

Salary Career Bands & Definitions

The definitions below are used to determine the appropriate Career Band for a position. This is the critical first step in slotting a job and must be completed before moving to the next step. While reading the definitions below, consider the primary purpose (i.e., majority of the time/effort) of the position, its reason for being. All positions are the combinations of many responsibilities; the ability to identify the *primary purpose* is critical to the appropriate placement of the job. It is important to emphasize that this process is designed to gather information *about the job; not performance in the job or the actual qualifications possessed by staff currently in the job or the title*. Please note: *This is not a traditional hierarchy – bands will overlap significantly and market data will determine the ultimate salary ranges for each band.*

1	2	3	4
<p>Primary contribution is providing administrative or service support. (i.e., administrative processes, customer service, mechanical or routine technical duties or servicing the physical plant)</p> <p>-May direct and train personnel in technical complexities of assigned work. May serve as a lead worker, with responsibility for planning, organizing and assigning work to others.</p> <p>-May be responsible for supervising other support staff or delivering results independently without support from subordinates.</p>	<p>Primary contribution is in applying knowledge (professional, technical, specialized), rather than managing people or performing tasks; leadership responsibilities (if any) are less critical than applying the knowledge.</p> <p>-Work may involve the management of a process or project which may involve leading, planning, assigning, monitoring, and reviewing progress and accuracy of work of one or more teams.</p> <p>-Requires formal specialized training, certification, license or college degree.</p>	<p>Primary contribution is managing other people who serve primarily in management and/or specialist roles.</p> <p>-Managing a department via multiple levels or managers OR supervising specialists; or managing, coordinating, providing leadership to, and reviewing a team of specialist and/or support staff.</p> <p>-Having full authority or contributing to the development of a department's performance goals for the employees supervised.</p> <p>-Providing the primary input for employees supervised on hiring, reward, and performance decisions.</p> <p>-Working with members of the Senior Management Team to support or implement the University's strategies through effective people management skills.</p>	<p>Primary contribution is setting the strategic direction of the University.</p> <p>-Leading and being responsible for results delivered within a division and/or major department.</p> <p>-Managing multiple layers of Directors and Managers.</p> <p>-Leading or participating directly in the development of the University of the South's long term vision.</p> <p>-Serving as a senior advisor to the Vice-Chancellor's Staff.</p>

Career Band	A	B	C	D
1	MIN - \$23,600 MID - \$32,450 MAX - \$41,300	MIN - \$27,500 MID - \$37,813 MAX - \$48,125	MIN - \$31,500 MID - \$43,313 MAX - \$55,125	MIN - \$40,000 MID - \$55,000 MAX - \$70,000
	<ul style="list-style-type: none"> • Entry level role requiring basic skills • Work follows established routines, clearly prescribed rules, past practices, or instructions • May assist in directing and training new staff in work procedures • Typically Interns 	<ul style="list-style-type: none"> • Some specialty skills required appropriate to work • May assist in directing and training junior level personnel in technical complexities of assigned work • Readily learns and applies new information/concepts in area of practice • 1+ years of related experience 	<ul style="list-style-type: none"> • Is sought out and/or assigned to provide general guidance/direction, training, and technical assistance to junior level support personnel • May serve as lead worker, with responsibility for planning, organizing, and assigning work to others. • Effectively applies skills in accomplishing tasks • 3+ years of related experience 	<ul style="list-style-type: none"> • Responsibilities include senior level administration duties (responsibility for programs or major office functions), operational responsibility for a department or support of senior administrator • May supervise other employees and have responsibility for time approval and scheduling • Ensures that staff perform work as prescribed by policies and procedures. • Assigns work to staff to achieve productivity, service, and quality standards within the parameters of the operating plan and budget • Trains employees • Determines the means, methods, and materials for performing work • Recommends promotions/discharges, but does not have final authority on these decisions. Has access to and responsibility for confidential information • 5+ years of related experience

