# SBDCNet NATIONAL INFORMATION C L E A R I N G H O U S E 



## A Partnership of SBA, ASBDC, SBDC, and UTSA


U.S. Small Business Administration
 ussa

This material is based upon work supported by the U.S. Small Business Administration. Any opinions, findings, conclusions or recommendations expressed are those of SBDCNet and do not necessarily reflect the views of the U.S. SBA. This U.S. Small Business Administration (SBA) Grant is funded by the SBA. SBA's funding is not an endorsement of any products, opinions, or services; All SBA funded programs are extended to the public on a nondiscriminatory basis.

## TABLE OF CONTENTS

Executive Summary ..... 4
Average Salaries \& Statistical Analysis by Position ..... 5
State Director 2017 ..... 5
Associate/Assistant State Director 2017 - All ..... 6
Associate/Assistant State Director 2017 - Tier 1 ..... 7
Associate/Assistant State Director 2017 - Tier 2 ..... 8
Associate/Assistant State Director 2017 - Tier 3 ..... 9
Center Director 2017 - All ..... 10
Center Director 2017 - Tier 1 ..... 11
Center Director 2017 - Tier 2 ..... 12
Center Director 2017 - Tier 3 ..... 13
Assistant Center Director 2017 ..... 14
Director of Specialty Program 2017 ..... 15
Senior Business Advisor 2017 ..... 16
Business Advisor 2017 ..... 17
Specialty Center Advisor 2017 ..... 18
Information Technology Positions 2017 ..... 19
Accounting, Grants \& Finance Positions 2017 - All ..... 20
Accounting, Grants \& Finance Positions 2017 - Tier 1 ..... 21
Accounting, Grants \& Finance Positions 2017 - Tier 2 ..... 22
Accounting, Grants \& Finance Positions 2017 - Tier 3 ..... 23
Training \& Marketing Positions 2017 - All ..... 24
Training \& Marketing Positions 2017 - Tier 1 ..... 25
Training \& Marketing Positions 2017 - Tier 2 ..... 26
Training \& Marketing Positions 2017 - Tier 3 ..... 27
Office Administrator 2017 ..... 28
Administrative Support 2017 ..... 29
SBA Regional Comparisons \& Analysis ..... 30
SBA Regions Compared to Region I 2017 ..... 30
SBA Regions Compared to Region II 2017 ..... 31
SBA Regions Compared to Region III 2017 ..... 32
SBA Regions Compared to Region IV 2017 ..... 33
SBA Regions Compared to Region V 2017 ..... 34
SBA Regions Compared to Region VI 2017 ..... 35
SBA Regions Compared to Region VII 2017 ..... 36
SBA Regions Compared to Region VIII 2017 ..... 37
SBA Regions Compared to Region IX 2017 ..... 38
SBA Regions Compared to Region X 2017 ..... 39
Mean for All Positions by SBA Regions 2017 ..... 40
Median for All Positions by SBA Regions 2017 ..... 40
Min/Max for All Positions by SBA Regions 2017 ..... 41
Total Number of Reported Salaries by SBA Regions 2017 ..... 41
Appendix ..... 42
Job Classifications ..... 42
Statistic Definitions ..... 45

## EXECUTIVE SUMMARY

The FY 2017 Salary Survey was completed in February 2017 by referencing source data provided by ASBDC members and the U.S. SBA from FY/CY 2017 SBDC cooperative agreements. Information analyzed and presented represents data for 62 of the 63 individual networks.

The study outlines SBA regional and national comparisons for positions found within the SBDC program network. Historically, the salary survey has been used in numerous ways, none the least of which has been for position comparability and negotiation support with host institutions.

The SBDC National Information Clearinghouse would like to thank all survey participants.

## Methodology

Requests for key personnel data from FY 2017 budget proposals were sent to all State, Executive and Regional SBDC Directors in December 2016 with follow-up correspondence in January 2017. The data was then categorized according to job title, state/network, annual salary, and SBA regions.

To ensure accuracy, data was manually reviewed and thrice checked against all documentation. A series of statistical analyses were performed and comparisons of mean salaries between regions were prepared in table and chart formats. Where significant ranges in position salaries were identified, standard deviations were used to establish distinct tiers for the positions. A total of 2,338 salaries were submitted, processed and analyzed to produce the 2017 Salary Survey.

