

FINAL REPORT
A CLASSIFICATION AND
COMPENSATION PLAN
FOR
GORDON STATE COLLEGE

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Human Resource Management
Technical Assistance Section
Governmental Services and Research Division
Vinson Institute of Government
University of Georgia
Athens, Georgia 30602

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Introduction

At the request of Gordon 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 selected positions in the college and produce a classification system based on job content analysis;
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 insure 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 (i.e. Academic Deans) 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. Additionally, Institute staff supplemented this survey with salary information recently collected from a previous project. A summary of this information for administrative faculty and staff positions is presented in Appendix C. A summary of this information 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 Administrators in Higher Education Salary Survey* and *2012-13 Professionals in Higher Education Salary 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.

Compensation data for K-12 educators in the State of Georgia who possesses a doctoral degree is presented in Appendix H. 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 Agricultural College*

Armstrong Atlantic State University*

Atlanta Metropolitan State College

Auburn-Montgomery

Brewton Parker College

Clayton State University

Columbus State University*

Dalton State College*

Darton State College*

East Georgia State College*

Fort Valley State University*

Georgia College & State University*

Georgia Perimeter College*

Georgia Southwestern State University*

Middle Georgia State College

Oxford College

Savannah State University

Southern Crescent Technical College

University of North Georgia*

University of West Georgia

Valdosta State University*

Wesleyan College

*Organizations provided data to the Institute of Government in June 2013 for a separate project.

The Administrative Faculty and Staff Classification Plan

The system used to classify the jobs in Gordon 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 is approximately at the median market rate for positions in the local labor market (Appendix C). It is approximately 3% behind the national median market rate for positions at baccalaureate level institutions. This salary scale represents a matching (pay at market rate) pay-level policy. A matching pay-level policy helps ensure 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 effect of this pay-level policy.

Table III: Probable Relationships between Pay Policies and Compensation Objectives

Policy	Compensation Objectives				
	Ability to Attract	Ability to Retain	Contain Labor Costs	Reduce Pay Dissatisfaction	Increase Productivity
<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 forty 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 compensation plan current, there are several actions that the college should consider. These proposed actions are not automatic and should be contingent upon the college's fiscal condition.

The first recommendation is an annual market adjustment to the adopted salary scale. This adjustment should be applied as an increase to the salary scale and as a general percentage increase for all employees. It is recommended the market adjustment be linked to a measure of inflation such as the Consumer Price Index or Employment Cost Index. Both of these indices are calculated by the Bureau of Labor Statistics.

The second recommendation is to provide additional adjustments to individual employees based solely on or a combination of their length of service, performance, and knowledge/skill acquisition. These individual adjustments would be applied as an increase within the respective salary range of each employee.

Thus, the college may budget for two annual personnel cost adjustments: 1) an across-the-board increase which raises every employee's salary and pay equally when market conditions dictate, and 2) annual individual employee increases linked to employee service, knowledge/skill acquisition, and/or performance.

Table II
Proposed Salary Scale
Gordon State College Personnel Project

%	GRADE	MINIMUM	1 ST QUARTILE	MID-POINT	3 RD QUARTILE	MAXIMUM
	7	20,518.66	22,570.53	24,622.40	26,674.26	28,726.13
0.050625	8	21,557.42	23,713.16	25,868.91	28,024.65	30,180.39
0.050625	9	22,648.77	24,913.64	27,178.52	29,443.40	31,708.27
0.050625	10	23,795.36	26,174.90	28,554.43	30,933.97	33,313.50
0.050625	11	25,000.00	27,500.00	30,000.00	32,500.00	35,000.00
0.050625	12	26,265.63	28,892.19	31,518.75	34,145.31	36,771.88
0.050625	13	27,595.32	30,354.85	33,114.39	35,873.92	38,633.45
0.050625	14	28,992.34	31,891.57	34,790.80	37,690.04	40,589.27
0.050625	15	30,460.07	33,506.08	36,552.09	39,598.09	42,644.10
0.050625	16	32,002.11	35,202.32	38,402.54	41,602.75	44,802.96
0.050625	17	33,622.22	36,984.44	40,346.66	43,708.89	47,071.11
0.050625	18	35,324.35	38,856.78	42,389.21	45,921.65	49,454.08
0.050625	19	37,112.64	40,823.90	44,535.17	48,246.43	51,957.70
0.050625	20	38,991.47	42,890.61	46,789.76	50,688.91	54,588.06
0.103813	21	43,039.28	47,343.21	51,647.14	55,951.07	60,255.00
0.159693	22	49,912.38	54,903.61	59,894.85	64,886.09	69,877.33
0.103813	23	55,093.92	60,603.32	66,112.71	71,622.10	77,131.49
0.159693	24	63,892.06	70,281.27	76,670.47	83,059.68	89,448.88
0.103813	25	70,524.88	77,577.37	84,629.86	91,682.34	98,734.83
0.159693	26	81,787.24	89,965.96	98,144.69	106,323.41	114,502.13
0.103813	27	90,277.81	99,305.59	108,333.37	117,361.15	126,388.93
0.159693	28	104,694.58	115,164.04	125,633.50	136,102.95	146,572.41
0.103813	29	115,563.23	127,119.55	138,675.87	150,232.20	161,788.52

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 \$142,591, or 2.11% of the current payroll cost for these employees. The plan is based on a scale that should prove to be competitive in attracting and retaining a quality workforce.

