time staff employees at the minimum annual salary for their proposed grade if their current annual salary was below the proposed minimum annual salary for their salary grade. Annual salaries were not adjusted for full-time staff employees whose current annual salary was above the proposed minimum annual salary for their salary grade. The estimated cost to implement the range minimum salary adjustments for full-time staff employees is **\$845,309**.

Implementing the new compensation plans resulted in further full-time staff employee pay compression (salaries grouped closely together regardless of length or quality of service to the organization). Pay compression can create pay dissatisfaction and employee turnover, which can threaten the competitive advantage of an organization. Historically modest budgets for employee salary increases are a major contributor to pay compression.

To help address this issue, the Institute of Government recommends applying a compression adjustment to eligible full-time staff employees. The Institute of Government designed a compression adjustment to target longer serving full-time staff employees whose salary (after the range minimum adjustments) is below the mid-point for their salary grade.

The Institute of Government focused on more experienced employees by grouping full-time staff employees together based on their continuous length of service (as of July 1, 2021) with Middle Georgia State University. Groupings were developed by determining the approximate full-time staff employee length of service quartiles. Quartiles help split a group of numbers (i.e. length of service) into four equal-size groups.

After assigning full-time staff employees to their continuous length of service grouping, the Institute of Government calculated the average salary progression of full-time staff employees within each grouping beyond their proposed minimum annual salaries. This figure served as the maximum compression adjustment value that a full-time staff employee within each grouping would potentially receive. Table III (page 6) displays information about the developed full-time staff employee compression groupings and compression adjustment values.

Table III: Middle Georgia State University Full-Time Staff Employee Compression Adjustment Groupings & Values

Full-Time Staff Employee Continuous Length of Service (LOS) Compression Adjustment Grouping Information	
Full-Time Staff Employee LOS Grouping	Maximum Compression Adjustment Percentage*
< 3.00 Years	0.00%
3.00 - 6.99 Years	1.60%
7.00 - 13.99 Years	3.90%
> 14.00 Years	7.50%

The Institute of Government established additional compression adjustment guidelines. Full-time staff employees who earn more than the mid-point for their salary grade (after the range minimum adjustments) are not eligible for the compression adjustment. Additionally, full-time staff employees eligible for the compression adjustment will not be brought beyond the mid-point associated with their salary grade.

The estimated cost to implement the described full-time staff compression adjustment is **\$422,009**. The compression adjustment framework will start the process of alleviating pay compression issues by targeting employees with longer continuous length of service whose salaries are lagging below the mid-point for their salary grade.

Finally, the estimated cost figures outlined in the implementation strategy section do not include benefit costs, payroll tax expenditures, supplemental pay, or current overtime expenditures. Thus, the outlined cost figures do not represent the University’s total personnel costs.

Outcomes

In conclusion, the developed full-time staff classification and compensation plan will produce several beneficial results to Middle Georgia State University. These include:

1. A classification plan that improves internal equity (pay relationships between positions) and career advancement opportunities.
2. Market competitive salary structures (improved external equity).

The Institute of Government will continue to review and revise the recommendations outlined in the report with appropriate Middle Georgia State University administrators. It is the intention of the Institute of Government to continue to provide a high level of technical assistance (i.e. training, etc.) in this process.

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

DEPT	POSITION	GRADE
AA/1	Operations Manager	19
AA/2	Coordinator Academic & Administrative Projects	17
AA/3	Administrative Coordinator	14
AA/4	Admissions Specialist I	14
AA/5	Administrative Assistant	12
AA/6	Administrative Secretary	10
AD/1	Field Coordinator	19
AD/2	Laboratory Coordinator III	19
AD/3	Laboratory Coordinator II	18
AD/4	Admissions & Certification Specialist	17
AD/5	Laboratory Coordinator I	17
AD/6	Administrative Coordinator	14
AD/7	Administrative Assistant	12
AD/8	Administrative Secretary	10
ADVISE/1	Coordinator of Advising	19
ADVISE/2	Academic Advisor III	18
ADVISE/3	Academic Advisor II	17
ADVISE/4	Academic Advisor I	16
ARO/1	Executive Director of Admissions, Recruitment, & Orientation	23
ARO/2	Associate Director of Recruitment & Orientation	22
ARO/3	Associate Director of Strategic Enrollment	22

