

Postsecondary Education Administrator Compensation: Supporting Tables For The April 14, 2021 Co-Chair Memorandum

August 12, 2021

Legislative Oversight and Investigations Committee

Summary

This supplement to the April 14, 2021 co-chair memorandum provides 38 tables describing compensation at Kentucky's public universities, colleges, and college system office. The tables describe turnover and title changes, types of compensation provided, changes in compensation provided directly to administrators, changes in indirect compensation provided to administrators, and salaries compared against a national median of similar institutions.

Starting on page 30, an appendix demonstrates how position titles submitted by the institutions were converted into standardized titles.

Postsecondary Education Administrator Compensation 2015 To 2019

Institutions

The institutions queried were

- the University of Kentucky (UK)
- the University of Louisville (UofL)
- Eastern Kentucky University (EKU)
- Morehead State University (MoSU)
- Murray State University (MuSU)
- Northern Kentucky University (NKU)
- Western Kentucky University (WKU)
- Kentucky State University (KSU)
- the system office of the Kentucky Community and Technical College System (KCTCS)
- KCTCS’s 16 colleges

Position Categories

Position categories from the College and University Professional Association for Human Resources (CUPA-HR) were used to group responses based on the title submitted, expected responsibilities, organizational information provided, profiles on institutions’ websites, and information on social media sites like LinkedIn. Table 1 provides descriptions of the CUPA-HR categories used in the sample. The Appendix shows how institution titles were classified into CUPA-HR positions.

Table 1
Description Of Common University Positions

Position	Description
Top Executive And Senior Institutional Officers	
Chief executive officer, system	Directs all affairs and operations of a higher education system or district.
Chief executive officer, single institution or campus within a system	Directs all affairs and operations of a higher education institution or of a campus within a system.
Chief academic affairs officer/provost	Directs the academic program of the institution.
Chief athletics administrator	Provides administrative direction and oversight for all intercollegiate, intramural, and recreational athletics staff, programs, facilities, and activities.
Chief audit officer	Plans, develops, and directs the institutional internal audit function, which serves as an independent assurance and advisory activity of the institution's risk, governance, and control processes.
Chief business officer	Responsible for the combined functions of administrative and financial affairs.
Chief development/ advancement officer	Responsible for institutional development programs such as fundraising, public relations, and alumni relations.

Position	Description
Chief student financial aid officer	Directs the administration of all forms of student aid. Responsibilities typically include assistance in the application for loans or scholarships, administration of loan programs, award of scholarships and fellowships, and maintenance of appropriate records.
Chief financial officer	Responsible for the direction of financial affairs, including investments, accounting, and budgets.
Chief human resources officer	Responsible for administering institutional human resource policies and practices for staff and/or faculty.
Chief information/IT officer	Directs the institution's major academic and administrative computing activities, as well as voice and data communications.
Chief legal affairs officer	Responsible for managing the institution's legal affairs, including advising on legal rights, obligations, and related matters. Often serves as liaison to regulatory and legislative bodies, courts, and attorneys general.
Chief library officer	Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the college/university.
Chief student affairs/student life officer	Responsible for the direction of student services and student life programs.

Institutional Administrators

Chief accounting officer	Directs accounting, payroll, cashiering, and related functions. May also be responsible for office services, such as mail and telephone services.
Chief student financial aid officer	Directs the administration of all forms of student aid. Responsibilities typically include assistance in the application for loans or scholarships, administration of loan programs, award of scholarships and fellowships, and maintenance of appropriate records.

Heads Of Divisions, Departments, And Centers

Deputy chief advancement/development officer	Responsible for one or several areas of fundraising within development, which may be defined in the position title.
Deputy chief athletics officer	Supervises operations of selected sports programs and special projects as assigned by the athletic director.

Note: IT = information technology.

Source: College and University Professional Association for Human Resources. "Administrators In Higher Education Salary Survey 2016-2017."

Table 2 provides an overview of the total number of institutions reporting each position, the number of institutions where staff holding the position changed, and the number of institutions where titles changed for the position. Some positions had nine instances of reported universities because UK reported separate staff dedicated to its medical functions.

Table 2
Turnover And Title Changes At Kentucky’s Institutions
2015 To 2019

CUPA-HR Positions	Universities			Colleges		
	Institutions Reporting	Turnover	Title Change	Institutions Reporting	Turnover	Title Change
Chief executive officer	8	6	0	17	15	0
Chief academic affairs officer/provost	7	5	2	15	12	0
Chief athletics administrator	8	5	1	0	0	0
Chief audit officer	5	1	3	1	1	0
Chief business officer	8	4	6	1	1	0
Chief development/ advancement officer	9	6	5	1	1	0
Chief financial officer	6	3	3	1	1	0
Chief human resources officer	8	3	4	17	6	0
Chief information/IT officer	9	5	4	1	0	0
Chief legal affairs officer	8	4	2	1	1	0
Chief library officer	7	4	1	1	1	0
Chief student affairs/student life officer	7	5	3	1	0	0
Chief accounting officer/ controller	7	3	3	1	1	0
Chief student financial aid officer	7	4	1	1	0	0
Deputy chief advancement/ development officer	6	2	2	1	1	0
Deputy chief athletics officer	3	0	0	0	0	0

Note: CUPA-HR = College and University Professional Association for Human Resources; IT = information technology. The Kentucky Community and Technical College System Office is included with colleges. Community colleges were asked only about chief executive officers, chief academic affairs officers, and chief human resources officers. The University of Kentucky provided separate health care administrative positions for the chief business officer, chief development/advancement officer, chief financial officer, and chief information/IT officer. Sources: College and University Professional Association for Human Resources. “Administrators In Higher Education Salary Survey 2016-2017”; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Compensation Provided By Institutions

To account for differences in submissions, benefits were combined into general categories of direct and indirect benefits.

Table 3
Categories Of Direct And Indirect Compensation

Direct Compensation	Indirect Compensation
Base salary	Health insurance
Additional payments	FSA/HRA
Bonuses	Group-term life insurance
Incentive pay	Retirement
Vacation leave payout	Long-term disability
Deferred compensation payments (nonretirement)	Dental/vision insurance
Executive allowance	Housing allowance
Termination payout/voluntary buyout	Vehicle allowance
	Moving expense allowance
	Country club dues
	Tuition assistance
	Other taxable fringe benefits

Note: FSA = flexible spending account; HRA = health reimbursement account.

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Direct Compensation

Table 4 provides changes in direct compensation for the selected positions at Kentucky’s public universities for 2015 and 2019, with 2015 adjusted for inflation. Positive percentages indicate that compensation increased faster than inflation; negative percentages indicate that compensation did not maintain pace with inflation. For the deputy chief athletics director, UofL provided a series of directors who led different departments. UofL’s entry used the highest-paid director for each year.

Table 4
Changes In Direct Compensation For Common University Positions
(In Thousands Of 2019 Dollars)
2015 And 2019