The Institute will be available to assist in implementing the plan. Implementing the new compensation plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). Pay compression can create pay dissatisfaction (i.e. more experienced employees receiving similar pay to newly hired employees) and employee turnover which can threaten the competitive advantage of an organization.

To help ameliorate this problem, the Institute recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table IV. Please note the equity adjustment is a not mandatory action and can be implemented in conjunction with the merit increases awarded by Gordon State College for Fiscal Year 2015. Merit increases will also address pay compression issues. The cost of the equity adjustment is approximately 2.61% of adjusted payroll cost.

This amount is based on an employee's length of service and the employment cost index (ECI) for wages and salaries for state and local government workers. The ECI is calculated by the Bureau of Labor Statistics and is a quarterly measure of change in compensation costs. For the 24-month period ending December 2013, the wages and salaries for state and local government workers

increased 2.4%¹. For the 48-month period ending December 2013, the wages and salaries for state and local government workers increased 4.7%¹.

¹U.S. Bureau of Labor Statistics. (January 2014). *Employment Cost Index Historical Listing – Volume III*. Retrieved from <http://www.bls.gov/web/eci.supptoc.htm>

TABLE IV
Cost of Implementation for Administrative Faculty and Staff
Gordon State College Personnel Project

	Classification Changes¹	Equity² Adjustment	Total Implementation Cost
Pay Plan (Table II)	\$142,591 (2.11%)	\$179,956 (2.61%)	\$322,547

¹ Increases are projected based on current payroll total of \$6,764,675. The figures presented are exclusive of benefit costs and overtime expenditures.

² Figures presented are the estimated cost for equity adjustment increases. The calculations for the plan are based on a maximum 0% increase for employees with less than 2 years of service, a 2.4% increase for employees with 2-4 years of service, and a 4.7% increase for employees with 4 or more years of service as of June 30, 2014. Please note that employees who are eligible for the equity adjustment will not be brought beyond the third quartile of their salary range. Employees whose current salary exceeds the third quartile of their salary range, or are permanent part-time employees, are also not eligible for the equity adjustment.

Cost of Implementation for Full-time Instructional Faculty

Tables VI-XV (see pages 15 – 23) present the proposed salary structures for the College's instructional faculty. These scales are based on the data collected by the Institute specifically for this project (Appendices F & H), as well as that collected by CUPA-HR (Appendix G) and the Bureau of Labor Statistics (Appendix E).

The Institute weighted the salary survey data in order to ensure each salary scale is market competitive. Specifically, the local salary survey data (Appendices E, F, & H) was assigned a weight of 60% while the national salary survey data was assigned a weight of 40%. The salary range for each instructional faculty position is forty percent. The broad salary ranges will allow flexibility for the initial in-hire rates for faculty of varying disciplines. The cost to implement the new instructional faculty compensation plan is \$99,724 (see Table V).

The Institute will be available to assist in implementing the new instructional 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 employees. Please note the equity adjustment is a not mandatory action and can be implemented in conjunction with the merit increases awarded by Gordon State College for Fiscal Year 2015. Merit increases will also address pay compression issues.

The cost of the equity adjustment is approximately \$152,113. This amount is based on an employee's length of service and the employment cost index (ECI) for wages and salaries for state and local government workers. The ECI is calculated by the Bureau of Labor Statistics and is a quarterly measure of change in compensation costs. For the 24-month period ending December

2013, the wages and salaries for state and local government workers increased 2.4%. For the 48-month period ending December 2013, the wages and salaries for state and local government workers increased 4.7%.

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.

U.S. Bureau of Labor Statistics. (January 2014). Employment Cost Index Historical Listing – Volume III. Retrieved from <http://www.bls.gov/web/eci.supp.toc.htm>

Table V		
Cost of Implementation		
Instructional Faculty		
Classification Changes¹	Equity Adjustment²	Total Implementation Cost
\$99,724 (1.89%)	\$152,113 (2.88%)	\$251,837 (4.78%)

¹Increases are projected based on current payroll total of \$5,273,122. The figures presented are exclusive of benefit costs.

²Assistant Professors whose current salary is below the mid-point of their assigned salary range with 2 to 4 years' service time in their position would be eligible for a 2.4% increase. Assistant Professors whose current salary is below the mid-point of their assigned salary range with 4 or more years of service time in their position would be eligible for a 4.7% increase. Assistant Professors with less than 2 years of service time in their position are not eligible for an equity adjustment.

²Associate Professors whose current salary is below the third quartile of their assigned salary range with 2 to 4 years' service time in their position would be eligible for a 2.4% increase. Associate Professors whose current salary is below the third quartile of their assigned salary range with 4 or more years of service time in their position would be eligible for a 4.7% increase. Associate Professors with less than 2 years of service time in their position are not eligible for an equity adjustment.

