**Council for Christian Colleges & Universities**

**2018-19 Confidential Compensation Survey**

Definitions and Instructions

In order to provide consistency among all schools, please complete the enclosed survey form using the following instructions and definitions:

1. Include only those individuals who are at least half-time in a given position or category. For those individuals less than full-time, the salary should be adjusted to what the salary would be for a full-time position.

2. If the differences between the summary description and the duties actually performed at the responding institution are substantial, or simply do not apply, no data should be reported for that category.

3. If a given individual holds two positions or titles, list that individual only once, in the most appropriate category.

4. If more than one individual hold a given title, use the salary of the highest paid individual in that category.

The information will be kept fully confidential and the results will be released only to the president of each participating college. Please email this completed form to Nita Stemmler at **nstemmler@cccu.org**by **Wednesday, October 31, 2018.** Thank you for your cooperation.

**BASE CASH SALARY**

The BASE CASH SALARY represents the gross contractual dollar value only for the position listed. It does not include payments for other positions held by the same individual, such as an extra stipend for coaching or overload pay for extra teaching. BASE CASH SALARY should be reported in whole US dollar amounts.

**12 MONTH BASIS**

The salaries for administrative positions should be listed as if the position were full-time for 12 months. If an individual's contract is less than full-time or for less than 12 months, determine what the salary would be for a full-time position and use that figure. If an individual is less than half-time in a position, do not include that position in this survey.

**ACADEMIC YEAR BASIS**

The salaries for faculty positions should be listed for the academic year (9 or 10 months). If faculty are under contract and required to work a longer period of time, the salaries listed should be prorated to nine months.

**FRINGE BENEFITS**

FRINGE BENEFITS represent those elements of compensation to employees in the form of insurance premiums, retirement provisions, housing and tuition allowances. Fringe benefits are generally not paid directly to the employee. Fringe benefits should include all benefits paid on behalf of personnel, regardless of whether or not the benefits or equivalent cash options are available to all. Fringe benefits should also include all required payments on behalf of employees, such as Social Security or Unemployment Insurance. Fringe benefits should be reported as a percentage of salary, and not in dollars. The percentage figure should be rounded off to one decimal place. If individual differences cannot be determined, an institutional average should be used. If housing is provided only to a limited number of persons, limit the allocation of housing allowance to those people or positions. [For example, if the president is provided with a house on campus, the fair market value of that housing should be included in the determination of the fringe benefit package for the president.]

**PRESIDENT**

The PRESIDENT of the institution is the chief executive or chief operating officer of the institution.

**EXECUTIVE VICE PRESIDENT**

The EXECUTIVE VICE PRESIDENT is an individual with vice presidential rank who has responsibilities beyond one area of the institution and is designated as the first or senior vice president. Individuals in this category may have titles such as EXECUTIVE VICE PRESIDENT or SENIOR VICE PRESIDENT.

**PRESIDENT EMERITUS**

The PRESIDENT EMERITUS is an individual who is actively working for the institution, receiving a salary and compensation. A pension would not be considered a salary or compensation.

**PROVOST**

The PROVOST is the senior administrative official responsible for the academic program of the institution in combination with at least one other area such as student affairs or admissions. This individual reports to the chief executive officer of the institution.

**CHIEF ACADEMIC OFFICER**

The CHIEF ACADEMIC OFFICER is the individual who is the ranking academic officer on campus, and is responsible for the academic programs of the institution. Individuals in this category have titles such as VICE PRESIDENT FOR ACADEMIC AFFAIRS or DEAN OF THE COLLEGE.

**ASSOC/ASST ACADEMIC DEAN**

The ASSOCIATE or ASSISTANT ACADEMIC DEANis an individual who assists the Chief Academic Officer. Individuals in this category may have specific or general responsibilities in the academic area.

**DEAN, Arts and Science; Education; Business; Nursing/Healthcare; Theology/Christian Studies; Adult learning; graduate studies**

The Deans in the above areas are individuals responsible for these specific divisions. Individuals in these categories will have these specific position titles. These individuals usually report to the Provost or Chief Academic Officer.