CUPA-HR			UK	UofL	EKU	MoSU	MuSU	NKU	WKU	KSU
Title										
Chief executive officer	2015	\$578.4	\$716.4	\$428.0	\$513.2	\$326.1	\$383.2	\$590.3	\$377.4*	
	2019	866.2	800.0	400.0	325.4	323.1	441.0	456.0	397.4	
	Change	49.8%	11.7%	-6.6%	-36.6%	-0.9%	15.1%	-22.7%	5.3%	
Chief academic affairs officer/ provost	2015	\$447.8	\$701.7	\$214.0	\$205.1	\$378.4	\$312.8	—	\$107.9*	
	2019	539.2	400.0	—	185.6	184.9	313.2	—	188.5	
	Change	20.4%	-43.0%	—	-9.5%	-51.1%	0.1%	—	74.8%	
Chief accounting officer/ controller	2015	\$185.2	\$254.7	\$106.4	\$101.2	\$124.7	\$131.2	—	\$32.1*	
	2019	194.2	182.0	125.3	94.6	124.4	132.1	—	100.3	
	Change	4.9%	-28.5%	17.8%	-6.6%	-0.3%	0.6%	—	212.5%	
Chief athletics administrator	2015	\$914.2	\$1,887.4	\$386.2	\$158.0	\$189.9	\$189.3	\$297.0	\$97.1*	
	2019	1,225.0	1,111.0	184.5	138.2	160.7	216.8	359.4	161.8	
	Change	34.0%	-41.1%	-52.2%	-12.5%	-15.4%	14.5%	21.0%	66.7%	
Chief audit officer	2015	\$127.8	\$184.5	\$80.7	—	—	\$100.4	\$68.1	—	
	2019	169.2	242.9*	95.7	—	—	98.7	74.6	—	
	Change	32.4%	31.6%	18.7%	—	—	-1.7%	9.6%	—	
Chief business officer	2015	\$423.7	\$383.2	\$192.0	—	\$175.5	\$118.9	\$228.1	—	
	2019	519.9	245.8	195.0	—	167.1	—	135.4	\$262.9	
	Change	22.7%	-35.9%	1.6%	—	-4.8%	—	-40.6%	—	
Chief business officer (medical)	2015	\$443.8	—	—	—	—	—	—	—	
	2019	493.1	—	—	—	—	—	—	—	
	Change	11.1%	—	—	—	—	—	—	—	
Chief development/ advancement officer	2015	\$386.3	\$405.2	\$392.0*	\$176.5	\$91.5	\$214.1	\$405.2	\$97.1	
	2019	469.1	375.0	—	120.4	—	250.4	124.6	102.6	
	Change	21.4%	-7.4%	—	-31.8%	—	16.9%	-69.3%	5.7%	
Chief development/ advancement officer (medical)	2015	\$255.3	—	—	—	—	—	—	—	
	2019	288.7*	—	—	—	—	—	—	—	
	Change	13.1%	—	—	—	—	—	—	—	
Chief financial officer	2015	\$266.0	\$338.2	—	\$193.7	—	\$70.6	\$116.7	—	
	2019	309.0	417.9	—	125.4	—	211.3	138.9	—	
	Change	16.2%	23.6%	—	-35.3%	—	199.1%	19.0%	—	
Chief financial officer (medical)	2015	\$918.4	—	—	—	—	—	—	—	
	2019	872.1	—	—	—	—	—	—	—	
	Change	-5.0%	—	—	—	—	—	—	—	
Chief human resources officer	2015	\$284.9	\$127.3*	\$99.8	\$102.9*	\$115.1	\$148.5	\$116.2	\$97.1	
	2019	372.3	113.4*	130.1	111.2	110.2	186.5	119.4	95.8	
	Change	30.7%	-10.9%	30.3%	8.1%	-4.3%	25.5%	2.7%	-1.3%	
Chief information/IT officer	2015	\$352.5	\$379.6	\$144.3	\$128.7	\$159.4	\$262.9	\$140.2	\$142.9	
	2019	298.9	282.7	**	125.4	32.9	207.5	122.4	133.0	
	Change	-15.2%	-25.5%	—	-2.6%	-79.3%	-21.1%	-12.7%	-6.9%	

CUPA-HR									
Title		UK	UofL	EKU	MoSU	MuSU	NKU	WKU	KSU
Chief information/IT officer (medical)	2015	\$311.9	—	—	—	—	—	—	—
	2019	363.0	—	—	—	—	—	—	—
	Change	16.4%	—	—	—	—	—	—	—
Chief legal affairs officer	2015	\$253.4	\$358.2*	\$214.0	\$139.5	\$142.9	\$171.7	\$167.4	—
	2019	300.5	360.0	130.0	137.9	145.7	225.8	178.7	\$123.5
	Change	18.6%	0.5%	-39.3%	-1.1%	2.0%	31.5%	6.7%	—
Chief library officer	2015	\$195.1	—	\$120.7	\$105.4	\$150.3	\$146.6	\$125.3	\$78.3
	2019	247.5	—	138.7	102.0	105.5	64.9	145.6	—
	Change	26.8%	—	14.9%	-3.2%	-29.8%	-55.7%	16.2%	—
Chief student affairs/student life officer	2015	\$191.5	—	\$92.4	\$283.9	\$157.1	\$118.7	\$140.5*	—
	2019	183.6	—	109.6	132.5	149.5	183.0	—	\$76.9
	Change	-4.2%	—	18.6%	-53.3%	-4.8%	54.2%	—	—
Chief student financial aid officer	2015	\$104.1	\$104.0	—	\$72.3	\$76.4	\$113.4	\$84.4	\$79.8*
	2019	118.3*	93.1	—	73.0	—	116.8	81.5	85.0
	Change	13.6%	-10.5%	—	1.0%	—	3.0%	-3.4%	6.6%
Deputy chief advancement/development officer	2015	\$332.7	\$213.4	\$117.3	—	—	\$147.1	\$120.8	—
	2019	405.0	200.0	112.3	—	—	125.9	173.6	\$80.0
	Change	21.8%	-6.3%	-4.2%	—	—	-14.4%	43.7%	—
Deputy chief athletics officer	2015	\$237.8	\$274.9	—	—	—	\$92.1	—	—
	2019	269.6	200.0	—	—	—	92.5	—	\$72.9
	Change	13.4%	-27.2%	—	—	—	0.4%	—	—

Note: CUPA-HR = College and University Professional Association for Human Resources; IT = information technology; UK = University of Kentucky; UofL = University of Louisville; EKU = Eastern Kentucky University; MoSU = Morehead State University; MuSU = Murray State University; NKU = Northern Kentucky University; WKU = Western Kentucky University; KSU = Kentucky State University; — = institutions did not provide a position that matched the title, and these responsibilities may still be carried out by other staff.

*These are transition years where the position was vacant part of the year or the position transferred between two individuals.

**EKU's chief information officer's responsibilities were carried out by the chief library officer from 2016 to 2019.

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. "NKU 2020 CPE Uni Compensation Update-V2." Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table 5 shows changes in direct compensation for the selected positions at KCTCS’s system office and its 16 regional colleges from 2015 to 2019, with 2015 adjusted for inflation. The regional community colleges were asked to provide compensation data for three positions: chief executive officer, chief academic affairs officer/provost, and chief human resources officer. The system office was asked to provide data for all sampled positions.

Table 5
Changes In Direct Compensation For Common Community College Positions
(In Thousands Of 2019 Dollars)
2015 And 2019

College	Chief Executive Officer			Chief Academic Affairs Officer			Chief Human Resources Officer		
	2015	2019	Change	2015	2019	Change	2015	2019	Change
System office	\$366.3	\$356.4	-2.7%	\$144.0*	\$211.4	46.8%	\$128.7	\$123.5	-3.2%
Ashland	172.7	209.3	21.2	135.9	46.2*	-66.0	74.1	73.3	-2.4
Big Sandy	164.6	173.0	5.1	131.2	—	—	59.9	58.0	-3.2
Bluegrass	227.8	185.0	-18.8	78.5*	104.9	33.5	67.2	65.7	-2.2
Elizabethtown	194.4	167.0	-14.1	37.2*	30.2*	-18.7	63.6	66.1	3.8
Gateway	216.0	211.6	-2.0	110.7	122.0	10.2	97.8	68.8*	-29.6
Hazard	185.3	177.8	-4.1	137.6	102.4	-25.5	89.6	88.8	-0.9
Henderson	166.2	171.5*	3.2	—	—	—	66.8	—	—
Hopkinsville	161.7	173.0	7.0	115.2	—	—	87.9	85.5	-2.7
Jefferson	483.8	220.7	-54.4	145.1	134.9	-7.0	96.4	93.6	-2.8
Madisonville	193.2	177.8	-8.0	121.3	118.0	-2.7	72.8	92.5*	27.1
Maysville	214.4*	189.0	-11.8	119.3	104.0	-12.8	62.0	60.7	-2.0
Owensboro	157.7*	177.8	12.8	—	—	—	73.1	71.3	-2.4
Somerset	206.2	176.0	-14.7	160.5	114.3	-28.8	76.5	59.4	-22.4
Southcentral	168.2	188.9	12.3	125.4*	135.1*	7.7	72.2	86.3	19.5
Southeast	163.6	177.8	8.7	104.1	106.0	1.8	73.5	71.7	-2.4
West Kentucky	194.1	177.8	-8.4	121.3	99.9	-17.6	78.3	83.8	7.1

Note: — = institutions did not provide a position that matched the title, and these responsibilities may still be carried out by other staff.

*These are transition years where pay is not typical because the position was vacant part of the year or the position transferred between two individuals

Source: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 6
Changes In Direct Compensation For System Office Positions (In 2019 Dollars)
2015 And 2019

Position	2015	2019	% Change
Chief accounting officer/controller	\$83,570	\$89,125	6.6%
Chief audit officer	86,036	81,000	-5.9
Chief business officer	409,836*	202,475	-50.6
Chief development/advancement officer	231,060	139,237*	-39.7
Chief financial officer	203,399	104,000	-48.9
Chief information/IT officer	213,315	202,475	-5.1
Chief legal affairs officer	160,262	202,475	26.3
Chief library officer	115,191	89,856	-22.0
Deputy chief advancement/development officer	191,988	186,433	-2.9
Student affairs/student life officer	211,131	202,475	-4.1
Student financial aid officer	24,045*	111,210	362.5

Note: IT = information technology.

*These are transition years where pay is not typical because the position was vacant part of the year or the position transferred between two individuals

Source: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020.