²Full Professors whose current salary is below the maximum of their assigned salary range with 2 to 4 years' service time in their position would be eligible for a 2.4% increase. Full Professors whose current salary is below the maximum of their assigned salary range with 4 or more years of service time in their position would be eligible for a 4.7% increase. Full Professors with less than 2 years of service time in their position are not eligible for an equity adjustment.

Table VI

Biology Department Instructional Faculty Salary Scale (10-month)

Position Title	% Difference Between Position	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		39,390	43,329	47,268	51,207	55,147
Senior Lecturer*	5%	41,464	45,610	49,756	53,903	58,049
Assistant Professor - Terminal Degree**^	5%	43,646	48,010	52,375	56,740	61,104
Associate Professor - Terminal Degree^	10%	48,010	52,811	57,613	62,414	67,215
Professor - Terminal Degree^	15%	55,212	60,733	66,254	71,776	77,297
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table VII

Business & Public Service –Business Instructional Faculty Salary Scale (10-month)

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$51,499	\$56,649	\$61,799	\$66,949	\$72,098
Senior Lecturer*	5%	\$54,209	\$59,630	\$65,051	\$70,472	\$75,893
Assistant Professor - Terminal Degree**^	5%	\$57,063	\$62,769	\$68,475	\$74,181	\$79,888
Associate Professor - Terminal Degree^	10%	\$62,769	\$69,046	\$75,323	\$81,599	\$87,876
Professor - Terminal Degree^	15%	\$72,184	\$79,402	\$86,621	\$93,839	\$101,058
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Doctorate positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table VIII**Business & Public Service – Public Service Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$38,191	\$42,010	\$45,829	\$49,648	\$53,467
Senior Lecturer*	5%	\$40,201	\$44,221	\$48,241	\$52,261	\$56,281
Assistant Professor - Doctorate**^	5%	\$42,317	\$46,548	\$50,780	\$55,012	\$59,243
Associate Professor - Doctorate^	10%	\$46,548	\$51,203	\$55,858	\$60,513	\$65,168
Professor - Doctorate^	15%	\$53,531	\$58,884	\$64,237	\$69,590	\$74,943
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Doctorate positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table IX**School of Education Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$43,352	\$47,687	\$52,022	\$56,357	\$60,692
Senior Lecturer*	5%	\$45,633	\$50,197	\$54,760	\$59,323	\$63,887
Assistant Professor - Terminal Degree**^	5%	\$48,035	\$52,839	\$57,642	\$62,446	\$67,249
Associate Professor - Terminal Degree^	10%	\$52,839	\$58,122	\$63,406	\$68,690	\$73,974
Professor - Terminal Degree^	15%	\$60,764	\$66,841	\$72,917	\$78,994	\$85,070
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table X**Fine & Performing Arts Department Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$39,616	\$43,578	\$47,539	\$51,499	\$55,459
Senior Lecturer*	5%	\$41,701	\$45,871	\$50,041	\$54,210	\$58,378
Assistant Professor - Terminal Degree**^	5%	\$43,896	\$48,285	\$52,675	\$57,063	\$61,451
Associate Professor - Terminal Degree^	10%	\$48,285	\$53,114	\$57,943	\$62,769	\$67,596
Professor - Terminal Degree^	15%	\$55,528	\$61,081	\$66,634	\$72,184	\$77,735
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table XI**History & Political Science Department Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Grades	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$38,146	\$41,897	\$45,648	\$49,452	\$53,256
Senior Lecturer*	5%	\$40,153	\$44,169	\$48,184	\$52,199	\$56,215
Assistant Professor - Terminal Degree**^	5%	\$42,267	\$46,493	\$50,720	\$54,947	\$59,173
Associate Professor - Terminal Degree^	10%	\$46,493	\$51,143	\$55,792	\$60,441	\$65,091
Professor - Terminal Degree^	15%	\$53,467	\$58,814	\$64,161	\$69,508	\$74,854
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table XII**Humanities Department Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$36,446	\$40,091	\$43,735	\$47,380	\$51,024
Senior Lecturer*	5%	\$38,364	\$42,201	\$46,037	\$49,873	\$53,710
Assistant Professor - Terminal Degree**^	5%	\$40,383	\$44,422	\$48,460	\$52,498	\$56,537
Associate Professor - Terminal Degree^	10%	\$44,422	\$48,864	\$53,306	\$57,748	\$62,190
Professor - Terminal Degree^	15%	\$51,085	\$56,193	\$61,302	\$66,410	\$71,519
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table XIII

Library Department Instructional Faculty Salary Scale (10-month)

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Librarian (Assistant Professor)*^		\$45,463	\$50,009	\$54,555	\$59,101	\$63,648
Librarian (Associate Professor)^	10%	\$50,009	\$55,010	\$60,011	\$65,011	\$70,012
Librarian (Professor)^	15%	\$57,510	\$63,261	\$69,012	\$74,763	\$80,514
*In-hire rate for individual instructional faculty members in Librarian (Assistant Professor) position may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

Table XIV**Mathematics & Physical Sciences Department Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$39,210	\$43,131	\$47,052	\$50,973	\$54,894
Senior Lecturer*	5%	\$41,274	\$45,401	\$49,528	\$53,656	\$57,783
Assistant Professor - Terminal Degree**^	5%	\$43,446	\$47,790	\$52,135	\$56,480	\$60,824
Associate Professor - Terminal Degree^	10%	\$47,790	\$52,569	\$57,349	\$62,128	\$66,907
Professor - Terminal Degree^	15%	\$54,959	\$60,455	\$65,951	\$71,447	\$76,943

*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.