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Career Band	A	B	C	D	E
2	MIN - \$32,000 MID - \$44,000 MAX - \$56,000	MIN - \$35,000 MID - \$48,125 MAX - \$61,250	MIN - \$42,000 MID - \$57,750 MAX - \$73,500	MIN - \$52,000 MID - \$71,500 MAX - \$91,000	MIN - \$64,000 MID - \$88,000 MAX - \$112,000
	<ul style="list-style-type: none"> • Entry level professional contributor • Work typically focuses on less complex assignments. May provide support for larger projects that have department and area impact • Work with established procedures and/or protocols. Identifies and resolves clearly defined problems • May provide general guidance and direction or training to other staff members • Good grasp of professional principles and skills • 1+ years of related experience 	<ul style="list-style-type: none"> • Intermediate level professional contributor • Works independently on moderately complex assignments that have a direct impact on the department/division • Performs full range of standard professional level work that typically requires processing and interpreting moderately complex, less clearly-defined issues • Provides general guidance, direction and training to junior, professional personnel on complex technical topics • Possesses and applies knowledge of principles, and procedures of particular field of specialization • 3+ years of related experience 	<ul style="list-style-type: none"> • Fully productive professional contributor • Works independently on complex assignments that have a direct impact on the department/division • May be responsible for entire projects • Performs full range of advanced professional level work that typically requires processing and interpreting complex, less clearly-defined issues • Provides guidance and training. Contributes to other employees' professional development • Possesses and applies comprehensive knowledge of particular field of specialization to the completion of complex assignments • 2+ years of specific experience • 3+ years of related experience 	<ul style="list-style-type: none"> • Seasoned professional contributor with responsibility for an advanced area of work in a professional field • May analyze and evaluate subject matter • Works independently on complex assignments that have a direct impact on the department/division and University • Identifies key barriers/core problems and applied problem solving skills in order to deal creatively with complex situations • May oversee the completion of projects or assignments • Provides guidance and training. Contributes to other employees' professional development • Possesses and applies advanced comprehensive knowledge of particular field of specialization to the completion of complex assignments • 5+ years of specific experience • 3+ years of related experience 	<ul style="list-style-type: none"> • Recognized subject matter expert. Concerned with problems that have a direct and important effect on the University-wide programs and results • Routinely called upon to apply/demonstrate mastery of existing and emerging technologies, practices, and processes • May direct major cross-functional projects or programs with significant impact across the University • Performs leading-edge work in a professional field • Displays the highest level of critical thinking and analysis • Work requires prompt decisions when faced with complex and often contradictory alternatives • Engages others in developing innovative solutions to important, highly complex strategic and operating problems • Leads effort to develop overall strategy for aligning objectives, activities and outcomes across projects • 7+ years of specific experience • 3+ years of related experience