Table 7 shows the percentage of employees receiving direct compensation beyond a base salary, which includes pay such as executive allowances and additional pay for extra responsibilities.

Table 7
Direct Compensation Beyond Base Salary
2015 To 2019

Nonsalary Direct Compensation	2015		2016		2017		2018		2019		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
None	100	52	108	57	105	54	108	56	99	54	520	55
\$1-\$10,000	45	23	45	24	48	25	37	19	40	22	215	23
\$10,001 to \$25,000	26	14	19	10	17	9	31	16	23	13	116	12
\$25,001 to \$50,000	11	6	9	5	12	6	7	4	15	8	54	6
\$50,001 to \$100,000	5	3	4	2	6	3	6	3	2	1	23	2
\$100,001-\$250,000	3	2	2	1	4	2	2	1	3	2	14	1
\$250,001+	2	1	2	1	1	1	2	1	2	1	9	1
Total	192	100	189	100	193	100	193	100	184	100	951	100

Note: N = count of employees. Some percentages do not sum to 100 because of rounding.

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. "NKU 2020 CPE Uni Compensation Update-V2." Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table 8 outlines KCTCS’s executive allowances for college presidents, system office presidents, and other staff in the system office. The allowances are based on the “size, scope, and complexity” of the employee’s position.¹

Table 8
KCTCS Employees With Executive Allowances (In 2019 Dollars)
2015 To 2019

	2015	2016	2017	2018	2019
Number of employees	26	26	23	25	22
Smallest allowance	\$450	\$1,598	\$2,608	\$1,222	\$1,200
Largest allowance	38,830	34,086	33,376	30,543	30,000
Median	18,695	14,847	18,774	12,217	16,500

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Indirect Compensation

Table 9 displays the benefits offered by institutions. EKU and UofL combined multiple categories of benefits rather than itemizing benefits. EKU included benefits such as health insurance and retirement into a single category, and it itemized vehicle, housing, and moving expense allowances. UofL included all forms of indirect compensation into a taxable benefits estimate.

Table 9
Benefits Offered By Institutions
2015 To 2019

	UK	UofL	EKU	MoSU	MuSU	NKU	WKU	KSU	KCTCS
Benefits (combined category)			•						
Health insurance	•			•	•	•	•	•	•
Housing, car, moving expenses	•		•	•	•	•	•		•
Other employer benefits	•	•		•	•	•	•	•	•
Retirement	•			•	•	•	•	•	•
Taxable fringe	•				•	•	•	•	

Note: UK = University of Kentucky; UofL = University of Louisville; EKU = Eastern Kentucky University; MoSU = Morehead State University; MuSU = Murray State University; NKU = Northern Kentucky University; WKU = Western Kentucky University; KSU = Kentucky State University; KCTCS = Kentucky Community and Technical College System.

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staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table 10 shows indirect compensation for university employees. UofL's data is not comparable to other responses because it included all forms of indirect compensation into a single figure for each employee and was generally lower than that of other institutions.

Table 10
Changes In Indirect Compensation For Common University Positions
(In Thousands of 2019 Dollars)
2015 And 2019

CUPA-HR Title		UK	UofL	EKU	MoSU	MuSU	NKU	WKU	KSU
Chief executive officer	2015	\$287.0	\$3.2	\$210.9	\$69.0	\$75.9	\$230.2	\$77.3	\$55.4*
	2019	372.2	67.5	208.0	75.2	77.5	218.7	39.3	43.7
	Change	29.7%	2,038.9%	-1.4%	9.0%	2.1%	-5.0%	-49.1%	-21.2%
Chief academic affairs officer/ provost	2015	\$57.7	\$8.3	\$76.1	\$35.0	\$101.0*	\$42.3	—	\$15.9*
	2019	66.6	1.2	—	38.2	48.9	44.4	—	44.4
	Change	15.4%	-85.7%	—	9.1%	-51.6%	5.0%	—	179.2%
Chief accounting officer/ controller	2015	\$28.1	\$2.3	\$37.0	\$16.2	\$44.7	\$84.5	—	\$30.8*
	2019	29.3	0.3	45.7	15.0	47.0	102.5	—	16.5
	Change	4.3%	-88.1%	23.5%	-7.1%	5.2%	21.4%	—	-46.5%
Chief athletics administrator	2015	\$249.1	\$1,063.6	\$122.6	\$40.8	\$58.7	\$41.4	\$46.9	\$5.1*
	2019	444.5	19.2	74.0	31.3	42.9	53.9	33.6	25.4
	Change	78.4%	-98.2%	-39.7%	-23.3%	-26.9%	30.3%	-28.4%	395.7%
Chief audit officer	2015	\$23.9	\$1.3	\$26.8	—	—	\$50.7	\$12.4	—
	2019	28.5	10.4*	34.9	—	—	89.5	12.5	—
	Change	18.9%	712.3%	30.5%	—	—	76.3%	1.1%	—
Chief business officer	2015	\$190.1	\$13.4	\$68.5	—	\$46.0	\$43.5	\$44.1	—
	2019	215.6	0.4	74.2	—	46.3	—	16.2	\$62.4
	Change	13.4%	-96.9%	8.3%	—	0.6%	—	-63.2%	—
Chief business officer (medical)	2015	\$66.9	—	—	—	—	—	—	—
	2019	74.0	—	—	—	—	—	—	—
	Change	10.7%	—	—	—	—	—	—	—
Chief development/ advancement officer	2015	\$63.9	\$20.7	\$130.2*	\$35.7	\$26.3	\$57.9	\$76.0	\$25.0
	2019	187.7	0.3	—	10.9	—	67.6	31.0	17.4
	Change	193.5%	-98.6%	—	-69.5%	—	16.7%	-59.3%	-30.6%
Chief development/ advancement officer (medical)	2015	\$31.5	—	—	—	—	—	—	—
	2019	54.3*	—	—	—	—	—	—	—
	Change	72.4%	—	—	—	—	—	—	—
Chief financial officer	2015	\$53.2	\$0.8	—	\$35.0	—	\$3.0	\$20.4	—
	2019	60.6	0.8	—	29.0	—	18.0	21.9	—
	Change	13.8%	-7.3%	—	-17.2%	—	496.7%	7.4%	—

CUPA-HR Title		UK	UofL	EKU	MoSU	MuSU	NKU	WKU	KSU
Chief financial officer (medical)	2015	\$119.9	—	—	—	—	—	—	—
	2019	\$83.7	—	—	—	—	—	—	—
	Change	-30.2%	—	—	—	—	—	—	—
Chief human resources officer	2015	\$53.7	\$0.4*	\$34.7	\$22.0*	\$31.7	\$48.3	\$26.0	\$5.8
	2019	66.4	0.1*	44.2	24.3	26.1	43.7	27.3	15.8
	Change	23.7%	-77.0%	27.1%	10.5%	-17.6%	-9.5%	5.0%	172.2%
Chief information/IT officer	2015	\$66.3	\$0.8	\$44.4	\$31.0	\$57.9	\$40.7	\$29.4	\$30.2
	2019	42.5	3.8	**	22.7	9.8	37.0	21.3	31.4
	Change	-35.9%	353.6%	—	-26.8%	-83.0%	-9.0%	-27.7%	3.8%
Chief information/IT officer (medical)	2015	\$28.7	—	—	—	—	—	—	—
	2019	41.5	—	—	—	—	—	—	—
	Change	44.7%	—	—	—	—	—	—	—
Chief legal affairs officer	2015	\$38.6	\$0.8*	\$74.5	\$30.7	\$44.3	\$79.0	\$28.7	—
	2019	44.4	3.7	47.5	28.4	41.8	37.1	29.0	29.8
	Change	15.0%	384.5%	-36.3%	-7.6%	-5.5%	-53.0%	1.0%	—
Chief library officer	2015	\$29.1	—	\$42.0	\$28.2	\$43.7	\$47.7	\$27.4	\$23.1
	2019	47.7	—	50.6	23.0	33.5	25.8	21.1	—
	Change	64.1%	—	20.6%	-18.4%	-23.5%	-46.0%	-22.9%	—
Chief student affairs/student life officer	2015	\$37.7	—	\$32.2	\$60.4	\$42.5	\$35.6	\$26.9*	—
	2019	27.2	—	40.0	32.8	43.3	59.1	—	\$10.8
	Change	-27.7%	—	24.4%	-45.8%	2.1%	66.1%	—	—
Chief student financial aid officer	2015	\$18.4	\$0.4	—	\$10.9	\$26.0	\$49.7	\$20.7	\$23.9*
	2019	23.4*	0.6	—	18.1	—	39.3	21.3	14.0
	Change	27.2%	36.7%	—	66.1%	—	-20.8%	3.1%	-41.5%
Deputy chief advancement/development officer	2015	\$51.7	\$0.7	\$40.8	—	—	\$53.6	\$27.1	—
	2019	58.5	5.0	41.0	—	—	49.5	37.6	\$20.6
	Change	13.3%	576.2%	0.5%	—	—	-7.6%	38.6%	—
Deputy chief athletics officer	2015	\$40.5	\$7.8	—	—	—	\$32.5	—	—
	2019	46.7	7.2	—	—	—	42.2	—	\$12.4
	Change	15.3%	-1.0%	—	—	—	29.8%	—	—

Note: UK = University of Kentucky; UofL = University of Louisville; ECU = Eastern Kentucky University; MoSU = Morehead State University; MuSU = Murray State University; NKU = Northern Kentucky University; WKU = Western Kentucky University; KSU = Kentucky State University; — = institutions did not provide a position that matched the title; these responsibilities may still be carried out by other staff; IT = information technology.