**COUNSEL (STAFF ATTORNEY)**

The COUNSEL is a staff attorney of the institution. They are not contractors, sub-contractors or on a retainer. They will be paid by the institution to perform legal duties directly for the institution as a full staff member.

**DIRECTOR OF LIBRARY SERVICES**

The DIRECTOR OF LIBRARY SERVICES is the individual who is the ranking librarian on campus and is responsible for learning resources and library services. Individuals in this category may have titles such as DIRECTOR OF LIBRARY SERVICES or DIRECTOR OF LEARNING RESOURCES. This individual usually reports to the chief academic officer.

**REGISTRAR**

The REGISTRAR is the individual on campus who is responsible for student academic records. Individuals in this category may have titles such as REGISTRAR or DEAN OF RECORDS. This individual may report to the chief academic officer or the chief student personnel officer, depending upon campus organization.

**CHIEF ENROLLMENT MANAGEMENT OFFICER**

The CHIEF ENROLLMENT MANAGEMENT OFFICER is the individual who is responsible for the development of marketing plans for the recruitment and retention of students. This individual typically coordinates institutional efforts in admissions, financial aid, records and registration, and advising. This individual usually reports to the chief executive officer of the institution. Individuals in this category have titles such as VICE PRESIDENT FOR ENROLLMENT MANAGEMENT or DIRECTOR OF ENROLLMENT MANAGEMENT.

**CHIEF ADMISSIONS OFFICER**

The CHIEF ADMISSIONS OFFICER is the individual who is the ranking admissions officer on campus, and is responsible for admissions process and programs of the institution. Individuals in this category may have titles such as VICE PRESIDENT FOR ADMISSIONS, DEAN OF ADMISSIONS, or DIRECTOR OF ADMISSIONS.

**DIRECTOR OF FINANCIAL AID**

The DIRECTOR OF FINANCIAL AID is the individual on campus who is responsible for supervision of the student financial aid programs. Individuals in this category may have titles such as DIRECTOR OF FINANCIAL AID or FINANCIAL AID OFFICER. This individual may report to the chief business officer, the chief admissions, enrollment management or student personnel officer, depending upon campus organization.

**CHIEF BUSINESS OFFICER**

The CHIEF BUSINESS OFFICER is the individual who is the ranking business officer on campus, and is responsible for the business and finance areas of the institution. Individuals in this category may have titles such as VICE PRESIDENT OF BUSINESS AFFAIRS, VICE PRESIDENT FOR FINANCE, or BUSINESS MANAGER.

**CONTROLLER**

The CONTROLLER is the individual who is the ranking budget officer on campus and is responsible for auditing and supervision of expenditures and accounts. Individuals in this category may have titles such as CONTROLLER or COMPTROLLER. This individual usually reports to the chief business officer.

**DIRECTOR OF PHYSICAL PLANT**

The DIRECTOR OF PHYSICAL PLANT is the individual who is the ranking physical plant officer on campus and is responsible for the maintenance and operations of the physical plant, including buildings, grounds and equipment. Individuals in this category may have titles such as DIRECTOR OF PHYSICAL PLANT or SUPERVISOR OF BUILDINGS AND GROUNDS. This individual usually reports to the chief business officer.

**DIRECTOR OF PUBLIC SAFETY**

The DIRECTOR OF PUBLIC SAFETY is the individual who is responsible for the public safety and security functions of the institution. Individuals in this category may have titles such as DIRECTOR OF SECURITY or CHIEF SECURITY OFFICER. Include only if this person is an employee of the institution.

**DIRECTOR OF THE BOOKSTORE**

The DIRECTOR OF THE BOOKSTORE is the individual who is responsible for bookstore operations on campus. Include only if this individual is an employee of the institution.

**CHIEF STUDENT PERSONNEL OFFICER**

The CHIEF STUDENT PERSONNEL OFFICER is the individual who is the ranking student development officer on campus and is responsible for the student development or student life programs of the institution. Individuals in this category may have titles such as VICE PRESIDENT FOR STUDENT AFFAIRS, VICE PRESIDENT FOR STUDENT DEVELOPMENT, DEAN OF STUDENTS, or DIRECTOR OF STUDENT LIFE.