## Data Considerations

- All part-time (49\% or less time) positions were excluded from the analysis.
- Titles with 3 or fewer occurrences were deemed outliers and excluded from the analysis.
- Standard deviations were used to establish position tiers where applicable.
- Graphs with no data reported for certain regions reflect instances where either no entries or clearly identifiable job titles were available or were excluded due to part-time status.
- "Average Salaries" refers to the average salaries for each respective category and region rather than the entire network average. For example, the "State Directors" graph reports the average State Director salary for a given region.


## SBA Regions

- Region I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
- Region II: New Jersey, New York, Puerto Rico, Virgin Islands
- Region III: District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia
- Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
- Region V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin
- Region VI: Arkansas, Louisiana, New Mexico, North TX, Northwest TX, Oklahoma, Southwest TX Border, TX Gulf Coast (unresponsive)
- Region VII: Iowa, Kansas, Missouri, Nebraska
- Region VIII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming
- Region IX: Arizona, American Samoa, California (Los Angeles, Northern, Northeastern, Orange County/Inland Empire, San Diego, UC Merced), Hawaii, Nevada, Pacific Islands
- Region X: Alaska, Idaho, Oregon, Washington


## AVERAGE SALARIES \& STATISTICAL ANALYSIS BY POSITION

STATE DIRECTOR 2017


| Total |  | 62 |
| :--- | ---: | :---: |
| Mean |  | $\$ 117,230$ |
| Median |  | $\$ 115,773$ |
| Std. Deviation | $\$ 25,636$ |  |
| Minimum |  | $\$ 68,640$ |
| Maximum |  | $\$ 165,518$ |
| Percentile | 50 | $\$ 115,773$ |
|  | 60 | $\$ 118,026$ |
|  | 70 | $\$ 122,536$ |
|  | 80 | $\$ 145,360$ |
|  | 90 | $\$ 157,769$ |

ASSOCIATE/ASSISTANT STATE DIRECTOR 2017-ALL


| Total | 67 |  |
| :--- | :---: | :---: |
| Mean | $\$ 85,935$ |  |
| Median | $\$ 83,200$ |  |
| Std. Deviation | $\$ 17,774$ |  |
| Minimum |  | $\$ 55,000$ |
| Maximum |  | $\$ 127,545$ |
| Percentile | 50 | $\$ 83,200$ |
|  | 60 | $\$ 89,156$ |
|  | 70 | $\$ 96,478$ |
|  | 80 | $\$ 101,593$ |
|  | 90 | $\$ 112,298$ |

ASSOCIATE/ASSISTANT STATE DIRECTOR 2017 - TIER 1


| Total | 12 |  |
| :--- | :---: | :---: |
| Mean | $\$ 114,001$ |  |
| Median | $\$ 12,866$ |  |
| Std. Deviation | $\$ 7,433$ |  |
| Minimum |  | $\$ 103,439$ |
| Maximum |  | $\$ 127,548$ |
| Percentile | 50 | $\$ 112,866$ |
|  | 60 | $\$ 114,680$ |
|  | 70 | $\$ 119,826$ |
|  | 80 | $\$ 122,184$ |
|  | 90 | $\$ 126,921$ |

ASSOCIATE/ASSISTANT STATE DIRECTOR 2017 - TIER 2


| Total | 43 |  |
| :--- | ---: | :---: |
| Mean | $\$ 84,872$ |  |
| Median | $\$ 83,200$ |  |
| Std. Deviation | $\$ 9,315$ |  |
| Minimum |  | $\$ 72,000$ |
| Maximum |  | $\$ 101,871$ |
| Percentile | 50 | $\$ 83,200$ |
|  | 60 | $\$ 85,920$ |
|  | 70 | $\$ 89,907$ |
|  | 80 | $\$ 94,849$ |
|  | 90 | $\$ 99,411$ |