**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.

^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.

Table XV**School of Nursing & Health Sciences Instructional Faculty Salary Scale (10-month)**

Position Title	% Difference Between Positions	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
Lecturer		\$51,777	\$55,320	\$58,862	\$63,768	\$68,673
Senior Lecturer*	5%	\$54,502	\$59,953	\$65,403	\$70,853	\$76,303
Assistant Professor - Terminal Degree**^	5%	\$57,371	\$63,108	\$68,845	\$74,582	\$80,319
Associate Professor - Terminal Degree^	10%	\$63,108	\$69,419	\$75,730	\$82,040	\$88,351
Professor - Terminal Degree^	15%	\$72,574	\$79,832	\$87,089	\$94,346	\$101,604
*Criteria for achieving status as "Senior Lecturer" will be developed by the Academic Affairs Office.						
**In-hire rate for individual instructional faculty members in Assistant Professor - Terminal Degree positions may be hired between minimum and mid-point of the salary range. In-hire rates that exceed minimum annual salary will require approval from the Academic Affairs Office and Human Resources Department.						
^Instructional faculty members in Assistant Professor - Terminal Degree, Associate Professor - Terminal Degree, and Professor - Terminal Degree positions who do not possess a terminal degree will be assigned to a 5% lower salary range for their respective rank.						

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

DEPT	POSITION	GRADE
AA/1	Provost & Vice President of Academic Affairs	29
AA/2	Associate Vice President of Academic Affairs	27
AA/3	Senior Academic Affairs Coordinator	19
AA/4	Academic Affairs Coordinator	16
ADM/1	Director of Admissions	24
ADM/2	Senior Admissions Counselor	17
ADM/3	Admissions Counselor	16
ADM/4	Admission Specialist	14
ADM/5	Communications & Recruitment Assistant	12
ADM/6	Admissions Assistant	12
ADM/7	Welcome Center Representative	12
ADM/8	Assistant Director of Admissions	21 ¹
A&S/1	Academic Dean, School of Arts & Sciences	27
A&S/2	Academic Services Assistant II	14
ATH/1	Director of Athletics	24
ATH/2	Athletic Fields Maintenance Supervisor & Assistant Baseball Coach	12
BIO/1	Department Head, Biology	24
BKS/1	Bookstore Manager	23
BKS/2	General Merchandising Coordinator	16
BKS/3	Textbook Coordinator	16
BKS/4	Bookstore Clerk	9 ²
BKS/5	Assistant Bookstore Manager	21 ¹
BPS/1	Department Head, Business & Public Service	24
BUS/1	Director of Business Services	24
BUS/2	Accounts Receivable Coordinator	17
BUS/3	Procurement Coordinator	17
BUS/4	Accounts Payable Specialist	14
BUS/5	Accounting Assistant	12

¹ New Position

² May be designated "Senior" and placed at grade 10.

DEPT	POSITION	GRADE
CC/1	Senior Customer Service Representative	14
CC/2	Customer Service Representative	10
CAS/1	Director of Counseling & Accessibility Services	24
CAS/2	Counselor	19
CAS/3	Counseling & Accessibility Services Assistant	12
CAS/4	Senior Counselor	21 ¹
CAS/5	Nurse Practitioner	23
CON/1	Controller	24
CON/2	Accountant	21
CS/1	Central Services Supervisor	17
CS/2	Inventory Control Assistant	10
CS/3	Copy & Mailroom Assistant	10
ED/1	Academic Dean, Education	27
ED/2	Academic Services Assistant II	14
FA/1	Director of Financial Aid	24
FA/2	Financial Aid Counselor	16
FA/3	Financial Aid Assistant	12
FA/4	Senior Financial Aid Counselor	17 ¹
FA/5	Assistant Director of Financial Aid	21 ¹
FAC/1	Director of Facilities	25
FAC/2	Assistant Director of Facilities	21
FAC/3	Building Maintenance Supervisor	19
FAC/4	Grounds Maintenance Supervisor	17
FAC/5	Custodial Supervisor	17
FAC/6	Skilled Trades Worker	15
FAC/7	Mechanic	15
FAC/8	Facilities Coordinator	16
FAC/9	Administrative Assistant	12
FAC/10	Building Maintenance Crewleader	14
FAC/11	Custodial Crewleader	12
FAC/12	Building Maintenance Worker	10 ³
FAC/13	Grounds Maintenance Worker	9 ⁴

¹ New Position

³ May be designated "Senior" and placed at grade 12.

⁴ May be designated "Senior" and placed at grade 10.

