

# STATE UNIVERSITIES CIVIL SERVICE SYSTEM

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August 27, 2014

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State Universities Civil Service System

The State Universities Civil Service System respectfully submits the Final Audit Report of the Biennial Institutional Compliance Audit conducted at Northeastern Illinois University. The audit period tested was June 1, 2011 through May 31, 2013. This report is intended to communicate the final material findings, recommendations and corresponding institutional responses formulated through a comprehensive human resource compliance and operational audit.

On behalf of the audit staff, we thank Northeastern Illinois University and their human resource staff for a very productive audit experience. If there are any questions or a personal briefing on any item is desired, please call Lucinda M. Neitzel (217) 278-3150 ext. 236.

  
Lewis T. (Tom) Morelock  
Executive Director

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# Northeastern Illinois University Final Audit Report

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## State Universities Civil Service System Compliance Audit

August 27, 2014

Audit Period

June 1, 2011 to May 31, 2013

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Prepared by:

*Lucinda M. Neitzel*

Lucinda M. Neitzel

Assistant Director, Operations and Audit Division

**Northeastern Illinois University**  
**Final Audit Report**

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Appendix A: Principal Administrative Appointments--Position Descriptions Matching Civil Service Specifications

## **Northeastern Illinois University** **Final Audit Report**

### **Introduction**

#### **PURPOSE**

The State Universities Civil Service System was created as a separate entity of the State of Illinois and is under the control of the University Civil Service Merit Board as set forth in Section 36b(3) of the State Universities Civil Service Act (Act) (110 ILCS 70/36b(3)). The purpose of the State Universities Civil Service System is to establish a sound program of personnel administration for its constituent employers (110 ILCS 70/36b(2)). To achieve this purpose, the Merit Board has been given a broad range of statutory powers and duties, which include the power to make rules to carry out the purpose of the State Universities Civil Service System and to appoint an Executive Director to administer the Act (110 ILCS 70/36d(11) and (12)).

As part of its statutory power, the Merit Board has promulgated rules that delegate to the Executive Director the authority and responsibility for conducting “ongoing audit programs of all Civil Service operations at all places of employment for the purpose of assuring compliance with the [Act (110 ILCS 70/36b et seq.)] and [Part 250 of the Illinois Administrative Code (Code) (80 Ill. Adm. Code 250)] and for improving the programs of personnel administration of its constituent employers” (80 Ill. Adm. Code §250.140(c)).

This report communicates the final outcome of a comprehensive human resource operational audit, which included an on-site evaluation that was conducted September 18-20, 2013. A Formal Exit conference was conducted on July 24, 2014, which provided an opportunity for the Employer to discuss both the Material and Non-Material findings contained in the initial Draft Audit Report. Based on that conference, a revised Draft Audit Report was issued on August 12, 2014. Upon completion of the Formal Exit Conference, the Employer submitted their Institutional Corrective Action Plan. This Final Audit Report (Material Findings only) is being submitted to the Employer, with a Supplemental Report (Non-Material Findings) sent to the campus/agency Human Resource Office for internal use.

#### **OVERVIEW**

The following Human Resource activities were reviewed and utilized in identifying the Material (Final Audit Report) and Non-material Findings (Supplemental Report):

- **Assignment of Positions to Classes**

The Auditor completes a review of selected job descriptions for timely updates, proper administration, and correct assignment of position classifications. Additional desk audits of selected positions are conducted onsite for appropriateness of position

classifications. There is also an evaluation of the Employer's position audit process and corresponding determinations.

- **Compensation Programs**

The Auditor completes an analysis of the Employer's use of pay rates and pay ranges, as approved by the Merit Board. An overall evaluation is then conducted of the Employer's compensation program and initiatives to meet requirements of pay equity within the Employer's market area.

- **Examination Program**

The Auditor conducts a review of pre-employment testing operations. This includes test administration, admission procedures of applicants to examinations, license and certification verifications, scheduling, security, and register management.

- **Administration of Employment and Separation Procedures**

The Auditor reviews the Employer's business processes and procedures related to the employment cycle, including pre-employment activities, probationary and status employment, and employment separation programs. There is also an assessment of the Employer's utilization and monitoring of non-status appointments.