*These are transition years where pay is not typical because the position was vacant part of the year or the position transferred between two individuals

**EKU's chief information officer's responsibilities were carried out by the chief library officer from 2016 to 2019.

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. "NKU 2020 CPE Uni Compensation Update-V2." Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table 11
Changes In Indirect Compensation For Common Community College Positions
(In Thousands Of 2019 Dollars)
2015 And 2019

College	Chief Executive Officer			Chief Academic Affairs Officer			Chief Human Resources Officer		
	2015	2019	Change	2015	2019	Change	2015	2019	Change
System office	\$90.0	\$94.9	13.0%	\$52.2*	\$69.4	32.8%	\$22.6	\$21.1	-6.8%
Ashland	51.0	61.9	21.4	23.1	10.2*	-55.9	19.9	25.7	29.3
Big Sandy	27.8	58.0	108.9	19.9	—	—	40.7	20.6	-49.4
Bluegrass	56.4	61.8	9.5	13.8*	24.0	74.6	35.1	40.5	15.3
Elizabethtown	56.1	66.2	18.0	7.5*	6.5*	-12.5	9.5	16.8	75.8
Gateway	48.5	62.2	28.3	27.1	29.9	10.1	13.6	41.7*	206.3
Hazard	49.3	51.0	3.4	22.9	19.0	-16.9	20.2	97.3	383.1
Henderson	58.0	51.8*	-10.7	—	—	—	16.1	—	—
Hopkinsville	60.4	54.5	-9.7	21.2	—	—	18.4	18.9	2.9
Jefferson	85.9	61.6	28.3	24.4	22.3	-8.8	19.2	17.9	-6.8
Madisonville	47.1	41.4	-12.1	15.7	14.6	-7.4	22.7	17.1*	-24.9
Maysville	60.7*	63.8	5.1	33.9	25.0	-26.3	17.5	14.5	-17.5
Owensboro	48.7*	55.5	13.8	—	—	—	21.5	20.6	-4.3
Somerset	45.2	55.3	22.3	31.9	64.5	102.0	38.7	19.4	-50.0
Southcentral	50.6	52.3	3.4	27.0*	28.1*	4.0	44.2	57.1	29.0
Southeast	56.9	68.1	19.7	16.3	23.2	42.3	18.4	17.1	-7.0
West Kentucky	47.9	57.1	19.1	21.9	18.6	-15.0	23.5	20.7	-12.1

Note: — = institutions did not provide a position that matched the title; these responsibilities may still be carried out by other staff.

*These are transition years where pay is not typical because the position was vacant part of the year or the position transferred between two individuals

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Table 12
Changes In Indirect Compensation For System Office Positions
(In 2019 Dollars)
2015 And 2019

Position	2015	2019	% Change
Chief accounting officer/controller	\$41,463	\$49,481	19.3%
Chief audit officer	20,548	20,950	2.0
Chief business officer	92,406*	66,078	-28.5
Chief development/advancement officer	62,479	45,912*	-26.5
Chief financial officer	73,321	59,507	-18.8
Chief information/IT officer	71,241	67,641	-5.1
Chief legal affairs officer	95,691	60,837	-36.4
Chief library officer	21,269	23,929	12.5
Deputy chief advancement/development officer	54,945	36,791	-33.0
Student affairs/student life officer	69,698	59,403	-14.8
Student financial aid officer	3,076*	24,815	706.7

Note: IT= information technology.

*These are transition years where pay is not typical because the position was vacant part of the year or the position transferred between two individuals

Sources: Program Review staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. "NKU 2020 CPE Uni Compensation Update-V2." Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Salaries Compared To National Median

Median salaries from the CUPA-HR survey were compared against responses based on the type of institution. In the 2019 survey, UK and UofL were considered high research universities. EKV, MoSU, MuSU, NKU, and WKU were considered master's universities. KSU was considered a baccalaureate university. KCTCS's colleges were considered a series of associate colleges.²

Medians were not available for system offices, so the KCTCS system office was compared against the associate college median. For institutions that submitted calendar year data, calendar year 2019 salaries were compared against the fiscal year 2019 medians.

When salaries were compared against national medians, changes of 25 percent or greater were considered significantly above or below the median. This percentage was chosen to exclude smaller changes in salary that could occur due to differences in experience or qualifications. Institutions were asked to comment on these differences. All institutions except UK provided a response.³

Table 13
University Of Kentucky Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$865,813	\$509,850	70%
Chief academic affairs officer/ provost	538,204	390,150	38
Chief athletics administrator	950,000	307,695	209
Chief audit officer	169,166	161,151	5
Chief business officer	482,412	310,054	56
Chief development/advancement officer	469,087	335,351	40
Chief financial officer	308,675	284,580	8
Chief human resources officer	372,264	215,000	73
Chief information/IT officer	298,882	261,800	14
Chief legal affairs officer	300,057	270,000	11
Chief library officer 1	113,750	200,008	(43)
Chief library officer 2	125,217	200,008	(37)
Chief student affairs/life officer	172,826	236,762	(27)
Institutional Administrators			
Chief accounting officer/controller	194,160	179,625	8
Chief student financial aid officer 1*	30,489	126,728	(76)
Chief student financial aid officer 2*	87,762	126,728	(31)
Heads Of Divisions, Departments, And Centers**			
Deputy chief advancement/development officer 1	225,533	189,603	19
Deputy chief advancement/development officer 2	179,401	189,603	(5)
Deputy chief athletics officer	241,266	135,000	79

*This position was filled for only part of the year.

**The two deputy advancement officers represent two submitted positions with similar titles that served under the chief advancement officer. There was not a clear second-in-command between the two.

Sources: "2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources." *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020.

UK submitted a separate response for medical officers, which is represented in Table 14. CUPA-HR does not survey medical facilities, so the high research medians were used.

Table 14
University Of Kentucky Medical Staff Salaries Compared To CUPA-HR Median
2019

Position, Senior Institutional Officers	Salary	Median	% Above/(Below) Median
Chief business officer	\$408,497	\$310,054	32%
Chief development/advancement officer*	285,115	335,351	(15)
Chief financial officer	489,607	284,580	72
Chief information/IT officer	315,396	261,800	20

Note: IT = information technology.

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 15 shows UofL’s comparison. In 2019, UofL had multiple deputy chief athletics officers because its athletics directors manage different aspects of the athletics program.

UofL’s staff said the chief executive officer was paid more than the median because UofL is a research university in Kentucky’s largest city and includes a health sciences campus, health care operations, and a top athletic program. The chief athletics administrator was paid more than the median because the position manages “one of the largest programs in the country” and competes for athletic talent with other universities in the Atlantic Coast Conference. The chief business officer was paid more because the position manages an operating budget greater than \$1.2 billion and total operations exceeding \$2.4 billion, and the talent pool is limited for the position. The chief legal affairs officer was paid more because UofL competes with corporations and large law firms in the city. The legal officer must also be knowledgeable in health care legal markets.⁴

Table 15
University Of Louisville Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$650,000	\$509,850	27%
Chief academic affairs officer/provost	400,000	390,150	3
Chief athletics administrator	850,000	307,695	176
Chief audit officer 1*	170,000	161,151	5
Chief audit officer 2*	38,195	161,151	(76)
Chief business officer	417,857	310,054	35
Chief development/advancement officer	375,000	335,351	12
Chief human resources officer 1*	60,000	215,000	(72)
Chief human resources officer 2*	53,367	215,000	(75)
Chief information/IT officer	258,125	261,800	(1)
Chief legal affairs officer	360,000	270,000	33
Institutional Administrators			
Chief accounting officer/ controller	182,000	179,625	1
Chief student financial aid officer*	78,110	126,728	(38)
Heads Of Divisions, Departments, And Centers**			
Deputy chief advancement/development officer	200,000	189,603	5
Deputy chief athletics officer 1	200,000	135,000	48
Deputy chief athletics officer 2	62,625	135,000	(54)
Deputy chief athletics officer 3	177,900	135,000	32
Deputy chief athletics officer 4	186,200	135,000	38
Deputy chief athletics officer 5	199,100	135,000	47

Note: IT = information technology.