DEPT	POSITION	GRADE
FAC/14	Custodian	7 ⁵
FIN/1	Vice President of Finance & Administration	29
FIN/2	Financial Analyst	19
H&PS	Department Head, History & Political Science	24
HR/1	Director of Human Resources	24
HR/2	Human Resources Analyst	19
HR/3	Payroll Coordinator	17
HR/4	Human Resources Generalist	14
HUM/1	Department Head, Humanities	24
HUM/2	Academic Services Assistant I	12
IAV/1	Vice President of Institutional Advancement	27
IAV/2	Development Officer	23
IAV/3	Alumni Affairs and Annual Fund Administrator	19
IAV/4	Community Education Program Administrator	19
IAV/5	Institutional Advancement Coordinator	16
IAV/6	Administrative Assistant	12
IR/1	Assistant Vice President for Institutional Effectiveness/SACSCOC	25
IR/2	Director of Institutional Research	24
IR/3	Institutional Research Manager	23
IR/4	Academic Services Assistant II	14
IT/1	Director of Information Technology	25
IT/2	Systems Administrator	23
IT/3	Network & Telecommunications Administrator	23
IT/4	Instructional Designer	21
IT/5	Applications Development & Support Coordinator	19
IT/6	Information Technology Support Specialist	15 ⁶
LIB/1	Director of Library Services	24
LIB/2	Librarian	**
LIB/3	Technical Services Specialist	14
LIB/4	Library Assistant	12

** Position included in the instructional faculty salary structure.

⁵ May be designated "Senior" and placed at grade 9.

⁶ May be designated “Senior” and placed at grade 16.

DEPT	POSITION	GRADE
M&PS/1	Department Head, Mathematics & Physical Sciences	24
M&PS/2	Science Laboratory Manager	19
M&PS/3	Academic Services Assistant I	12
NHS/1	Academic Dean, School of Nursing & Health Sciences	27
NHS/2	Nursing Laboratory Manager	21
NHS/3	Nursing Clinical Manager	19
NHS/4	Academic Services Assistant II	14
PI/1	Public Information Officer	19
PRES/1	President	UNCL
PRES/2	Internal & Information Technology Auditor	24
PRES/3	Senior Administrative Assistant to the President	17
PS/1	Director of Public Safety	24
PS/2	Police Lieutenant	21
PS/3	Police Sergeant	19
PS/4	Police Officer – Criminal Investigation	15
PS/5	Police Officer	15
PS/6	Administrative Assistant	12
REG/1	Registrar	24
REG/2	Assistant Registrar	21
REG/3	Transfer Evaluator	14
REG/4	Records Assistant	12
RL/1	Director of Residence Life	24
RL/2	Assistant Director of Residence Life	21
RL/3	Residence Life Coordinator	UNCL*
RL/4	Residence Life Assistant	12
SA/1	Vice President of Student Affairs	27
SA/2	Student Affairs Coordinator	16
SACT/1	Director of Student Activities	21
SACT/2	Recreation Coordinator	17
SACT/3	Student Activities Assistant	10
SSC/1	Director of Student Success, Advising and Teaching	24
SSC/2	Academic Success Advisor	17

* Salary will be determined by Gordon State College.

DEPT	POSITION	GRADE
SSC/3	Testing Center Coordinator	16
SSC/4	Student Success Center Assistant	12
SSC/5	Career Specialist	17

Appendix B
Position/Grade Analysis by Grade
Gordon State College Personnel Project

DEPT	POSITION	GRADE
PRES/1	President	UNCL
RL/3	Residence Life Coordinator	UNCL*
LIB/2	Librarian	**
AA/1	Provost & Vice President of Academic Affairs	29
FIN/1	Vice President of Finance & Administration	29
ED/1	Academic Dean, Education	27
A&S/1	Academic Dean, School of Arts & Sciences	27
NHS/1	Academic Dean, School of Nursing & Health Sciences	27
AA/2	Associate Vice President of Academic Affairs	27
IAV/1	Vice President of Institutional Advancement	27
SA/1	Vice President of Student Affairs	27
IR/1	Assistant Vice President for Institutional Effectiveness/SACSCOC	25
FAC/1	Director of Facilities	25
IT/1	Director of Information Technology	25
ATH/1	Director of Athletics	24
BUS/1	Director of Business Services	24
CON/1	Controller	24
BIO/1	Department Head, Biology	24
BPS/1	Department Head, Business & Public Service	24
H&PS	Department Head, History & Political Science	24
HUM/1	Department Head, Humanities	24
M&PS/1	Department Head, Mathematics & Physical Sciences	24
ADM/1	Director of Admissions	24
CDS/1	Director of Counseling & Accessibility Services	24
FA/1	Director of Financial Aid	24
HR/1	Director of Human Resources	24
IR/2	Director of Institutional Research	24
LIB/1	Director of Library Services	24
PS/1	Director of Public Safety	24
SSC/1	Director of Student Success, Advising and Teaching	24

* Salary will be determined by Gordon State College.