- **Administration and Employment Protocols of Positions Exempt from Civil Service Guidelines**

The Auditor completes a review of the employment protocols and assigned responsibilities for Principal Administrative Appointments. This review is conducted to assure compliance with recognized exemption authorization procedures. The Employer's exemption forms and related position descriptions are reviewed and selected incumbent interviews are conducted for validation of approved exemptions. The audit process also includes a review of the Employer's administrative procedures related to these appointments and their approved exemption status.

- **General Review of the Employer's Human Resource Program**

The Auditor completes a general review of the Employer's human resource programs with respect to effectiveness, efficiency and levels of communication to constituencies. There is also an assessment of the recognition and interaction of human resource programs within the Employer's faculty, administrative and support staff employee groups. The impact of new technology on the recordkeeping and processing of information is also an element for review.

- **Other Follow-up Items from Previous Audit**

Other follow-up items from previous audits, as well as other matters deemed necessary and appropriate, may have been reviewed and submitted as additional audit topics.

The following staff members from the System Office, Operations and Audit Division, were directly responsible for conducting various aspects of the audit:

**Lucinda Neitzel, Assistant Director, Operations and Audit Division**  
**Danielle Routh, Program Coordinator, Operations and Audit Division**

**Northeastern Illinois University**  
**Final Audit Report**

**Executive Summary**  
**YEAR ENDED--FY2014**

The compliance testing performed during this examination was conducted in accordance with State Universities Civil Service Act (110 ILCS 70/36b et seq.), Part 250 of the Illinois Administrative Code (Code) (80 Ill. Adm. Code 250), State Universities Civil Service Procedures Manuals, applicable University/agency policies/procedures, and auditing standards.

**SUMMARY OF MATERIAL FINDINGS**

<b><u>Number of</u></b>	<b><u>This Report</u></b>
Findings	1
Repeated findings from previous audit®	1®

**SCHEDULE OF MATERIAL FINDINGS**

<b><u>Item</u></b>	<b><u>Page</u></b>	<b><u>Description</u></b>
<b><u>Number</u></b>		
NEIU FY14-01	5	FINDINGS (STATE UNIVERSITIES CIVIL SERVICE ACT) Exemption Authorization Applied to Positions That Match Civil Service Classification Specifications®

**Northeastern Illinois University**  
**Final Audit Report**

**Material Findings, Recommendations, Institutional Corrective Action Plan and  
Additional Auditor Comments**

**NEIU FY14-01      Exemption Authorization Applied to Positions That Match Civil Service  
Classification Specifications**

**Criteria/Standards (i.e., what should exist):**

- 1) *State Universities Civil Service Act (Act), Section 70/36e Coverage*
- 2) *Illinois Administrative Code (Code), Section 250.30(a) Coverage*
- 3) *Exemption Procedures Manual, Section 1.1 Overview*
- 4) *Exemption Procedures Manual, Section 3.1 Principal Administrative Appointments*
- 5) *Exemption Procedures Manual, Section 6.3 System Office Review*
- 6) *Exemption Procedures Manual, Section 8.2 Changing an Exempt Position to a Civil Service Position*

These guidelines provide that all positions are Civil Service, except as categorically outlined. Exemptions are allowed in accordance with procedures, requiring either documented exemption approval from the System Office or verification of exemption authorization through the position descriptions when general titles are used. Accordingly, a periodic review and update of position descriptions are required to confirm that these exemption authorizations remain valid.

Periodic job description review and update procedures may indicate that a position originally identified as a Principal Administrative Appointment (PAA) may have incorrectly been classified or may have changed to the point whereby a department now must convert this position, and any employee currently occupying these positions, to an identified and appropriate Civil Service classification.

In this respect, biennial compliance audits of University System employers will include, but not limited to:

- Comprehensive review of position descriptions
- Compliance with statutory and procedural criteria for exemptions
- Adequacy and thoroughness of related employment procedures
- Adequacy of internal review and approval processes
- Thoroughness and accuracy of quarterly reporting requirements
- Any other associated special interest items



When it has been determined and established that the job responsibilities and duties of a position do not meet the criteria for a PAA exemption under Section 36e(3) of the Act, the Employer may be required to change the position from an exempt appointment to an appropriate Civil Service appointment in a recognized classification.