*This position was filled for only part of the year.

**The deputy chief athletics officers represent staff who serve under the chief athletics officer and manage part of the athletics program. There was no clear second-in-command.

Sources: "2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources." *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table 16 shows ECU's comparison. The chief executive officer, the chief athletics administrator, and the chief library officer had salaries at least 25 percent above the CUPA-HR median for a master's university. ECU's staff said compensation is generally influenced by national and regional competitive practices. Offers are related to the needs of the university and expectations of the specific position. The chief library officer's salary also represents her taking on chief information officer responsibilities from 2016 to 2019. The chief student affairs officer has a low salary, but responsibilities were split between a chief student affairs officer, used here, and an executive director of housing and residence life in 2018.⁵

Table 16
Eastern Kentucky University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$400,000	\$300,000	33%
Chief athletics administrator	184,500	104,860	76
Chief audit officer	95,721	97,410	(2)
Chief business officer	195,000	185,806	5
Chief human resources officer	121,000	110,000	10
Chief legal affairs officer	130,000	163,809	(21)
Chief library officer	138,683	92,549	50
Chief student affairs/life officer	109,581	145,900	(25)
Institutional Administrators			
Chief accounting officer/controller	125,320	104,071	20
Heads Of Divisions, Departments, And Centers			
Deputy chief advancement/development officer	112,331	107,420	5

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 17 shows MoSU’s response. The chief development/advancement officer had a salary that was 29 percent below the median for a master’s university. The officer’s employment was changed from a 12-month appointment to a 9-month appointment to accommodate personal circumstances of the employee.⁶

Table 17
Morehead State University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$325,000	\$300,000	8%
Chief academic affairs officer/ provost	185,248	191,760	(3)
Chief athletics administrator 1*	67,500	104,860	(36)
Chief athletics administrator 2*	32,611	104,860	(69)
Chief development/advancement officer	120,000	169,753	(29)
Chief financial officer	125,000	163,478	(24)
Chief human resources officer	109,754	110,000	(<1)
Chief information/IT officer	125,000	130,863	(4)
Chief legal affairs officer	137,533	163,809	(16)
Chief library officer	101,610	92,549	10
Chief student affairs/life officer	130,000	145,900	(11)
Institutional Administrators			
Chief accounting officer/controller	94,187	104,071	(9)
Chief student financial aid officer	72,571	84,872	(14)

*This position was filled for only part of the year.

Source: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 18 shows MuSU’s response. The chief information/IT officer’s salary in 2019 was a low percentage of the median because the officer left in August 2019.^{vii} The officer’s 2018 salary was \$117,581, or 90 percent of the 2019 median for a master’s university.^{viii}

Table 18
Murray State University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$322,370	\$300,000	7%
Chief academic affairs officer/provost 1*	118,371	191,760	(38)
Chief academic affairs officer/provost 2*	66,545	191,760	(65)
Chief athletics administrator 1*	18,144	104,860	(83)
Chief athletics administrator 2*	142,517	104,860	36
Chief business officer	167,043	185,806	(10)
Chief human resources officer	110,722	110,000	1
Chief information/IT officer*	32,921	130,863	(75)
Chief legal affairs officer	145,725	163,809	(11)
Chief library officer	105,520	92,549	14
Chief student affairs/life officer	148,752	145,900	2
Institutional Administrators			
Chief accounting officer/controller	124,382	104,071	20

*This position was filled for only part of the year.

Source: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 19 shows NKU’s response. NKU’s staff indicated that positions significantly above the median have a salary based on supply and demand in the recruitment market. As an example, the chief executive officer’s salary is based on market forces and representing NKU at events to promote engagement. For other positions, salaries may have been increased to retain a worker because of their critical nature and ongoing priorities. Higher salaries may have been appropriate based on expanded roles. NKU’s proximity to high profile companies and other higher education institutions makes recruitment and retention of staff difficult.^{ix}

Table 19
Northern Kentucky University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$400,000	\$300,000	33%
Chief academic affairs officer/provost	306,528	191,760	60
Chief athletics administrator	210,120	104,860	100
Chief audit officer	98,672	97,410	1
Chief development/advancement officer	243,751	169,753	44
Chief financial officer	175,049	163,478	7
Chief human resources officer	164,800	110,000	50
Chief information/IT officer	207,474	130,863	59
Chief legal affairs officer	219,184	163,809	34
Chief library officer*	64,928	92,549	(30)
Chief student affairs/life officer	178,808	145,900	123
Institutional Administrators			
Chief accounting officer/controller	132,078	104,071	27
Chief student financial aid officer	116,285	84,872	37
Heads of Divisions, Departments, And Centers			
Deputy chief advancement/development officer 1*	9,068	107,420	(92)
Deputy chief advancement/development officer 2*	108,850	107,420	1
Deputy chief athletics officer	92,464	72,420	28

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College and University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020.

Table 20 shows WKU’s response. Its staff said the chief executive officer’s salary was established by the Board of Regents as market competitive and appropriate to attract and retain talent. The chief athletics administrator’s salary was reflective of comparative salaries in Conference USA and also appropriate to attract and retain talent.^x

Table 20
Western Kentucky University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$416,016	\$300,000	39%
Chief athletics administrator	259,022	104,860	147
Chief audit officer	73,392	97,410	(25)
Chief business officer	135,421	185,806	(27)
Chief development/advancement officer*	124,586	169,753	(27)
Chief financial officer	120,087	163,478	(27)
Chief human resources officer	119,386	110,000	9
Chief information/IT officer	122,400	130,863	(6)

Note: IT = information technology.

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 21 shows the medians for KSU. The 2019 chief athletics administrator had a higher salary because she served as both the athletic director and the senior women’s administrator.^{xi} The senior women’s administrator is the reporting officer for women coaches.^{xii} The deputy chief advancement/development officer’s and the chief legal affairs officer’s salaries were below the median but were based on a budgeted allocation.^{xiii}

Table 21
Kentucky State University Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single institution	\$270,000	\$329,714	(18%)
Chief academic affairs officer/provost	188,500	185,000	2
Chief athletics administrator	144,231	87,042	66
Chief business officer	210,600	193,683	9
Chief development/advancement officer*	94,808	180,000	(47)
Chief human resources officer	95,846	108,099	(11)
Chief information/IT officer	132,499	122,901	8
Chief legal affairs officer	123,500	204,122	(39)
Chief student affairs/life officer*	66,923	139,104	(52)
Institutional Administrators			
Chief accounting officer/controller	100,269	102,494	(2)
Chief student financial aid officer	85,000	83,105	2
Heads Of Divisions, Departments, And Centers			
Deputy chief advancement/development officer	80,048	126,628	(37)
Deputy chief athletics officer	72,911	87,042	(16)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators in Higher Education Salaries Survey by the College and University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 22 shows the medians for KCTCS system office. As a whole, salaries at the system office were commonly higher than the CUPA-HR median. Salaries at the community colleges were below the CUPA-HR median for institutions providing associate degrees. KCTCS staff said the median comparison did not consider how KCTCS operates as a combined system. Most system office staff have broader leadership roles and more specialist duties than college staff, who focus on local community needs. System office salaries reflect market conditions for specialized roles for the system.^{xiv}

Table 22
Kentucky Community And Technical College System Office Salaries
Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, system	\$356,350	\$296,831	20%
Chief academic affairs officer/provost	181,375	138,310	31
Chief audit officer	81,000	101,650	(20)
Chief business officer	172,475	140,919	22
Chief development/advancement officer*	117,410	115,000	2
Chief financial officer	104,000	128,400	(19)
Chief human resources officer	124,534	113,077	10
Chief information/IT officer	172,475	119,313	45
Chief legal affairs officer	170,950	170,888	<1
Chief library officer	89,856	83,831	7
Chief student affairs/life officer	172,475	114,457	51
Institutional Administrators			
Chief accounting officer/controller	89,125	98,515	(6)
Chief student financial aid officer	111,210	76,690	45
Heads Of Divisions, Departments, And Centers			
Deputy chief advancement/development officer	128,433	79,714	61

*This position was filled for only part of the year.