**ASSOC/ASST DEAN OF STUDENT SERVICES**

The ASSOCIATE or ASSISTANT DEAN OF STUDENT SERVICES is an individual who assists the Chief Student Personnel Officer. Individuals in this category may have specific or general responsibilities in the student services area.

**CAMPUS PASTOR/CHAPLAIN**

The CAMPUS PASTOR is the individual who is the ranking religious officer on campus and is responsible for religious programming such as chapel or church services, and campus ministries programs. Individuals in this category may have titles such as CAMPUS PASTOR, CHAPLAIN, DIRECTOR OF SPIRITUAL AFFAIRS, or DIRECTOR OF CAMPUS MINISTRIES.

**DIRECTOR OF HOUSING**

The DIRECTOR OF HOUSINGis the individual who is responsible for resident life on campus. Functions typically include housing assignments and supervision of resident directors and assistants. This individual usually reports through the student life area.

**CHIEF DEVELOPMENT OFFICER**

The CHIEF DEVELOPMENT OFFICER is the individual who is the ranking institutional development or advancement officer on campus, and is responsible for funding raising programs. Individuals in this category may have titles such as VICE PRESIDENT FOR COLLEGE DEVELOPMENT, VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT, or DIRECTOR OF DEVELOPMENT.

**DIRECTOR OF DEVELOPMENT** (include only if this position is distinct from that of the position of the Chief Development Officer)

The DIRECTOR OF DEVELOPMENT is the individual who is the "second officer" within the fund raising program of the College and who is responsible, in conjunction with the chief development officer, for major gift solicitation and supervision of other office activities. This individual reports to the chief development officer.

**DIRECTOR OF ANNUAL FUND**

The DIRECTOR OF ANNUAL FUND is the individual on campus who is responsible for directing the annual fund raising activities of the institution. Individuals in this category may have titles such as DIRECTOR OF ANNUAL FUND or DIRECTOR OF FUND RAISING. This individual usually reports to the chief development officer.

**ALUMNI DIRECTOR**

The ALUMNI DIRECTOR is the individual who is responsible for alumni affairs. Individuals in this category may have the title of DIRECTOR OF ALUMNI AFFAIRS or ALUMNI DIRECTOR. This individual may report to the chief executive officer or the chief development officer depending upon campus organization.

**DIRECTOR OF PLANNED GIVING**

The DIRECTOR OF PLANNED GIVING is the individual on the campus who is responsible for seeking and securing gifts of future interest to the College, including bequests, tangible personal property, real estate, and charitable remainder trusts. Individuals in this category may have titles such as DIRECTOR OF ESTATE PLANNING or DIRECTOR OF MAJOR AND PLANNED GIFTS. This individual usually reports to the chief development officer.

**DIRECTOR OF FOUNDATION AND CORPORATE RELATIONS**

The DIRECTOR OF FOUNDATION AND CORPORATE RELATIONS is the individual on campus who is responsible for identifying and preparing proposals to possible foundation and corporate funders and all accompanying reporting and record keeping. Individuals in this category may have titles such as PROPOSAL WRITER or DIRECTOR OF EXTERNAL GRANTS PROGRAMS. This individual may report to the chief development officer or the chief academic officer depending upon campus organization.

**CHIEF PUBLIC RELATIONS OFFICER**

The CHIEF PUBLIC RELATIONS OFFICER is the senior administrative official for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations, and information office services. Individuals in this category may have titles such as VICE PRESIDENT FOR PUBLIC RELATIONS or DIRECTOR OF PUBLIC RELATIONS. This individual may report to the chief executive officer or some other executive officer depending upon campus organization.

**CHIEF PERSONNEL/HUMAN RESOURCES OFFICER**

The CHIEF PERSONNEL or HUMAN RESOURCES OFFICER is the senior administrative official responsible for administering institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration, and where applicable, labor relations. Individuals in this category may have the title DIRECTOR OF PERSONNEL, DIRECTOR OF HUMAN RESOURCES, or VICE PRESIDENT FOR HUMAN RESOURCES. This individual may report to the chief executive office of the institution, the executive vice president or the chief business officer, depending upon campus organization.