**Conditions/Facts (i.e., what actually exists):**

Through a review of approximately ninety-eight (98) position descriptions, including on-site interviews with various exempted employees, it was determined that sixty-two (62) exempted positions listed in **Appendix A** were performing duties matching the specifications for various Civil Service classifications. The positions cited simply do not contain the duties or level of authority and responsibility that would typically fall outside the specifications of standard professional or technical Civil Service classifications.

An integral part in determining whether previous audit findings are properly addressed and resolved was to conduct an in-depth review with respect to this topic and assess whether the Employer's corrective actions were fulfilled and provide a subsequent foundation for future compliance in this respect. As part of the current FY2014 Biennial Compliance Audit, the Auditor reviewed the exempted positions cited during the previous audit to determine if vacancies had in fact occurred since its completion or if the positions had been accurately flagged and if so, whether the positions had been appropriately analyzed before being exempted again. As a result, the Auditor determined that eleven (11) positions cited during the FY2012 Biennial Compliance Audit, and listed below, became vacant, refilled with new employees and again exempted during the current FY2014 Biennial Compliance Audit time frame:

- The position of Specialist (997645) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 9/19/2011, currently occupies this position with the same position number (997645) cited in the previous audit.
- The position of Coordinator (997153) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 7/1/2011, currently occupies this position with the same position number (997153) cited in the previous audit.
- The position of Coordinator (999821) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 1/16/2009 currently occupies this position with the same position number (999821) cited in the previous audit.

- The position of Coordinator (997238) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 8/9/2011, currently occupies this position in with the same position number (997238) cited in the previous audit.
- The position of Coordinator (997249) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 8/31/2010, currently occupies this position with the same position number (997249) cited in the previous audit.
- The position of Coordinator (999792) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 1/7/2013, currently occupies this position with the same position number (999792) cited in the previous audit.
- The position of Specialist (999751) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date 10/3/2011, currently occupies this position with the same position number (999751) cited in the previous audit.
- The position of Specialist (999830) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 7/23/2012, currently occupies this position with the same position number (999830) cited in the previous audit.
- The position of Specialist (997212) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 8/27/2012, currently occupies this position with the same position number (997212) cited in the previous audit.
- The position of Assistant Director (997169) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 7/5/2011, currently occupies this position with the same position number (997169) cited in the previous audit.

- The position of Coordinator (999887) was previously cited in the FY2012 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2014 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 9/1/1999, currently occupies this position with the same position number (999887) cited in the previous audit.

In these instances, the Auditor was unable to conclusively determine whether the Employer remained consistent with their internal protocols in evaluating previously flagged positions prior to employing new incumbents. The Employer's decision to reestablish these exempt positions following an audit citation, without providing validation that exemption is appropriate through a complete position analysis and review, is considered a technical violation of exemption authorization and employment procedures/guidelines.

Following the issuance of the Draft Audit Report and Formal Exit Conference, the Employer provided a "Position Exemption Checklist" utilized to evaluate position descriptions for exemption from Civil Service regulatory guidelines. However, it should be noted that many of the bulleted items contained in the checklist could also be assigned easily to various professional, semi-professional, and managerial Civil Service classifications. The Employer may consider further development of this checklist in evaluating positions to include the assignment of metrics to each area being evaluated. To assist in this process, the Auditor provided the Employer with an optional Position Review Questionnaire, which provides a more detailed analysis of the position and can more accurately determine exemption eligibility.

**Cause (i.e., why deficient condition occurred):**

According to the Employer's payroll records, 'standard' titles approved for use by the System Office were applied to the majority of the exempted positions.

**Effect (i.e., impact of the problem):**

A failure to establish appropriate classification plan management protocols that properly update, analyze and evaluate position descriptions leads to unauthorized exemption authorizations, utilization of inappropriate employment protocols, and non-compliance with the Act, Code and Procedures. Consequently, positions are improperly identified and appropriate Civil Service protocols circumvented, significantly increasing the possibility of employment issues.

**Finding from Previous Audit:**

During the FY2010 compliance audit, through a review of approximately ninety (90) position descriptions, including on-site interviews with various exempted employees, it was determined that sixteen (16) exempt positions were performing duties matching the specifications for various Civil Service classifications. *[Finding Code NEIU FY10-01, pages 4-6]*.