ASSOCIATE/ASSISTANT STATE DIRECTOR 2017 - TIER 3


| Total | 12 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 61,678$ |
| Median |  | $\$ 62,357$ |
| Std. Deviation | $\$ 4,196$ |  |
| Minimum |  | $\$ 55,000$ |
| Maximum |  | $\$ 67,914$ |
| Percentile | 50 | $\$ 62,357$ |
|  | 60 | $\$ 64,262$ |
|  | 70 | $\$ 65,275$ |
|  | 80 | $\$ 65,617$ |
|  | 90 | $\$ 67,278$ |

CENTER DIRECTOR 2017 - ALL


| Total | 547 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 74,371$ |
| Median |  | $\$ 72,000$ |
| Std. Deviation | $\$ 19,383$ |  |
| Minimum |  | $\$ 21,547$ |
| Maximum |  | $\$ 170,616$ |
| Percentile | 50 | $\$ 72,000$ |
|  | 60 | $\$ 75,684$ |
|  | 70 | $\$ 80,000$ |
|  | 80 | $\$ 87,063$ |
|  | 90 | $\$ 100,181$ |

CENTER DIRECTOR 2017 - TIER 1


| Total | 74 |
| :---: | :---: |
| Mean | \$110,679 |
| Median | \$105,575 |
| Std. Deviation | \$15,657 |
| Minimum | \$94,767 |
| Maximum | \$170,616 |
| Percentile 50 | \$105,575 |
| 60 | \$110,000 |
| 70 | \$115,217 |
| 80 | \$120,000 |
| 90 | \$130,083 |

CENTER DIRECTOR 2017 - TIER 2


| Total |  | 403 |
| :--- | :---: | :---: |
| Mean |  | $\$ 72,201$ |
| Median | $\$ 2,000$ |  |
| Std. Deviation | $\$ 9,683$ |  |
| Minimum |  | $\$ 55,000$ |
| Maximum |  | $\$ 94,767$ |
| Percentile | 50 | $\$ 72,000$ |
|  | 60 | $\$ 74,950$ |
|  | 70 | $\$ 77,863$ |
|  | 80 | $\$ 80,410$ |
|  | 90 | $\$ 84,489$ |

CENTER DIRECTOR 2017 - TIER 3


| Total | 70 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 48,477$ |
| Median |  | $\$ 50,423$ |
| Std. Deviation | $\$ 6,756$ |  |
| Minimum |  | $\$ 21,547$ |
| Maximum |  | $\$ 54,947$ |
| Percentile | 50 | $\$ 50,423$ |
|  | 60 | $\$ 52,010$ |
|  | 70 | $\$ 53,072$ |
|  | 80 | $\$ 53,738$ |
|  | 90 | $\$ 54,414$ |

ASSISTANT CENTER DIRECTOR 2017


| Total | 87 |  |
| :--- | ---: | :---: |
| Mean | $\$ 62,378$ |  |
| Median | $\$ 0,301$ |  |
| Std. Deviation | $\$ 13,521$ |  |
| Minimum |  | $\$ 18,720$ |
| Maximum |  | $\$ 97,254$ |
| Percentile | 50 | $\$ 60,301$ |
|  | 60 | $\$ 64,458$ |
|  | 70 | $\$ 67,709$ |
|  | 80 | $\$ 74,740$ |
|  | 90 | $\$ 80,397$ |

DIRECTOR OF SPECIALTY PROGRAM 2017


| Total | 29 |  |
| :--- | :---: | :---: |
| Mean | $\$ 78,321$ |  |
| Median |  | $\$ 77,256$ |
| Std. Deviation | $\$ 18,946$ |  |
| Minimum |  | $\$ 57,755$ |
| Maximum |  | $\$ 129,576$ |
| Percentile | 50 | $\$ 77,256$ |
|  | 60 | $\$ 80,212$ |
|  | 70 | $\$ 81,885$ |
|  | 80 | $\$ 94,680$ |
|  | 90 | $\$ 105,589$ |

SENIOR BUSINESS ADVISOR 2017


| Total | 63 |  |
| :--- | ---: | :---: |
| Mean | $\$ 61,762$ |  |
| Median | $\$ 61,060$ |  |
| Std. Deviation | $\$ 12,630$ |  |
| Minimum |  | $\$ 27,852$ |
| Maximum |  | $\$ 92,401$ |
| Percentile | 50 | $\$ 61,060$ |
|  | 60 | $\$ 63,936$ |
|  | 70 | $\$ 64,888$ |
|  | 80 | $\$ 70,644$ |
|  | 90 | $\$ 82,185$ |