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Career Band	A			B			C		
	MIN - \$50,000	MID - \$68,750	MAX - \$87,500	MIN - \$58,000	MID - \$79,750	MAX - \$101,500	MIN - \$66,000	MID - \$90,750	MAX - \$115,500
3	<ul style="list-style-type: none"> Manages individual or small groups or teams of employees Responsible for assignments of duties, training, contributes on performance evaluations and personnel decisions Activities have a daily operational focus May manage elements/portions of a budget Addresses routine issues according to established protocols, documenting and reporting actions to more senior managers. Problems often relate to individual events or occurrences Provides day-to-day work directions. May perform similar work to professionals while managing work assignments, staffing, and training for all team members Good grasp of professional principles and skills. Knows and effectively uses fundamental concepts, practices, and procedures of particular area of specialization Related higher education experience preferred 2+ years of supervisory experience. Position must be a current supervisor 3+ years of related experience 5+ years of specific experience 			<ul style="list-style-type: none"> Manages more than one unit/team, or groups of supervisors with multiple staff members under area of responsibility OR Advanced/applied knowledge in professional field and responsible for recruitment, retention and mentoring of students Authority to make independent personnel decisions Leads project teams, develops project plans, seeks endorsements and resources from administration, accountable for outcomes Contributes to development of an operating plan and budget Resolves infrequent or serious issues with outcomes that may adversely affect efficiency and operations of a unit or team Supervises coordinators, provides leadership to, and reviews the work of professional and management level employees in order to accomplish operational plans and results Possesses and applies a broad knowledge of principles, practices, and procedures of particular field of specialization to the completions of complex assignments Related higher education experience preferred Advanced degree may be required 4+ years supervisory/management experience. Position must be a current supervisor 3+ years of related experience 7+ years of specific experience 			<ul style="list-style-type: none"> Manages and responsible for results delivered for a large subset or a department, functions as part of the leadership team of a department, typically within larger departments OR Advanced/applied knowledge in professional field and responsible for recruitment, retention and mentoring of students Accountable for program(s) or issue(s) with significant financial impact, affect multiple constituents, and/or are connected to the core mission of the University Collaborates with Senior Administrators to define department goals and objectives taking a big pictures approach/long term approach Full authority for developing and managing an operating plan and associated budgets within respective department or area Problems usually defined by higher level leadership Resolves issues with significant intangibles or uncertainties, significant financial or operational impact department-wide and/or beyond individual department Draws upon significant experience to anticipate problems and position department or program accordingly Creates workforce and staffing plans and ensures availability of staff necessary to accomplish planned results Serves as the representative in significant matters that affect multiple constituents to the Vice-Chancellor and the Vice-Chancellor's staff Has the authority to commit the institution in matters with financial impact Translates a broader understanding of strategy and practices to own role and department objectives Specific higher education experience preferred Advanced degree may be required 6+ years of supervisory/management experience. Position must be a current supervisor 3+ years of related experience 9+ years of specific experience 		

Career Band		A			B		C	
4		MIN - \$89,000	MID - \$122,375	MAX - \$155,750	MIN - \$130,000		MIN - \$130,000	
		<ul style="list-style-type: none"> • Head of and responsible for results delivered for an autonomous department • Collaborates with other Senior Administrators to deliver strategic results for the University • Actions at this level have primary impact on departmental operations • Approves workflow, processes/methods, priorities, staff roles, and productivity for a department. Approves enhancements to department processes • Approves short-and-long term resource allocation needs and develops appropriate contingency for given department. May recommend changes to resource allocation based on strategic needs of the department • Problems may include operational issues, departmental resource allocation and collaborating with other departments to meet institution's needs • Solutions require thorough understanding of departmental functions and inter-relatedness of department with the broader institution and the ability to assimilate information provided by departmental managers • Decision making horizon typically spans current and future year • Leads the management team of department • Has full authority for personnel actions at the department level • Serves as mentor/coach, providing guidance and training • Thorough understanding of departmental history, strengths and weaknesses, working knowledge of other departments with collaborative roles and objectives • Specific higher education experience preferred • 8+ years of management/leadership experience • 3+ years of related experience • 10+ years of specific experience 				<ul style="list-style-type: none"> • Head of and responsible for results delivered for an entire business process or division • Manages multiple layers of Departmental Directors and Managers • Actions at the level impact University-wide operations, strategic direction of the University and external constituencies • Responsible for delivery of strategic results of business unit or division • Sets or changes strategic goals, including reallocating resources for broad range of campus initiatives • Approves long-term resources allocation based on strategic needs • Problems impact the entire campus, the external community, the overall quality of The University of the South experience, and/or the financial well-being of the University • Solutions involve weighing the differing and often competing needs of various business units and taking a leadership role in establishing new thresholds of success for the institution • Decision making horizon is typically 3-5 years • Reviews and approves personnel actions for departmental leaders or those impacting multiple employees • Understanding of institutional history, interrelationships between divisions, spheres of influence and decision making • Knowledge of other institutions and their relationships with The University of the South and trends within higher educations • Specific higher education experience required • 10+ years of relevant management/leadership experience • 3+ years of related experience • 15+ years of specific experience 		