** Position included in the instructional faculty salary structure.

DEPT	POSITION	GRADE
PRES/2	Internal & Information Technology Auditor	24
REG/1	Registrar	24
RL/1	Director of Residence Life	24
BKS/1	Bookstore Manager	23
IAV/2	Development Officer	23
IR/3	Institutional Research Manager	23
IT/3	Network & Telecommunications Administrator	23
CAS/5	Nurse Practitioner	23
IT/2	Systems Administrator	23
CON/2	Accountant	21
BKS/5	Assistant Bookstore Manager	21 ¹
ADM/8	Assistant Director of Admissions	21 ¹
FA/5	Assistant Director of Financial Aid	21 ¹
RL/2	Assistant Director of Residence Life	21
FAC/2	Assistant Director of Facilities	21
REG/2	Assistant Registrar	21
SACT/1	Director of Student Activities	21
IT/4	Instructional Designer	21
NHS/2	Nursing Laboratory Manager	21
PS/2	Police Lieutenant	21
CDS/4	Senior Counselor	21 ¹
IAV/3	Alumni Affairs and Annual Fund Administrator	19
IT/5	Applications Development & Support Coordinator	19
FAC/3	Building Maintenance Supervisor	19
IAV/4	Community Education Program Administrator	19
CDS/2	Counselor	19
FIN/2	Financial Analyst	19
HR/2	Human Resources Analyst	19
NHS/3	Nursing Clinical Manager	19
PS/3	Police Sergeant	19
PI/1	Public Information Officer	19
M&PS/2	Science Laboratory Manager	19
AA/3	Senior Academic Affairs Coordinator	19
SSC/2	Academic Success Advisor	17
BUS/2	Accounts Receivable Coordinator	17
SSC/5	Career Specialist	17
CS/1	Central Services Supervisor	17

¹ New Position

DEPT	POSITION	GRADE
FAC/5	Custodial Supervisor	17
FAC/4	Grounds Maintenance Supervisor	17
HR/3	Payroll Coordinator	17
BUS/3	Procurement Coordinator	17
SACT/2	Recreation Coordinator	17
PRES/3	Senior Administrative Assistant to the President	17
ADM/2	Senior Admissions Counselor	17
FA/4	Senior Financial Aid Counselor	17 ¹
AA/4	Academic Affairs Coordinator	16
ADM/3	Admissions Counselor	16
FAC/8	Facilities Coordinator	16
FA/2	Financial Aid Counselor	16
BKS/2	General Merchandising Coordinator	16
IAV/5	Institutional Advancement Coordinator	16
SA/2	Student Affairs Coordinator	16
SSC/3	Testing Center Coordinator	16
BKS/3	Textbook Coordinator	16
IT/6	Information Technology Support Specialist	15 ⁶
FAC/7	Mechanic	15
PS/5	Police Officer	15
PS/4	Police Officer – Criminal Investigation	15
FAC/6	Skilled Trades Worker	15
A&S/2	Academic Services Assistant II	14
ED/2	Academic Services Assistant II	14
IR/4	Academic Services Assistant II	14
NHS/4	Academic Services Assistant II	14
BUS/4	Accounts Payable Specialist	14
ADM/4	Admission Specialist	14
FAC/10	Building Maintenance Crewleader	14
HR/4	Human Resources Generalist	14
CC/1	Senior Customer Service Representative	14
LIB/3	Technical Services Specialist	14
REG/3	Transfer Evaluator	14
HUM/2	Academic Services Assistant I	12
M&PS/3	Academic Services Assistant I	12
BUS/5	Accounting Assistant	12

¹ New Position

⁶ May be designated "Senior" and placed at grade 16.

DEPT	POSITION	GRADE
FAC/9	Administrative Assistant	12
IAV/6	Administrative Assistant	12
PS/6	Administrative Assistant	12
ADM/6	Admissions Assistant	12
ATH/2	Athletic Fields Maintenance Supervisor & Assistant Baseball Coach	12
ADM/5	Communications & Recruitment Assistant	12
CDS/3	Counseling & Accessibility Services Assistant	12
FAC/11	Custodial Crewleader	12
FA/3	Financial Aid Assistant	12
LIB/4	Library Assistant	12
REG/4	Records Assistant	12
RL/4	Residence Life Assistant	12
SSC/4	Student Success Center Assistant	12
ADM/7	Welcome Center Representative	12
FAC/12	Building Maintenance Worker	10 ³
CS/3	Copy & Mailroom Assistant	10
CC/2	Customer Service Representative	10
CS/2	Inventory Control Assistant	10
SACT/3	Student Activities Assistant	10
BKS/4	Bookstore Clerk	9 ²
FAC/13	Grounds Maintenance Worker	9 ⁴
FAC/14	Custodian	7 ⁵

² May be designated "Senior" and placed at grade 10.

³ May be designated "Senior" and placed at grade 12.

⁴ May be designated "Senior" and placed at grade 10.

⁵ May be designated "Senior" and placed at grade 9.