During the FY2012 Biennial Compliance Audit, through a review of approximately one-hundred (100) position descriptions, including on-site interviews with various exempted employees, it

was determined that fifty-seven (57) exempted positions were performing duties matching the specifications for various Civil Service classifications. *[Finding Code NEIU FY12-01, pages 4-6].*

**Recommendation:**

Due to the level of non-compliance related to this topic, the Employer is again reminded that exemption authorization is a direct statutory responsibility delegated to the Merit Board, who has specifically empowered Employers through various procedures to make these exemption determinations. The Designated Employer Representative (DER) of each university and affiliated agency has the responsibility to develop and maintain protocols consistent with the statutory and procedural guidelines related to this important delegated authority.

The Illinois Administrative Code, Section 250.30(a) specifically provides that the Merit Board has the authority to determine Principal Administrative Appointments (PAA) at each institution or agency. Specifically, it states that “The Director shall publish guidelines for such exemptions, as approved by the Merit Board.” We refer the Employer to these guidelines located in the Exemption Procedures Manual, Section 3.1, Principal Administrative Appointments and Section 4.1, Teaching, Research, and Extension Faculty Appointments, approved by the Merit Board in June 2009. In accordance with the statutory intent and basic premise contained in these standards, the assignment of positions to Civil Service classifications when the position description matches appropriate classification specifications must take precedence over the use of exemptions through utilizing standard titles. Improper exemptions from Civil Service regulations can lead to a fundamental breakdown of several interrelated human resource functions; including employment status, position classification, seniority, recruitment, compensation, performance, and benefit administration.

In order to properly regulate and manage these appointments, we request that the Human Resource Office immediately establish additional protocols to routinely review and maintain all exempt position descriptions in accordance with the Exemption Procedures Manual. Based on a regular position review, the Employer should be able to properly identify those positions that truly should be a Civil Service appointment of some type and those positions that truly meet exemption authorization standards, either as a Principal Administrative Appointment or as a Teaching, Research, or Extension Faculty Appointment.

Specifically regarding the eleven (11) positions listed above that were cited in the previous audit and were refilled during this audit time frame, without any apparent in-depth job analysis and review, we recommend that they be transitioned at the next contract renewal date to an appropriate Civil Service appointment as previously recommended. Additionally, we recommend that the Employer complete an in-depth review of the position descriptions for the positions listed in **Appendix A** to further determine if they meet the specifications of the recommended Civil Service classifications. *Specifically, positions determined to be inappropriately exempted and flagged through the compliance audit process must be reviewed as a matter of standard protocol at the next contract renewal date.* If it is determined that these positions match the specifications of the recommended Civil Service classifications, they

should be transitioned to a Civil Service appointment as soon as possible. It is strongly recommended that positions designated to be transitioned to Civil Service appointments be moved as soon as possible, preferably at the next employment contract renewal date, but certainly no later than at such time that these positions become vacant again. We refer the Employer to the Exemption Procedures Manual, Section 8.2, Changing an Exempt Position to a Civil Service Position for guidance in transitioning these positions to appropriate Civil Service Appointments. ***Again, please note that positions designated for transition through the audit process will be reviewed in the next biennial audit process and must be monitored by the Employer periodically.***

As previously discussed with the Employer, the former Pilot Program classifications (Custom Classifications) have been incorporated into our standardized classification plan and are required to be utilized in accordance with standardized civil service protocols. These classifications provide a more flexible and transparent transition and may be appropriate for several of the positions cited in **Appendix A**. *Again, it is strongly recommended that these positions be moved immediately, or at the next employment contract renewal date if applicable.*

**Institutional Corrective Action Plan—provided by Ms. Marta Maso, Director of Human Resources**

We agree with the recommendation. The University will flag these positions and when a vacancy occurs in a flagged position, a review of the position will be conducted. In addition, the University will also conduct a review to determine which positions can be immediately converted to Civil Service.

**Additional Auditor Comments:**

Following the Formal Exit Conference, the System Office provided the Employer with the Position Analysis Questionnaire utilized in reviewing exempt positions. As previously noted in this finding, the Employer should begin utilizing this analytical tool to more accurately and concisely evaluate positions to properly establish and validate exemption status. The Employer has committed to examining their own Position Exemption Checklist in this respect, relative to this Questionnaire, and will determine if updates to their local checklist are necessary.