DEPT	POSITION	GRADE
ARO/4	Assistant Director of Recruitment & Admissions	21
ARO/5	Coordinator of Orientation	19
ARO/6	Recruiter II	17
ARO/7	Recruiter I	16
ARO/8	Admissions Specialist II	15
ARO/9	Admissions Specialist I	14
ARO/10	Administrative Assistant	12
ARO/11	Admissions Assistant II	12
ARO/12	Admissions Assistant I	11
AS/1	Online Academic Program Coordinator	19
AS/2	Coordinator of Academic Program Quality	19
AS/3	Administrative Coordinator	14
AS/4	Campus Services Coordinator	14
AS/5	Administrative Assistant	12
AS/6	Administrative Secretary	10
ARW/1	Athletics, Recreation, & Wellness Director	25
ARW/2	Head Athletic Trainer	21
ARW/3	Head Tennis Coach	*
ARW/4	Head Baseball Coach	*
ARW/5	Head Women's Basketball Coach	*
ARW/6	Head Men's Basketball Coach	*
ARW/7	Head Men's Soccer Coach	*
ARW/8	Head Women's Soccer Coach	*
ARW/9	Head Softball Coach	*

DEPT	POSITION	GRADE
ARW/10	Assistant Director of Athletics	19
ARW/11	Athletic Trainer	19
ARW/12	Assistant Director of Recreation & Wellness	19
ARW/13	Wellness Center Coordinator I	17
ARW/14	Recreation Coordinator	17
ARW/15	Sports Information Director	15
ARW/16	Head Club Football Coach	*
ARW/17	Assistant Baseball Coach	*
ARW/18	Assistant Men's Basketball Coach	*
ARW/19	Assistant Women's Basketball Coach	*
ARW/20	Assistant Men's Soccer Coach	*
ARW/21	Assistant Softball Coach	*
AUX/1	Director of Auxiliary Services	24
BUD/1	Executive Director of Budgets & Auxiliary Services	26
BUD/2	Assistant Director of Budgets & Auxiliary Services	22
BUD/3	Senior Budget Analyst I	21
BUD/4	Financial Analyst I	19
BUD/5	Budget Analyst I	17
BUR/1	Bursar	23
BUR/2	Student Accounts Lead	17
BUR/3	Student Accounts Assistant III	14
BUR/4	Student Accounts Assistant II	13
BUR/5	Student Accounts Assistant I	12

DEPT	POSITION	GRADE
BUR/8	Customer Service Representative I	10
CAS/1	Director of Counseling & Accessibility Services	22
CAS/2	Director of Accessibility Services	21
CAS/3	Counselor I	19
CAS/4	Accessibility Specialist	15
CLD/1	Director for Career & Leadership Development	21
CLD/2	Coordinator for Student Leadership Programs	19
CLD/3	Career Services Advisor	16
CS/1	Director of Campus Stores	21
CS/2	Assistant Director of Campus Stores	18
CS/3	Accounts Payable Technician	14
CS/4	Textbook Coordinator	14
CS/5	Lead Sales Associate & Inventory Specialist	12
CS/6	Merchandiser	10
CS/7	Sales Clerk	9
DAS/1	Vice President for University Advancement	^
DAS/2	Executive Director of Development & Alumni Relations	25
DAS/3	Director Alumni Relations	22
DAS/4	Stewardship Coordinator	17
DAS/5	Accountant I	17
DAS/6	Advancement Services Coordinator	14
EQUITY/1	Director of Diversity, Inclusion, Equity & Title IX Coordinator	24

DEPT	POSITION	GRADE
EST/1	Enrollment Support Team Financial Aid Generalist	14
EST/2	Enrollment Support Representative I	10
EVPFO/1	Executive Vice President for Finance & Operations	^
FA/1	Director of Financial Aid	23
FA/2	Assistant Director of Financial Aid	21
FA/3	Financial Aid Operations Manager	19
FA/4	Financial Aid Technical Manager	19
FA/5	Financial Aid Advisor II	17
FA/6	Financial Aid Advisor I	16
FA/7	Customer Service Representative I	10
FAC/1	Assistant Vice President for Facilities	^
FAC/2	Facilities Administration Director	23
FAC/3	Director of Facilities Operations	23
FAC/4	Campus Facilities Manager II	21
FAC/5	Campus Facilities Manager I	19
FAC/6	Custodial Contract Manager	19
FAC/7	Grounds Manager	19
FAC/8	Project Manager	19
FAC/9	Utility Specialist	17
FAC/10	Skilled Craft Maintenance Worker II	16
FAC/11	Skilled Craft Maintenance Worker I	14
FAC/12	Administrative Assistant	12
FAC/13	Facilities Business Assistant	12
FAC/14	Custodial Crew Leader	10