**CHIEF INSTITUTIONAL RESEARCH/PLANNING OFFICER**

The CHIEF INSTITUTIONAL RESEARCH or PLANNING OFFICER is the individual responsible for the planning efforts of the institution and the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making and budgeting. Individuals in this category may have the title DIRECTOR OF PLANNING, DIRECTOR OF INSTITUTIONAL RESEARCH, DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING, and VICE PRESIDENT FOR INSTITUTIONAL RESEARCH AND PLANNING. This individual may report to the chief executive officer of the institution, the executive vice president or the chief business officer, depending upon campus organization.

**DIRECTOR OF ATHLETICS**

The DIRECTOR OF ATHLETICS is the individual on campus who is responsible for supervision of the intercollegiate athletic program of the institution. Individuals in this category may have titles such as DIRECTOR OF ATHLETICS or ATHLETIC DIRECTOR. This individual may report to the chief academic officer or the chief student personnel officer, depending upon campus organization.

**CHIEF COMPUTING/INFORMATION SERVICES OFFICER**

The CHIEF COMPUTING or INFORMATION SERVICES OFFICER is the individual on campus who is responsible for supervision of data processing, computer operations or information services. Individuals in this category may have titles such as DIRECTOR OF INFORMATION SERVICES, DIRECTOR OF DATA PROCESSING or DIRECTOR OF COMPUTER SERVICES. This individual may report to the chief business officer or the chief academic officer, depending upon campus organization.

**FACULTY**

FACULTY is a job classification of individuals whose primary function is instruction. For this report, FACULTY must be under a full-time contract or employed full-time by the institution. In this report do not include part-time employees who teach, even those with FACULTY RANK or STATUS. Also do not include administrators such as librarians and deans, whose primarily function is management, even if they teach as part of their load. Department chairs should be included if you classify them as faculty. Department chairs should be excluded if you classify them as administrators. Do not include coaches.

**PROFESSOR**

A PROFESSOR is an individual designated as faculty with the rank of PROFESSOR or FULL PROFESSOR and who is under a full-time contract or employed full-time by the institution.

**ASSOCIATE PROFESSOR**

An ASSOCIATE PROFESSOR is an individual designated as faculty with the rank of ASSOCIATE PROFESSOR and who is under a full-time contract or employed full-time by the institution.

**ASSISTANT PROFESSOR**

An ASSISTANT PROFESSOR is an individual designated as faculty with the rank of ASSISTANT PROFESSOR and who is under a full-time contract or employed full-time by the institution.

**INSTRUCTOR/LECTURER**

An INSTRUCTOR/LECTURER is an individual designated as faculty with the rank of INSTRUCTOR or LECTURER and who is under a full-time contract or employed full-time by the institution.

**UNDESIGNATED**

UNDESIGNATED faculty are individuals who are designated as FACULTY but who are not ranked.

**ALL FACULTY**

ALL FACULTY should include all full-time employees designated as FACULTY. Number should be the sum of the number of faculty listed above. The salary amounts should indicate only one salary not a sum of salaries.

**HIGHEST SALARY**

The HIGHEST SALARY represents the highest salary earned by any individual with the given rank or category. This salary should represent a base contractual salary figure for the individual as a faculty member. It should not include payments for extra assignments or overloads.

**MEDIAN**

The MEDIAN salary is the point in the salary distribution for the given rank or category for which half of the salaries in the distribution are at or above and half of the salaries are at or below. If the salaries within a rank or category are listed in ascending order, the MEDIAN is the midpoint of the list.

**LOWEST SALARY**

The LOWEST SALARY represents the lowest salary earned by any individual with the given rank or category. This salary should represent a base contractual salary figure for the individual as a faculty member. It should not include payments for extra assignments or overloads.

**MEAN**

The MEAN salary is the arithmetic average of all salaries of individuals in a given rank or category. It is the sum of all salaries within the category divided by the number of salaries.

**NOTE:** The MEAN and MEDIAN are both MEASURES OF CENTRAL TENDENCY. They both represent "in some sense" the AVERAGE salary. The MEAN is probably the most familiar average. However, the MEAN can be distorted by one or two extreme values. Thus, in dealing with salary distributions, many people prefer to work with the MEDIAN, and so we have asked for both. We will use the MEDIAN to construct the rankings. Record Mean Percentage for Faculty Fringe Benefits.