**State Universities Civil Service System  
Northeastern Illinois University  
FY2014 Biennial Compliance Audit**

**Appendix A**

***Principal Administrative Appointments  
Position Descriptions Matching Civil Service Classification Specifications***

Employee Name	Title	Date of Employment	Date of Appointment	Annual Salary	Position Number	Recommended Civil Service Classification Options
	Owner's Representative	2/1/2012	2/1/2012	\$54,428.64	996893	Architect Series or Architectural Superintendent
	Cicero-Berwyn Parent/Student Services Manager	1/29/2008	1/29/2008	\$47,816.16	996955	Program Coordinator Series
	Specialist	3/1/2004	3/1/2004	\$42,205.68	997644	Program/Student Advisor
	Program Specialist, Academic Advisement Center	7/1/2009	7/1/2009	\$43,409.28	997995	Program/Student Advisor
	Outreach Coordinator	2/1/2012	2/1/2012	\$36,020.24	996891	Community Affairs Specialist Series
	Technology Integration Specialist	9/1/1984	9/1/1984	\$62,289.60	998007	Instructional Development Specialist
	Program Specialist, Academic Advisement Center	11/1/2012	11/1/2012	\$39,876.00	998006	Program/Student Advisor
	Program Manager, Arts at the Center	1/1/2003	1/1/2003	\$53,261.52	997346	Grants and Contracts Specialist or Business Administrative Associate
	GEAR UP College Access Coordinator (Parent Specialization)	7/1/2005	7/1/2011	\$54,271.44	996981	Program Coordinator Series
	GEAR UP Parent/Student Services Specialist	11/2/2011	11/2/2011	\$39,600.00	996741	Program Coordinator Series
	GEAR UP Parent/Student Services Coordinator	9/1/2006	9/1/2006	\$53,043.84	997028	Program Coordinator Series
	Coordinator, Undocumented Students Project	1/16/2013	1/16/2013	\$34,284.00	996749	Program Coordinator Series
	Acting Assistant Director of Student Union and Information Services	9/20/2009	9/20/2009	\$42,027.12	996725	Assistant to the Director of Student Center
	Coordinator of Student Services	1/26/2004	10/19/2009	\$33,978.72	999913	Program/Student Advisor
	Executive Assistant	1/16/1990	1/16/1990	\$54,301.20	998003	Program/Student Advisor
	Coordinator of Academic and Writing and Support Services	8/16/2011	8/16/2011	\$43,650.72	997135	Program Coordinator Series
	Coordinator for Academic and Career Advising	2/24/2012	7/1/2013	\$34,999.92	996761	Program/Student Advisor
	Program Specialist, Academic Advisement Center	9/30/1999	9/30/1999	\$42,603.36	997993	Program/Student Advisor
	GEAR UP College Access Coordinator	3/6/1993	3/6/1993	\$65,230.56	997957	Program Coordinator Series
	Program Specialist	11/1/1991	11/1/1991	\$52,658.16	998014	Program/Student Advisor
	Academic Advisor for TRIO/Student Support Services	1/10/2011	1/10/2011	\$40,096.56	997074	Program/Student Advisor
	Career Development Coordinator	1/4/2010	1/4/2010	\$46,278.72	997081	Program/Student Advisor or Program Coordinator Series
	Program Specialist, Academic Advisement Center	10/16/1992	10/16/1992	\$55,214.40	997062	Program/Student Advisor
	Admissions Counselor	11/1/2000	11/1/2000	\$45,943.68	998012	Admissions and Records Series or Program/Student Advisor
	UNIX Administrator	8/24/2011	8/24/2011	\$53,453.76	999910	Information Technology Support Associate
	GEAR UP Parent/Student Services Coordinator	11/1/2003	11/1/2003	\$53,043.84	997049	Program Coordinator Series
	GEAR UP College Access Coordinator	6/10/2012	6/10/2012	\$52,800.00	996758	Program Coordinator Series
	Alumni Relations Coordinator	1/7/2013	1/7/2013	\$40,999.92	998008	Assistant Director of Alumni Relations
	GEAR UP Student/Parent Services Specialist	1/29/2008	9/19/2010	\$39,600.00	996767	Program/Student Advisor
	Program Coordinator	8/16/2004	8/16/2004	\$58,793.76	997615	Library Series