DEPT	POSITION	GRADE
FAC/15	Courier	9
FAC/16	Groundskeeper I	9
FAC/17	Mail & Receiving Clerk	9
FAC/18	Custodian I	8
FIN/1	Executive Director of Finance	26
FIN/2	Assistant Controller	22
FIN/3	Campus Financial Services Manager	19
FIN/4	Grants & Contracts Manager	19
FIN/5	Accounting Technician	14
FIN/6	Accounts Payable Technician	14
FIN/7	Communications & Mail Clerk	10
GCR/1	Chief of Staff & Governmental Relations Officer	^
GCR/2	Community Director	24
GCR/3	Military Liaison	19
HCC/1	Conference Center Director	21
HCC/2	Conference Center Assistant	13
HR/1	Executive Director of Human Resources	^
HR/2	Payroll & System Implementation Manager	19
HR/3	Human Resources Manager	19
HR/4	Human Resources Generalist	17
HR/5	Payroll & Documentation Specialist	17
HR/6	Human Resources Specialist	14

DEPT	POSITION	GRADE
IR/1	Enterprise Information Systems Director	24
IR/2	Associate Director of Institutional Research	22
IR/3	Institutional Effectiveness Analyst	20
IR/4	Programmer I	19
IR/5	Systems Support Analyst I	19
LIB/1	Director of Library Services	25
LIB/2	Assistant Director of Library Services	21
LIB/3	Librarian I	19
LIB/4	Library Business Assistant	12
LIB/5	Library Assistant II	11
LIB/6	Library Assistant I	10
MC/1	Chief Marketing Officer	^
MC/2	Director of Communications	23
MC/3	Director of Marketing	23
MC/4	Communications Coordinator	19
MC/5	Digital Communications Strategist	17
MC/7	Graphic Designer	16
MC/6	Admissions Specialist I	14
PRES/1	University Counsel	^
PRES/2	Director of Internal Audits	^
PRES/3	Executive Assistant to the President	21
PRO/1	Procurement Director	22
PRO/2	Procurement Technician	14

DEPT	POSITION	GRADE
PS/1	Executive Director of Public Safety & Police Chief	25
PS/2	Assistant Police Chief	PS-1
PS/3	Police Lieutenant	PS-2
PS/4	Police Sergeant	PS-3
PS/5	Police Officer - CO	PS-4
PS/6	Senior Communications Officer	PS-4
PS/7	Dispatcher	PS-5
REG/1	University Registrar (Executive Director)	25
REG/2	Assistant Registrar	21
REG/3	Student Success Coordinator I	17
REG/4	Graduation Coordinator I	17
REG/5	Catalog Specialist	14
REG/6	Veterans Certification Specialist	14
REG/7	Records Retention Specialist	14
REG/8	Transfer Evaluation Specialist	14
REG/9	Customer Service Representative II	11
REG/10	Customer Service Representative I	10
RL/1	Director of Residence Life	23
RL/2	Assistant Director of Residence Life	19
RL/3	Residence Life Coordinator (12-Month)	12
RL/4	Residence Life Coordinator (10-Month)	12
RL/5	Residence Life Assistant	10
RM/1	Director of Risk Management	23

DEPT	POSITION	GRADE
SA/1	Assistant Vice President for Student Affairs	^
SA/2	Student Conduct Coordinator	17
SE/1	Director of Student Engagement	23
SE/2	Student Services Coordinator I	17
SHS/1	Director of Health Services	25
SHS/2	Nurse Practitioner	**
SHS/3	Administrative Secretary	10
SP/1	Assistant Vice President of Enrollment Management	^
SP/2	Enrollment Management Coordinator	19
SP/3	Enrollment Support Specialist	14
SP/4	Enrollment Support Representative I	10
SS/1	Director of Student Success Services	21
SS/2	Student Success Center Coordinator	17
SS/3	Math Academic Success Coordinator	16
SS/4	Academic Support Specialist	14
SS/5	Math Academic Success Assistant Coordinator	14
TEST/1	Director of Testing	21
TR/1	Chief Information Officer	^
TR/2	Director of Information Technology Services	24
TR/3	Network Administration Director	24
TR/4	Chief Information Security Officer	23

DEPT	POSITION	GRADE
TR/5	Systems Administrator III	23
TR/6	Assistant Director of Information Technology Services	22
TR/7	Systems Administrator II	22
TR/8	Assistant Director of Networking	21
TR/9	Application Developer III	21
TR/10	AV Coordinator	21
TR/11	LMS Administrator	21
TR/12	Systems Administrator I	21
TR/13	Application Developer II	20
TR/14	Application Developer I	19
TR/15	Campus Technology Support Coordinator I	19
TR/16	Systems Support Specialist I	17
TR/17	Administrative Assistant	12
VP/EM/1	Vice President for Enrollment Management	^
VP/EM/2	Enrollment Services Assistant	14
VP/SA/1	Vice President for Student Affairs	^