Sources: “2018-19 Administrators in Higher Education Salaries Survey by the College and University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 23
Ashland Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$194,290	\$207,854	(6%)
Chief academic affairs officer/provost*	46,218	138,310	(67)
Chief human resources officer	72,342	113,077	(36)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 24
Big Sandy Community And Technical College Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$161,000	\$207,854	(22%)
Chief academic affairs officer/provost	Vacant	138,310	N/A
Chief human resources officer	58,000	113,077	(49)

Note: N/A = not applicable.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 25
Bluegrass Community And Technical College Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus*	\$164,035	\$207,854	(21%)
Chief academic affairs officer/provost	104,850	138,310	(24)
Chief human resources officer	65,696	113,077	(42)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 26
Elizabethtown Community And Technical College Salaries
Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief academic affairs officer/provost*	30,246	138,310	(78)
Chief human resources officer	66,050	113,077	(42)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 27
Gateway Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$193,610	\$207,854	(7%)
Chief academic affairs officer/provost	121,950	138,310	(12)
Chief human resources officer 1*	57,681	113,077	(49)
Chief human resources officer 2*	11,166	113,077	(90)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 28
Hazard Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief academic affairs officer/provost	102,440	138,310	(26)
Chief human resources officer	88,817	113,077	(21)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 29
Henderson Community College Salaries Compared to CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus 1*	\$20,000	\$207,854	(90%)
Chief executive officer, single campus 2*	151,500	207,854	(27)
Chief human resources officer**	Eliminated	113,077	N/A

Note: N/A/ = not applicable.

*This position was filled for only part of the year.

**Henderson contracts with Madisonville Community College to share its chief human resources officer.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 30
Hopkinsville Community College Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$161,000	\$207,854	(22%)
Chief academic affairs officer/provost	Vacant	138,310	N/A
Chief human resources officer	85,490	113,077	(23)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 31
Jefferson Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$196,700	\$207,854	(5%)
Chief academic affairs officer/provost	134,942	138,310	(2)
Chief human resources officer	93,639	113,077	(17)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 32
Madisonville Community College Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief academic affairs officer/provost	118,000	138,310	(15)
Chief human resources officer 1*	37,212	113,077	(67)
Chief human resources officer 2*	55,305	113,077	(51)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 33
Maysville Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$170,974	\$207,854	(18%)
Chief academic affairs officer/provost	104,000	138,310	(25)
Chief human resources officer	60,726	113,077	(46)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 34
Owensboro Community And Technical College Salaries Compared To CUPA-HR
Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief human resources officer	71,344	113,077	(37)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 35
Somerset Community College Salaries Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$161,000	\$207,854	(22%)
Chief academic affairs officer/provost	114,272	138,310	(17)
Chief human resources officer	59,363	113,077	(47)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 36
Southcentral Kentucky Community And Technical College Salaries
Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$168,851	\$207,854	(19%)
Chief academic affairs officer/provost 1*	62,480	138,310	(55)
Chief academic affairs officer/provost 2*	72,598	138,310	(47)
Chief human resources officer	86,294	113,077	(24)

*This position was filled for only part of the year.

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 37
Southeast Kentucky Community And Technical College Salaries
Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive And Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief academic affairs officer/provost	106,000	138,310	(23)
Chief human resources officer	71,665	113,077	(37)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Table 38
West Kentucky Community And Technical College Salaries
Compared To CUPA-HR Medians
2019

Position	Salary	Median	% Above/(Below) Median
Top Executive and Senior Institutional Officers			
Chief executive officer, single campus	\$165,800	\$207,854	(20%)
Chief academic affairs officer/provost	99,880	138,310	(28)
Chief human resources officer	83,838	113,077	(26)

Sources: “2018-19 Administrators In Higher Education Salaries Survey By The College And University Professional Association For Human Resources.” *Higher Ed Jobs*. n.d. Web; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020.

Appendix

Conversion Of Institutions’ Submitted Titles Into CUPA-HR Categories

The following tables show how the institutions’ submissions were categorized. The “Title” column is the title provided by institutions.

Table A.1
Chief Executive Officers At Kentucky’s Institutions
2015 To 2019

Chief Executive Officer, Single Institution Or Campus Within A System			
Institution/Campus	Title	Last Name	Years In Role
Eastern Kentucky University	President	Benson	2015-2019
Kentucky State University	President	Burse	2015
		Thompson	2016
		Brown II	2017-2019
Morehead State University	President	Andrews	2015-2017
		Morgan	2017-2019
Murray State University	President	Davies	2015-2018
		Jackson	2018-2019
Northern Kentucky University	President	Mearns	2015-2017
		Vaidya	2018-2019
University of Kentucky	President	Capilouto	2015-2019
University of Louisville	President	Ramsey	2015-2016
		Bendapudi	2018-2019
		DeGouvea Pinto	2016-2017
		Postel	2017-2018
Western Kentucky University	President	Ransdell	2015-2017
		Caboni	2018-2019
KCTCS—Ashland	President/CEO	Adkins	2015-2018
		Ferguson	2018-2019
KCTCS—Big Sandy	Interim CC president	Chrestman	2015
		Newberry	2017
		Scheibmeir	2017
	President/CEO	Stephenson	2015-2016
		Zylka	2017-2019
KCTCS—Bluegrass	President/CEO	Julian	2015-2018
		Akakpo	2019
KCTCS—Elizabethtown	President/CEO	White	2015-2016
		Pate	2017-2019
KCTCS—Gateway	Interim president President/CEO	Bird Jr.	2015-2016
		Hughes	2015
		Figueroa	2016-2019

Chief Executive Officer, Single Institution Or Campus Within A System			
Institution/Campus	Title	Last Name	Years In Role
KCTCS—Hazard	Interim CC president	Pate	2016
	President/CEO	Greiner	2015-2016
		Lindon	2016-2019
KCTCS—Henderson	Interim CC president	Evans	2018-2019
	President/CEO	Williams	2015-2018
		Warren	2019
KCTCS—Hopkinsville	President/CEO	Allen Jr.	2015-2017
		Young	2017-2019
KCTCS—Jefferson	Interim president	Joseph	2015
	President/CEO	Newberry	2015
		Handy	2016-2019
KCTCS—Madisonville	President/CEO	Rhoads	2015-2016
		Kelley	2016-2019
KCTCS—Maysville	President/CEO	Story Jr.	2015
		Vacik	2015-2019
KCTCS—Owensboro	President/CEO	Klauber	2015
		Williams	2015-2019
KCTCS—Somerset	President/CEO	Marshall	2015-2018
		Castle	2019
KCTCS—Southcentral	President/CEO	Neal	2015-2019
KCTCS—Southeast	President/CEO	Moore	2015-2016
		Adams	2017-2019
KCTCS—West Kentucky	President/CEO	Veazey	2015-2016
		Reece	2016-2019

Chief Executive Officer, System			
Institution/Campus	Title	Last Name	Years In Role
KCTCS system office	President (KCTCS)	Box	2015-2019

Sources: College And University Professional Association for Human Resources. “Administrators In Higher Education Salary Survey 2016-2017”; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Table A.2
Senior Institutional Officers At Kentucky's Institutions
2015 To 2019

Chief Academic Affairs Officer/Provost				
Institution/Campus	Title	Last Name	Years In Role	
UK	Provost	Tracy	2015-2017	
		Blackwell	2018-2019	
UofL	Univ Provost	Willihnganz	2015	
		Boehm	2018-2019	
		Interim Exec VP and Univ Provost	DeGouvea Pinto	2015-2016
	Acting Exec VP & Univ Provost	Billingsley	2016-2018	
EKU	Sr VP Acad Affairs & Provost	Vice	2015-2017	
MoSU	Provost & VP, Acad Affairs	Ralston	2015-2018	
		Interim Provost & VP, Acad Aff	Albert	2018-2019
MuSU	Provost-VP-Professor	Morgan	2015	
		Arant	2017-2019	
		Interim Provost-VP-Professor	Todd	2015-2016, 2019
NKU	Provost & Executive VP for Acad. Affairs	Ott Rowlands	2015-2019	
KSU	VP Academic Affairs	Brown-Wright	2015, 2017	
		Jackson	2016	
		Provost & VP of Academic Affairs	Thomas	2017
		Interim Provost Professor 12 mth	Yates	2018-2019
KCTCS - Ashland	Chief Academic Affairs Officer	Kitchen	2015-2017	
		Vacant	2018	
		Brand	2019	
KCTCS - Big Sandy	Provost	Johnson	2015-2016	
		Vacant	2017-2019	
KCTCS - Bluegrass	Chief Academic Affairs Officer	Hellmich	2015	
		Feeney	2016-2019	
KCTCS - Elizabethtown	Provost	Evans	2015-2019	
KCTCS - Gateway	Provost	VonHandorf	2015-2019	
KCTCS - Hazard	Chief Academic Affairs Officer	Smoot	2015-2016	
		Vacant	2017	
		Kiddoo	2018-2019	
KCTCS - Hopkinsville	Chief Academic Affairs Officer	Young	2015-2017	
		Vacant	2018-2019	
KCTCS - Jefferson	Provost	Calhoun-French	2015-2019	
KCTCS - Madisonville	Chief Academic Affairs Officer	Cox	2015-2017	
		Cook	2018-2019	
KCTCS - Maysville	Provost	Pate	2015-2016	
		Ware Jr	2017-2019	
KCTCS - Somerset	Provost	Honeycutt	2015-2018	
		Hayes	2018-2019	
KCTCS - Southcentral	Provost	Shelton	2015-2019	
		McCaslin	2019	
KCTCS - Southeast	Chief Academic Affairs Officer	Buell Jr	2015-2017	
		Michaelis	2017-2019	

