

C U P A				
Discipline	Rank	Market Reference Point	Market Reference Point	Market Reference Point (*)
04.02	A		\$91,781	\$122,374
04.02	A	A		
04.02	A		\$59,850	\$79,800
04.02	A	A	\$57,000	\$76,000
04.02	A	A	\$50,917	\$67,889
04.02	A		\$48,492	\$64,656
04.02	A		\$46,183	\$61,578
05.02			\$83,534	\$111,378
05.02		A	\$64,910	\$86,547
05.02		A	\$55,531	\$74,042
05.02			\$60,379	\$80,506
05.02		A	\$52,944	\$70,592
05.02		A	\$45,601	\$60,802
05.02			\$43,430	\$57,906
05.02			\$41,362	\$55,149
09.01			\$74,942	\$99,923
09.01		A	\$58,750	\$78,333
09.01		A	\$50,140	\$66,854
09.01			\$62,460	\$83,280
09.01		A	\$46,500	\$62,000
09.01		A	\$44,286	\$59,048
09.01			\$42,177	\$56,236
09.01			\$40,169	\$53,558
10.07			\$64,736	\$86,314

\*Market reference points were developed using existing CUPA data from 46 peer institutions. Market reference points serve as a basis to identify competitive minimum salaries relevant to each rank and discipline. Structure as of 6/28/2023







13.14											\$74,780	\$99,707
13.14											\$62,656	\$83,542
13.14											\$52,119	\$69,492
13.14											\$68,233	\$90,977
13.14											\$54,824	\$73,098
13.14											\$48,991	\$65,321
13.14											\$41,573	\$55,431
13.14											\$39,594	\$52,791
14.08											\$98,897	\$131,863
14.08											\$77,961	\$103,948
14.08											A 172 ( ) -12.5 ( ) 0783 ( ) 2.5 ( ) -8.8 ( ) 2.7 ( ) -3.3 ( ) 4-8.8 ( ) 0.8	C / D 170 B-8.5



Market Reference Points (MRPs) for Compensation Structure				
Rank	Discipline	MRP Category	MRP Value	Target Value
14.27	Business Administration	Business Administration	\$56,250	\$75,000
14.35	Business Administration	Business Administration	\$102,429	\$136,572
14.35	Business Administration	Business Administration	\$76,279	\$101,705
14.35	Business Administration	Business Administration	\$72,319	\$96,426
14.35	Business Administration	Business Administration	\$81,588	\$108,785
14.35	Business Administration	Business Administration	\$70,326	\$93,768
14.35	Business Administration	Business Administration	\$66,977	\$89,303
14.35	Business Administration	Business Administration	\$63,788	\$85,050
14.35	Business Administration	Business Administration	\$60,750	\$81,000
15.00	Business Administration	Business Administration	\$75,538	\$100,717
15.00	Business Administration	Business Administration	\$70,769	\$94,359
15.00	Business Administration	Business Administration	\$62,400	\$83,200
15.00	Business Administration	Business Administration	\$101,699	\$135,598
15.00	Business Administration	Business Administration	\$66,883	\$89,177
15.00	Business Administration	Business Administration	\$58,495	\$77,993
15.00	Business Administration	Business Administration	\$55,709	\$74,279
15.00	Business Administration	Business Administration	\$53,056	\$70,742
15.03	Business Administration	Business Administration	\$97,119	\$129,491
15.03	Business Administration	Business Administration	\$74,742	\$99,656
15.03	Business Administration	Business Administration	\$64,129	\$85,505
15.03	Business Administration	Business Administration	\$101,699	\$135,598
15.03	Business Administration	Business Administration	\$66,883	\$89,177
15.03	Business Administration	Business Administration	\$58,495	\$77,993
15.03	Business Administration	Business Administration	\$55,709	\$74,279
15.03	Business Administration	Business Administration	\$53,056	\$70,742
15.06	Business Administration	Business Administration	\$97,119	\$129,491
15.06	Business Administration	Business Administration	\$74,742	\$99,656
15.06	Business Administration	Business Administration	\$64,129	\$85,505
15.06	Business Administration	Business Administration	\$101,699	\$135,598

\*Market reference points were developed using existing CUPA data from 46 peer institutions. Market reference points serve as a basis to identify competitive minimum salaries relevant to each rank and discipline. Structure as of 6/28/2023

15.06	15.06	15.06	15.06	15.08	15.08	15.08	15.08	15.08	15.08	15.08	15.08	15.08	15.08	15.08	16.01	16.01	16.01	16.01	16.01	
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...
\$66,883	\$58,495	\$55,709	\$53,056	\$97,119	\$74,742	\$64,129	\$101,699	\$66,883	\$58,495	\$55,709	\$53,056	\$71,156	\$56,636	\$52,560	\$50,817	\$43,004				
\$89,177	\$77,993	\$74,279	\$70,742	\$129,491	\$99,656	\$85,505	\$135,598	\$89,177	\$77,993	\$74,279	\$70,742	\$94,874	\$75,514	\$70,079	\$67,756					

Blank row

Blank row

Blank row







**Item Description** **Quantity** **Unit Price** **Amount** **Remarks**

27.05	...		\$44,592	\$59,456
31.05	...		\$77,321	\$103,095
31.05	...		\$61,919	\$82,559
31.05	...		\$54,368	\$72,491
31.05	...		\$66,086	\$88,115

...

...

...

...

...

...

...

...

...



				Total (*)
45.02	A 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$47,988	\$63,984
45.02	A 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$45,703	\$60,937
45.02	A 1 1 1 1 .		\$43,526	\$58,035
45.02	A 1 1 1 1 .		\$41,454	\$55,272
45.07	1 1 1 1 C 1 1 .	1 1 1 1 1 1 1 1 1 )	\$83,397	\$111,196
45.07	1 1 1 1 C 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$63,656	\$84,874
45.07	1 1 1 1 C 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$55,905	\$74,540
45.07	1 1 1 1 C 1 1 .	1 1 1 1 1 1 1 1 1 )	\$62,077	\$82,770
45.07	1 1 1 1 C 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$51,934	\$69,245
45.07	1 1 1 1 C 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$47,959	\$63,945
45.07	1 1 1 1 C 1 1 .		\$45,675	\$60,900
45.07	1 1 1 1 C 1 1 .		\$43,500	\$58,000
45.10	1 1 1 1 1 1 1 1 1 .	1 1 1 1 1 1 1 1 1 )	\$79,921	\$106,561
45.10	1 1 1 1 1 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$63,747	\$84,996
45.10	1 1 1 1 1 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$53,681	\$71,575
45.10	1 1 1 1 1 1 1 1 1 .	1 1 1 1 1 1 1 1 1 )	\$58,311	\$77,748
45.10	1 1 1 1 1 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$52,156	\$69,542
45.10	1 1 1 1 1 1 1 1 1 .	A 1 1 1 1 1 1 1 1 1 )	\$45,222	\$60,296
45.10	1 1 1 1 1 1 1 1 1 .		\$42,771	\$57,028
45.10	1 1 1 1 1 1 1 1 1 .		\$40,734	\$54,312
45.11				



50.01

Illegible text and symbols, including a large number 5 and various mathematical notations.



12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)

,

12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)

12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)

12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)

12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)

12) 11) 10) 9) 8) 7) 6) 5) 4) 3) 2) 1)







1 d

1 d

1 d

1

1

1

1

1

1\*)