Appendix C

Gordon State College Salary Survey Summary

Administrative Faculty & Staff

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Average Annual Mean	Comp-Ratio	Average Annual Median	Comp-Ratio	Maximum Annual Rate Mean	Maximum Annual Rate Median
Academic Dean, School of Arts & Sciences	\$78,333	\$80,000	\$100,986	86.65%	\$124,004	70.56%	\$103,987	\$129,300
Academic Dean, School of Education	\$75,000	\$75,000	\$102,658	85.23%	\$100,725	86.87%	\$104,158	\$100,725
Academic Dean, School of Nursing & Health Sciences	\$87,977	\$87,773	\$118,597	78.00%	\$109,707	84.32%	\$117,180	\$114,413
Academic Success Advisor	\$33,634	\$32,280	\$38,606	101.35%	\$38,887	100.62%	\$44,433	\$45,000
Admissions Counselor	\$28,480	\$28,104	\$29,954	112.62%	\$29,508	114.29%	\$35,025	\$35,050
Alumni Affairs and Annual Fund Administrator	\$42,435	\$40,860	\$52,393	74.44%	\$54,900	71.04%	\$56,449	\$54,900
Bookstore Manager	\$50,669	\$47,304	\$52,925	85.82%	\$50,000	90.84%	\$61,967	\$61,732
Controller	\$79,564	\$79,966	\$84,933	76.53%	\$85,000	76.47%	\$104,603	\$85,000
Department Head, Biology	\$60,000	\$60,000	\$72,214	92.75%	\$72,440	92.46%	\$72,697	\$73,330
Department Head, Business and Public Service	N/A	N/A	\$71,718	92.03%	\$73,035	90.37%	\$71,718	\$73,035
Department Head, Fine and Performing Arts	N/A	N/A	\$64,634	N/A	\$58,941	N/A	\$71,300	\$75,000
Department Head, History and Political Science	N/A	N/A	\$69,904	92.98%	\$66,000	98.48%	\$71,860	\$70,500
Department Head, Humanities	N/A	N/A	\$67,906	112.91%	\$65,500	117.05%	\$72,916	\$75,500
Department Head, Mathematics and Physical Sciences	N/A	N/A	\$67,808	98.78%	\$59,251	113.04%	\$71,808	\$75,000
Director of Human Resources	\$76,375	\$79,784	\$83,700	65.71%	\$90,000	61.11%	\$101,621	\$96,922
Director of Public Safety	\$71,221	\$72,000	\$73,995	83.79%	\$74,500	83.22%	\$88,270	\$85,342
Executive Assistant to the President	\$45,403	\$45,365	\$51,977	56.27%	\$49,205	59.43%	\$57,756	\$49,442
Financial Aid Counselor	\$29,591	\$29,794	\$31,993	1.04	\$31,420	106.18%	\$37,853	\$36,893
General Merchandise Coordinator	N/A	N/A	\$31,701	96.49%	\$28,104	108.84%	\$33,269	\$32,808
Information Technology Director	\$84,493	\$82,151	\$97,625	77.82%	\$85,670	88.67%	\$107,682	\$106,480
Library Assistant	\$24,445	\$23,704	\$27,350	104.49%	\$25,434	112.37%	\$32,390	\$31,674

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Average Annual Mean	Comp-Ratio	Average Annual Median	Comp-Ratio	Maximum Annual Rate Mean	Maximum Annual Rate Median
Police Officer	\$28,764	\$29,140	\$31,511	100.62%	\$31,312	101.26%	\$37,988	\$36,420
Provost & Vice President of Academic Affairs	\$115,945	\$105,274	\$144,003	93.75%	\$147,450	91.56%	\$151,193	\$150,000
Residence Life Director	\$55,884	\$53,085	\$57,089	116.97%	\$57,250	116.64%	\$67,043	\$60,979
Skilled Trades Technician	\$28,129	\$27,574	\$32,599	121.36%	\$31,000	127.62%	\$39,277	\$36,000
Textbook Coordinator	\$29,176	\$29,176	\$32,112	109.01%	\$35,000	100.02%	\$35,696	\$38,280
Vice President of Finance & Administration	\$123,675	\$127,408	\$136,055	95.55%	\$140,000	92.86%	\$155,708	\$146,185
Vice President of Institutional Advancement	N/A	N/A	\$115,035	85.26%	\$100,000	98.08%	\$124,607	\$112,500
Vice President of Student Affairs	\$87,936	\$85,000	\$103,970	97.31%	\$100,420	100.74%	\$107,303	\$98,000

Appendix D	
2012-13 CUPA-HR Salary Survey Summary*	
Gordon State College	
CVIOG Position Title	Unweighted Median Salary for Baccalaureate Colleges**
Academic Success Advisor	\$40,024
Academic Dean, Arts & Sciences	\$112,598
Academic Dean, Nursing & Health Sciences	\$112,184
Academic Dean. Education	\$91,800
Accountant	\$41,684
Admissions Counselor	\$33,800
Facilities Director	\$91,924
Financial Analyst	\$48,887
Information Technology Director	\$107,200
Controller	\$90,562
Counselor	\$46,972
Director of Counseling & Disability Services	\$59,830
Director of Admissions	\$82,925
Director of Financial Aid	\$69,763
Director of Public Safety	\$78,116
Executive Assistant to the President	\$58,916
Financial Aid Counselor	\$35,975
Internal & Information Technology Auditor	\$95,930
Science Laboratory Manager	\$45,405
Network & Telecommunications Administrator	\$59,519
Registrar	\$68,791
Systems Administrator	\$56,473
Information Technology Support Specialist	\$44,201
Provost & Vice President for Academic Affairs	\$153,750
Vice President for Finance & Administration	\$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) Administrators in Higher Education Salary Survey and 2012-13 College and University Professional Association for Human Resources (CUPA-HR Professionals in Higher Education Salary Survey