KCTCS - system office	Chancellor	Tracy Williams	2015-2018 2018-2019
KCTCS - West KY	Chief Academic Affairs Officer	Payne Heflin	2015-2017 2017-2019

Chief Athletics Administrator

Institution	Title	Last Name	Years In Role
UK	Athletics Director	Barnhart	2015-2019
UofL	Vice President	Jurich	2015-2017
	VP & Dir Ath	Tyra	2017-2019
EKU	Athletic Director	Sandy	2015
		Lochmueller	2015-2019
MoSU	Dir, Athletics	Hutchinson	2015-2019
	Interim Director, Athletics	Gordon	2019
MuSU	Director of Athletics	Ward	2015-2018
		Saal	2019
	Interim Director of Athletics	Milkman	2018-2019
NKU	Director	Bothof	2015-2019
WKU	Dir. Intercollegiate Athletics	Stewart	2015-2019
KSU	Director Athletics	Head	2015
		Graham	2016-2017
	Director Athletics Athletic Administration	Thomas	2018-2019

Chief Audit Officer

Institution	Title	Last Name	Years In Role
UK	Audit Internal Director Senior	Reed	2015
	Chief Audit Executive	Reed	2016-2019
UofL	Assoc VP	Barker	2015-2017
	Interim VP Audit and Compliance	Jones	2017-2018
	VP Risk Mgmt, Audit & Compliance	Bishop	2018-2019
	Interim Assoc. VP	Russell	2019
EKU	Director	Ballard	2015-2019
NKU	Director	Meyer	2015-2019
WKU	Director, Internal Audit	Miller	2015-2016
	Director	Miller	2017-2019
KCTCS - system office	Dir of Internal Audit (Sys)	Paige	2015-2018
		Kimbrough	2018-2019

Chief Business Officer

Institution	Title	Last Name	Years In Role
UK	Executive Vice President	Monday	2015-2019
UK medical	VP Health System Administration/UKHC	Birdwhistell	2015-2018
	VP Health Sys Administration & Chief of Staff/UKHC	Birdwhistell	2019
UofL	Sr. VP for Fin & Admin & COO	Sands	2015-2017
	Assoc VP-Fin & Business Affs	Howarth	2017-2018
	Vice President & CFO	Durbin	2018-2019
EKU	VP, Finance & Administration	Poynter	2015-2017
	Sr VP for Finance & Administration	Poynter	2018-2019

MuSU	Vice President Finance & Admin Services	Dudley	2015-2019
NKU	Vice President	Ramey	2015
	Sr. Vice President - Admn. & Finance	Moore	2016-2017
		Position does not exist after 2017	
WKU	Senior Vice President	Mead	2015-2018
	Exec VP, Strategy, Ops & Fin	Howarth	2019
KSU	VP for Business Affairs	Rush	2016
	Sr. VP of Finance & Administration	Appleton	2017
	Executive Vice President Finance & Admin CFO	Allen	2018-2019
	Associate VP of Business Operations	Thompson	2019
KCTCS - system office	Vice President	Walker	2015
		Followell	2015-2019

Chief Development/Advancement Officer

Institution	Title	Last Name	Years In Role
UK	Vice President	Richey	2015-2019
UK medical	UK Healthcare Dev Director/UKHC	Myers	2015-2017
	AVP Philanthropy/UKHC	Perry	2019
UofL	Vice President	Inman	2015-2017
	Interim VP Univ Advancement	Robinson	2017-2018
	VP Univ Advancement	Shafer	2018-2019
EKU	Vice President, Univ Devlpmnt	Eastman	2015
		Gardner	2020
	VP, Devlpmnt & Alumni Relation	Perlick	2015-2018
MoSU	VP, Univ Advancement	Shaw	2015-2019
MuSU	VP University Advancement	Carter	2015
		King	2015-2018
NKU	Vice President	Gentry	2015-2019
WKU	Vice President	Archambault	2015-2017
		Costello	2015
	VP, Philanthropy/Alumni Eng	Trabue	2019
KSU	Interim VP Exte Re & Develpmnt	Maxwell	2015
		Assistant VP Institutional Advancement	Gilmer
	Vice President	Kobler	2018-2019
		Burcham	2015-2016
KCTCS - system office	Vice President	Ferguson	2017-2018
		Mohler	2019

Chief Financial Officer

Institution	Title	Last Name	Years In Role
UK	VP for Financial Planning	Martin	2015-2019
UK medical	Associate VP of Finance/UKHC	Collins	2015-2016
		Gabbard	2019
	VP Sr Health Affairs/CFO UKHC/UKHC	Clark	2015-2016
		Collins	2016-2019
MoSU	CFO/VP, Administration	Patrick	2015-2018
	Interim Chief Financial Officer	Lindgren	2018-2019
NKU	Chief Financial Officer	Hales	2015-2019

WKU	Chief Financial Officer	Cummings	2015-2019
KCTCS - system office	Sys Dir Financial Svcs (Sys)	Allen	2015-2018
		Combs	2018-2019

Chief Human Resources Officer

Institution/Campus	Title	Last Name	Years In Role
UK	VP for Human Resources	Wilson	2015-2019
UofL	Asst VP Admin & Operations	Hughes	2015-2017
	Interim VP	Miles	2019
	VP Human Resources	Elliott	2017-2019
EKU	Interim Dir, Human Resources	Strauel	2015-2016
	Exec Dir, CHRO	Pitt	2017-2019
MoSU	Dir, Human Resources	Nally	2015-2019
MuSU	Director of Human Resources	Gordon	2015-2019
NKU	Senior Director	Southwood	2015-2016
	Chief Human Resources Officer	Southwood	2017-2019
WKU	Director	Glisson	2015-2019
KSU	Director Human Resource Svcs	Smoot	2015-2017
	Director of Human Resources	Raglin	2018-2019
KCTCS - Ashland	Dir of Human Resources	Allen	2015-2019
KCTCS - Big Sandy	Dir of Human Resources	Goble	2015-2017
		Tackett	2018-2019
KCTCS - Bluegrass	Dir of Human Resources	Goatley	2015-2019
KCTCS - Elizabethtown	Dir of Human Resources	Wood	2015-2017
		Taylor	2018-2019
KCTCS - Gateway	Dir of Human Resources	Yeager	2015-2019
		Hatfield	2019
KCTCS - Hazard	Dir of Human Resources	Combs	2015-2019
KCTCS - Henderson	Dir of Human Resources	Lake	2015-2018
		Position eliminated	2019
KCTCS - Hopkinsville	Dir of Human Resources	Glasman	2015-2019
KCTCS - Jefferson	Dir of Human Resources	Whalen	2015-2019
KCTCS - Madisonville	Dir of Human Resources	Wright	2015-2019
		Jones	2019
KCTCS - Maysville	Dir of Human Resources	Estill	2015-2019
KCTCS - Owensboro	Dir of Human Resources	Hohiemer	2015-2019
KCTCS - Somerset	Dir of Human Resources	Meece	2015-2017
		Patscheck	2017-2019
KCTCS - Southcentral	Dir of Human Resources	Forester	2015-2019
KCTCS - Southeast	Dir of Human Resources	Franks	2015-2019
KCTCS - system office	System Dir Human Res (Sys)	Cecil	2015-2019
KCTCS - West KY	Dir of Human Resources	Canter	2015-2019

Chief Information/IT Officer

Institution	Title	Last Name	Years In Role
UK	Chief Information Officer	Kellen	2015-2016
		Nichols	2016-2019
UK medical	Chief Information Officer/UKHC	Page	2015-2019

UofL	Vice President	Hancock	2015-2016
	Int Chief Technology Officer	Fowler	2016-2018
	Vice Provost & CIO	Khan	2019
EKU	Associate Vice President, ITDS	Isaacs	2015
MoSU	Asst VP for Technology	Richmond	2015-2018
		Howes	2018
	Chief Information Officer	Howes	2019
MuSU	Interim Chief Information Officer	Purcell	2015
	Chief Information Officer	Weber	2015-2019
NKU	Chief Information Officer	Ferguson	2015-2019
WKU	Chief Info Technology Officer	Johnson	2015
	Vice President	Johnson	2016-2018
	Asst. VP, Info Technology	Hackbarth	2019
KSU	Interim Chief Inform Officer	Dixie	2015
	Chief Inform Officer	Dixie	2016-2017
	Chief Information Officer Computer Services	Dixie	2018-2019
KCTCS - system office	Vice President	Czarapata	2015-2019