Appendix B
Full-Time Staff (Grade 8 – Grade 26) Annual Salary Structure
Middle Georgia State University Personnel Project

Grade	Minimum Annual Salary	Mid-Point Salary	Maximum Annual Salary
8	\$23,687	\$28,425	\$33,162
9	\$25,040	\$30,048	\$35,056
10	\$26,392	\$31,671	\$36,949
11	\$27,967	\$33,561	\$39,154
12	\$29,542	\$35,450	\$41,359
13	\$31,117	\$37,340	\$43,563
14	\$32,692	\$39,230	\$45,768
15	\$34,266	\$41,120	\$47,973
16	\$35,841	\$43,009	\$50,178
17	\$39,633	\$47,560	\$55,487
18	\$43,588	\$52,306	\$61,023
19	\$46,713	\$56,056	\$65,398
20	\$49,838	\$59,806	\$69,773
21	\$52,963	\$63,556	\$74,149
22	\$62,531	\$75,037	\$87,544
23	\$72,099	\$86,519	\$100,939
24	\$78,301	\$93,961	\$109,621
25	\$84,502	\$101,403	\$118,303
26	\$100,450	\$120,540	\$140,631

Appendix C
Public Safety (Grade PS) Annual Salary Structure
Middle Georgia State University Personnel Project

Position Title	Grade	Minimum Annual Salary	Mid-Point Salary	Maximum Annual Salary
Assistant Chief of Police	PS - 1	\$68,726	\$76,362	\$96,216
Police Lieutenant	PS - 2	\$51,539	\$57,265	\$72,154
Police Sergeant	PS - 3	\$42,402	\$47,114	\$59,363
Police Officer - CO	PS - 4	\$37,024	\$41,138	\$51,834
Senior Communications Officer	PS - 4	\$37,024	\$41,138	\$51,834
Dispatcher	PS - 5	\$28,111	\$31,235	\$39,356

Appendix D
Athletic Coaches (Grade *) 12-Month Annual Salary Structure
Middle Georgia State University Personnel Project

Position Title	Grade	Minimum Annual Salary	Mid-Point Salary	Maximum Annual Salary
Head Tennis Coach	*	\$44,988	\$49,987	\$62,983
Head Men's Basketball Coach	*	\$71,267	\$79,186	\$99,774
Head Baseball Coach	*	\$52,227	\$58,030	\$73,117
Head Women's Basketball Coach	*	\$63,323	\$70,359	\$88,652
Head Men's Soccer Coach	*	\$47,289	\$52,544	\$66,205
Head Women's Soccer Coach	*	\$47,433	\$52,703	\$66,406
Head Softball Coach	*	\$47,271	\$52,523	\$66,179
Head Club Football Coach	*	\$40,208	\$44,676	\$56,291
Assistant Coach (Exclusive Room & Board)	*	\$27,359	\$30,398	\$38,302
Assistant Coach (Inclusive Room & Board)	*	\$19,034	\$21,148	\$26,647

Appendix E
Institutional Administrators (Grade ^) Annual Salary Structure
Middle Georgia State University Personnel Project

Position Title	Grade	Minimum Annual Salary	Mid-Point Salary	Maximum Annual Salary
Chief Marketing Officer	^	\$103,551	\$124,262	\$144,972
Assistant Vice President for Facilities	^	\$99,455	\$119,346	\$139,237
Assistant Vice President for Student Affairs	^	\$81,461	\$97,753	\$114,046
Assistant Vice President of Enrollment Management	^	\$103,551	\$124,262	\$144,972
Chief Information Officer	^	\$120,434	\$144,521	\$168,608
Chief of Staff & Governmental Relations Officer	^	\$103,255	\$123,906	\$144,557
Executive Director of Human Resources	^	\$99,791	\$119,749	\$139,707
Executive Vice President for Finance & Operations	^	\$167,072	\$200,487	\$233,901
Director of Internal Audits	^	\$106,764	\$128,116	\$149,469
Provost & Vice President for Academic Affairs	^	\$175,466	\$210,559	\$245,652
University Counsel	^	\$100,585	\$120,702	\$140,819
Vice President for Enrollment Management	^	\$134,845	\$161,813	\$188,782
Vice President for University Advancement	^	\$151,602	\$181,922	\$212,242
Vice President for Student Affairs	^	\$137,185	\$164,622	\$192,059

Appendix F
Licensed Medical (Grade **) 12-Month Annual Salary Structure
Middle Georgia State University Personnel Project

Position Title	Grade	Minimum Annual Salary	Mid-Point Salary	Maximum Annual Salary
Nurse Practitioner	**	\$72,862	\$87,435	\$102,007