**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.

Appendix E

Bureau of Labor Statistics Salary Survey Summary*

Gordon State College

BLS Occupation Title	Employment	Median Hourly Wage	Mean Hourly Wage	Annual Mean Wage
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
Preschool Teachers, Except Special Education	11,040	\$13.34	\$15.49	\$32,230
Licensed Practical & Licensed Vocational Nurses	23,650	\$17.54	\$17.81	\$37,040
Nurse Practitioners	3,130	\$40.71	\$40.83	\$84,930
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	46,950	\$9.83	\$10.83	\$22,530
First-Line Supervisors of Housekeeping and Janitorial Workers	5,050	\$15.74	\$16.30	\$33,900
Landscaping and Groundskeeping Workers	21,340	\$11.27	\$12.00	\$24,950
Customer Service Representatives	92,760	\$15.11	\$16.18	\$33,650
Network and Computer Systems Administrators	10,990	\$35.45	\$37.26	\$77,500
Computer User Support Specialists	18,600	\$21.50	\$22.74	\$47,300
Executive Secretaries and Executive Administrative Assistants	24,040	\$21.80	\$22.79	\$47,400
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	50,080	\$15.23	\$15.79	\$32,830
Accountants and Auditors	35,300	\$31.02	\$34.78	\$72,340
Payroll and Timekeeping Clerks	4,380	\$17.54	\$18.04	\$37,510
Librarians	3,850	\$28.35	\$28.02	\$58,270
Registered Nurses	64,180	\$29.42	\$29.22	\$60,770
Social Workers	1,660	\$22.93	\$24.70	\$51,380

*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.

Appendix F

Gordon State College Salary Survey Summary

Instructional Faculty

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Average Annual Mean	Comp-Ratio	Average Annual Median	Comp-Ratio	Maximum Annual Rate Mean	Maximum Annual Rate Median
Assistant Professor, Biology	\$43,748	\$42,500	\$50,811	84.74%	\$50,000	86.11%	\$54,148	\$55,000
Assistant Professor, Business Administration/Management	\$59,472	\$49,410	\$67,747	N/A	\$70,000	N/A	\$72,792	\$70,000
Assistant Professor, Chemistry	\$42,527	\$41,818	\$50,118	N/A	\$51,000	N/A	\$53,644	\$53,500
Assistant Professor, Early Childhood Education	\$43,056	\$44,500	\$48,058	N/A	\$48,048	N/A	\$52,389	\$51,127
Assistant Professor, English	\$40,239	\$40,582	\$44,539	96.73%	\$45,303	95.10%	\$48,933	\$46,084
Assistant Professor, History	\$41,380	\$41,111	\$46,241	93.15%	\$46,240	93.15%	\$49,790	\$48,120
Assistant Professor, Mathematics	\$42,921	\$42,000	\$50,107	86.04%	\$48,960	88.06%	\$54,677	\$51,581
Assistant Professor, Middle Grades Education	\$43,276	\$41,317	\$49,237	95.46%	\$49,875	94.24%	\$52,655	\$50,632
Assistant Professor, Nursing (Doctor of Nurse Practice Degree)	\$51,057	\$51,500	\$67,010	N/A	\$65,375	N/A	\$66,967	\$66,580
Assistant Professor, Nursing (Master of Science Degree)	\$47,445	\$48,425	\$55,681	97.60%	\$54,500	99.71%	\$62,154	\$58,758
Assistant Professor, Political Science	\$42,452	\$42,366	\$46,900	91.68%	\$47,333	90.85%	\$49,798	\$48,449
Assistant Professor, Psychology	\$43,489	\$42,913	\$48,108	89.38%	\$48,411	88.82%	\$50,959	\$52,000
Librarian	\$42,652	\$39,988	\$52,716	79.40%	\$51,200	81.76%	\$60,038	\$54,513

Appendix G

Instructional Faculty Salary Survey Summary – CUPA HR*

Gordon State College

Instructional Faculty Rank	Professor**	Associate Professor**	Assistant Professor**	New Assistant Professor**
Biological & Biomedical Sciences	\$78,958	\$63,347	\$54,716	\$54,118
Business, Management, Marketing, & Related Support Services	\$90,115	\$78,447	\$69,562	\$71,947
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
Liberal Arts & Sciences, General Studies & Humanities	\$86,641	\$67,262	\$54,362	N/A
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

**FY 2013-14 State of Georgia 180 Day Teacher Salary Schedule
Gordon State College**

T-7* State Salary	Years of Experience	Salary Step
\$48,213	0-2	E
\$49,659	3	1
\$51,149	4	2
\$52,683	5	3
\$54,790	6	4
\$56,434	7	5
\$58,974	8	6
\$60,743	9	7
\$60,743	10	7
\$62,565	11	L1
\$62,565	12	L1
\$64,442	13	L2
\$64,442	14	L2
\$66,375	15	L3
\$66,375	16	L3
\$68,366	17	L4
\$68,366	18	L4
\$70,417	19	L5
\$70,417	20	L5
\$72,530	21	L6
\$72,530	22	L7
\$72,530	23+	
*Teacher possesses an earned doctorate (Ph.D. or Ed.D).		