Chief Legal Affairs Officer

Institution	Title	Last Name	Years In Role
UK	Counsel General	Thro	2015-2019
UofL	VP-Strategy & General Counsel	Strohm	2015-2018
	General Counsel	Hoy	2018-2019
EKU	EVP Stu Success & Univ Counsel	Carter	2015-2017
	University Counsel	Fohl	2018-2019
MoSU	General Counsel	Fitzpatrick	2015-2019
MuSU	General Counsel	Rall	2015-2018
		Miller	2018-2019
NKU	VP Legal Affairs/General Counsel	Sidebottom	2015-2016
		Gates	2016-2019
WKU	General Counsel	Wilkins	2015-2019
KSU	General Counsel & Records Custodian	Lang	2018-2019
KCTCS - system office	General Counsel (Sys)	Cantrill	2015-2016
		Murray	2016-2019

Chief Library Officer

Institution	Title	Last Name	Years In Role
UK	Dean	Birdwhistell	2015-2017
		Way	2019
	Libraries Director (Interim)	Scaggs	2018-2019
EKU	Dean	Gardner	2015-2019
MoSU	Dean, Library Services	Gregory	2015-2019
MuSU	Dean - Associate Professor Libraries	Murray	2015
		Ireland	2015-2019
NKU	Associate Provost- Library	Almquist	2015-2018
		Falcone	2019
WKU	Dean	Foster	2015-2017
		deVries	2018-2019
KSU	Dir and Librarian Assoc Prof	Stuckey	2015-2017

KCTCS - system office	Dir of Library Systems (Sys)	Fuller Jr Stapleton	2015-2016 2017-2019
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Chief Student Affairs/Student Life Officer

Institution	Title	Last Name	Years In Role
UK	Vice President	Mock	2015
	Vice President (Interim)	Hazard	2016-2017
	Assoc Provost Student & Academic Life	Heileman	2017-2019
EKU	Exec Dir, Stu Life & Auxilary	Martin	2015-2019
MoSU	Interim Assoc VP/Student Success	Ernst	2015
	Assoc VP, Std Acad Success	Ernst	2016-2017
	Interim VP, Student Success	Mast	2017
	VP, Student Affairs	Mast	2018-2019
	VP, Student Life	Weathers	2015-2016
	VP, Student Success	Bentley	2016-2017
MuSU	Vice Pres for Student Affairs -Asst Professor	Robertson	2015-2019
NKU	Vice President	Gitau Ngatia	2015
		Nadler	2016-2019
WKU	Vice President	Bailey	2015
		Kuster	2016-2017
KSU	VP Student Affairs	Gilmer	2016-2017
	VP Stud Engagement & CampusLife	Calhoun	2017
	Vice Pres. for Student Engagement & Campus Lf	Morgan	2018
	Vice Pres. Stud Engagement Campus life/CDO	Greenfield	2019
KCTCS - system office	Vice President	McCall	2015-2019

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Sources: College And University Professional Association For Human Resources. "Administrators In Higher Education Salary Survey 2016-2017"; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "2020 CPE Uni Compensation Update-Completed." Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. "NKU 2020 CPE Uni Compensation Update-V2." Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. "CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls." Email to William Spears, Nov. 4, 2020.

Table A.3
Institutional Administrators At Kentucky’s Institutions
2015 To 2019

Chief Accounting Officer/Controller			
Institution	Title	Last Name	Years In Role
UK	Controller	Beck	2015-2018
		Fister-Tucker	2018-2019
UofL	Controller	Zink	2015
	Interim Assoc. VP Finance/Controller	Shiple	2015-2016
		Gentry	2016-2017
	Treasurer/Controller	Newell	2017-2019
EKU	Exec Dir, Univ Acctg & Fin	Compton	2015-2016
	Assoc VP for Finance & Contler	Compton	2018-2019
MoSU	Dir, Accounting & Financial Services	Owen	2015-2019
MuSU	Director Accounting & Financial Services	Dale	2015-2019
NKU	Comptroller	Kerdolff	2015-2019
KSU	Asst VP Business Affairs	Edwards	2015
	AVP Finance/Controller	Wright	2017
	Controller	Sutton	2018-2019
KCTCS - system office	Dir of Accounting (Sys)	Jones	2015
		Hicks	2016-2019

Chief Student Financial Aid Officer			
Institution	Title	Last Name	Years In Role
UK	Student Financial Aid Executive Director	Bialk	2019
	Student Services Director	Wiggins	2015-2019
UofL	Director	Neel	2015-2019
MoSU	Dir, Financial Aid	Trusty	2015-2019
MuSU	Director of Financial Aid	Mitchum	2015
		Balok	2015-2017
		Stewart	2015-2019
NKU	Assistant VP, Enrollment & Financial Aid	Stewart	2015-2019
WKU	Director	Burnette	2015-2018
		Davis	2019
		Owens	2015
KSU	Director Financial Aid	Hall	2016
		Keese	2017
		Keese	2018-2019
KCTCS - system office	Sys Dir of Financial Aid (Sys)	Cleary	2015-2019

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Source: College And University Professional Association For Human Resources. “Administrators In Higher Education Salary Survey 2016-2017”; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

Table A.4
Heads Of Divisions, Departments, And Centers At Kentucky’s Institutions
2015 To 2019

Deputy Chief Advancement/ Development Officer			
Institution	Title	Last Name	Years In Role
UK	Development Executive Director	Laur	2015
	Development Senior Executive Director	Denomme	2015-2016
	Philanthropy Principal Executive Dir	Denomme	2017-2019
	Philanthropy Senior Executive Director	Laur	2016-2019
UofL	Assoc VP	Amore	2015-2016
	Assoc VP Development	Keith	2018-2019
EKU	Asst VP Developmnt Opr & Campgn	Grinstead	2015-2019
NKU	Assistant Vice President	Dials	2015-2019
		Keene	2019
WKU	Associate VP, Development	Blair	2015-2019
KSU	Director Of Public Engagement	Sanders	2018-2019
KCTCS - system office	Assoc Dir of Advancement (S)	Robinson	2015-2018
		Peterson	2018-2019
		Yates	2015-2019

Deputy Chief Athletics Officer			
Institution	Title	Last Name	Years In Role
UK	Deputy Athletics Director	Peevy	2015-2019
UofL	Exec Sr Assoc Ath. Dir	Miller	2015-2018
		Mitchell	2015-2019
		Maffet	2015-2018
		Carns	2015-2019
		Klein	2015-2019
		Shoemaker	2018-2019
	Asst. Ath Dir	Spoelker	2019
NKU	Sr. Asct Athletic Director for Business	Mclver	2015-2019
KSU	Acting Director of Intercollegiate Athletics	Slater	2018-2019

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Source: College And University Professional Association For Human Resources. “Administrators In Higher Education Salary Survey 2016-2017”; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “2020 CPE Uni Compensation Update-Completed.” Email to William Spears, Oct. 14, 2020; staff analysis of email attachment from Michael Hales, chief financial officer, Northern Kentucky University. “NKU 2020 CPE Uni Compensation Update-V2.” Email to William Spears, Oct. 23, 2020; staff analysis of email attachment from Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. “CPE-LRC Updated Administrators 2016-2019 (revised)-V2.xls.” Email to William Spears, Nov. 4, 2020.

¹ Wendell Followell, vice president and treasurer, Kentucky Community and Technical College System. Email to William Spears, Dec. 3, 2020.

² Adam Pritchard, Jingyun Li, Jasper McChesney, and Jacqueline Bichsel. *Administrators In Higher Education Annual Report: Key Findings, Trends, And Comprehensive Tables For The 2018-2019 Academic Year*. College and University Professional Association For Human Resources. April 2019. Web. Accessed Jan. 28, 2021.

³ Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, March 15, 2021.

⁴ Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 26, 2021.

⁵ Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, March 4, 2021.

⁶ Teresa Lindgren, executive director of budgets and financial planning, Morehead State University. Email to Ryan Kaffenberger, Feb. 19, 2021.

^{vii} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 22, 2021.

^{viii} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Oct. 14, 2020.

^{ix} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 18, 2021.

^x Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 23, 2021.

^{xi} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 26, 2021.

^{xii} Jasmin Thurman, budget manager of finance and administration, Kentucky State University. Email to William Spears, March 1, 2021.

^{xiii} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 26, 2021.

^{xiv} Ryan Kaffenberger, senior associate of budget and finance, Council on Postsecondary Education. Email to William Spears, Feb. 24, 2021.