**State Universities Civil Service System  
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**Appendix A**

***Principal Administrative Appointments  
Position Descriptions Matching Civil Service Classification Specifications***

Employee Name	Title	Date of Employment	Date of Appointment	Annual Salary	Position Number	Recommended Civil Service Classification Options
	Student Success Coordinator/Coach	9/16/2005	2/1/2011	\$42,392.88	997071	Program Services Specialist
	Program Specialist, Academic Advisement Center	2/16/1999	2/16/1999	\$78,187.68	997994	Program/Student Advisor
	Undergraduate Academic Advisor	8/1/2005	8/1/2005	\$43,923.36	998019	Admissions and Records Series or Program/Student Advisor
	Career Development Coordinator	7/25/2011	7/25/2011	\$46,278.72	997082	Program/Student Advisor or Program Coordinator Series
	GEAR UP College Access Coordinator	6/1/2001	6/1/2001	\$55,200.00	996795	Program Coordinator Series
	GEAR UP Parent/Student Services Coordinator	9/1/2002	7/10/2011	\$53,043.84	997052	Program Coordinator Series
	Program Assistant--Specialist	1/10/2011	9/1/2011	\$27,000.00	996813	Instructional Development Specialist
	GEAR UP College Access Coordinator	6/1/2010	6/1/2010	\$52,800.00	996799	Program Coordinator Series
	Veterans Admissions/Outreach Specialist	8/27/2012	8/27/2012	\$35,224.56	997212	Program/Student Advisor
	GEAR UP College Access Coordinator	1/1/1990	1/1/1990	\$52,800.00	996796	Program Coordinator Series
	Assistant Director for the Advising Center (Interim)	5/1/2007	7/21/2008	\$42,551.76	997989	Program/Student Advisor
	Program Specialist, Academic Advisement Center	2/1/2005	2/1/2005	\$49,808.40	997988	Program/Student Advisor
	Coordinator for Recruitment, Admissions and Outreach	3/15/2013	3/15/2013	\$33,499.92	996763	Program/Student Advisor
	Coordinator, New Student and Family Programs	9/20/2010	5/7/2012	\$30,000.00	996784	Program Coordinator Series
	Acting Associate Director of Event and Conference Services	7/1/2009	7/1/2009	\$51,951.60	996812	Events Administrator Series or Special Events Facilitator
	GEAR UP College Access Coordinator	3/19/2012	3/19/2012	\$52,800.00	996800	Program Coordinator Series
	Senior Data Analyst	11/1/2012	11/1/2012	\$58,999.92	996907	Information Technology Technical Associate
	GEAR UP Parent/Student Services Coordinator	1/15/1993	7/1/2011	\$62,982.24	997053	Program Coordinator Series
	Coordinator/Senior Program Manager	11/1/1994	9/1/2008	\$63,498.24	997962	Grants and Contracts Administrator Series
	Coordinator, Network for Dissemination of Curriculum Infusion	9/24/2012	9/24/2012	\$64,564.08	997626	Program Coordinator Series
	Pre-Major Advisor	9/1/2002	9/1/2002	\$43,923.36	998020	Program/Student Advisor
	GEAR UP Math Specialist	9/11/1997	9/11/1997	\$103,512.48	997982	Program/Student Advisor
	Project Coordinator	5/1/2012	5/1/2012	\$49,999.92	996924	Administrative Aide or Administrative Assistant
	Assistant Director for Alumni Relations	8/16/2011	8/16/2011	\$48,328.80	997231	Assistant Director of Alumni Relations
	Recruitment Specialist	10/19/2009	8/16/2010	\$43,850.64	997999	Program/Student Advisor
	Program Manager: Video Services	8/1/2000	8/1/2000	\$52,220.88	997956	Multimedia Technical Support Series
	GEAR UP Parent/Student Services Specialist	9/1/1996	9/1/1996	\$61,476.48	997943	Program Coordinator Series
	Coordinator for Career Services	5/17/2004	5/17/2004	\$40,000.08	996769	Program/Student Advisor
	Student Academic Services Specialist	5/7/2012	5/7/2012	\$40,999.92	996925	Program/Student Advisor
	Assistant Director of Orientation	8/20/2012	8/20/2012	\$45,000.00	996873	Program/Student Advisor or Program Coordinator Series
	GEAR UP College Access Coordinator	11/16/1999	11/16/1999	\$55,200.00	996797	Program Coordinator Series
	GEAR UP College Access Coordinator	7/1/2002	7/1/2002	\$55,800.00	996798	Program Coordinator Series