BUSINESS ADVISOR 2017


| Total | 892 |  |
| :--- | ---: | :---: |
| Mean |  | $\$ 50,465$ |
| Median | $\$ 51,000$ |  |
| Std. Deviation | $\$ 13,345$ |  |
| Minimum |  | $\$ 15,000$ |
| Maximum |  | $\$ 99,878$ |
| Percentile | 50 | $\$ 51,000$ |
|  | 60 | $\$ 53,000$ |
|  | 70 | $\$ 56,349$ |
|  | 80 | $\$ 60,976$ |
|  | 90 | $\$ 66,949$ |

SPECIALTY CENTER ADVISOR 2017


| Total | 37 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 55,633$ |
| Median |  | $\$ 56,242$ |
| Std. Deviation | $\$ 14,298$ |  |
| Minimum |  | $\$ 26,878$ |
| Maximum |  | $\$ 90,900$ |
| Percentile | 50 | $\$ 56,242$ |
|  | 60 | $\$ 58,315$ |
|  | 70 | $\$ 60,000$ |
|  | 80 | $\$ 67,369$ |
|  | 90 | $\$ 77,949$ |

INFORMATION TECHNOLOGY POSITIONS 2017


| Total | 67 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 53,861$ |
| Median |  | $\$ 50,000$ |
| Std. Deviation | $\$ 19,125$ |  |
| Minimum |  | $\$ 14,000$ |
| Maximum |  | $\$ 101,214$ |
| Percentile | 50 | $\$ 50,000$ |
|  | 60 | $\$ 55,428$ |
|  | 70 | $\$ 63,417$ |
|  | 80 | $\$ 68,552$ |
|  | 90 | $\$ 81,522$ |

ACCOUNTING, GRANTS \& FINANCE POSITIONS 2017-ALL


| Total | 76 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 57,967$ |
| Median |  | $\$ 55,483$ |
| Std. Deviation | $\$ 17,033$ |  |
| Minimum |  | $\$ 16,000$ |
| Maximum |  | $\$ 111,142$ |
| Percentile | 50 | $\$ 55,483$ |
|  | 60 | $\$ 60,049$ |
|  | 70 | $\$ 67,607$ |
|  | 80 | $\$ 72,112$ |
|  | 90 | $\$ 83,880$ |

ACCOUNTING, GRANTS \& FINANCE POSITIONS 2017 - TIER 1


| Total | 13 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 84,574$ |
| Median |  | $\$ 83,880$ |
| Std. Deviation | $\$ 9,391$ |  |
| Minimum |  | $\$ 75,000$ |
| Maximum |  | $\$ 111,142$ |
| Percentile | 50 | $\$ 83,880$ |
|  | 60 | $\$ 84,359$ |
|  | 70 | $\$ 85,758$ |
|  | 80 | $\$ 89,549$ |
|  | 90 | $\$ 104,183$ |

ACCOUNTING, GRANTS \& FINANCE POSITIONS 2017 - TIER 2


| Total | 52 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 56,450$ |
| Median |  | $\$ 55,075$ |
| Std. Deviation | $\$ 9,443$ |  |
| Minimum |  | $\$ 40,768$ |
| Maximum |  | $\$ 72,396$ |
| Percentile | 50 | $\$ 55,075$ |
|  | 60 | $\$ 59,990$ |
|  | 70 | $\$ 60,648$ |
|  | 80 | $\$ 67,066$ |
|  | 90 | $\$ 70,248$ |

ACCOUNTING, GRANTS \& FINANCE POSITIONS 2017 - TIER 3


| Total | 11 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 33,693$ |
| Median |  | $\$ 35,000$ |
| Std. Deviation | $\$ 6,492$ |  |
| Minimum |  | $\$ 30,883$ |
| Maximum |  | $\$ 40,194$ |
| Percentile | 50 | $\$ 35,000$ |
|  | 60 | $\$ 35,437$ |
|  | 70 | $\$ 37,938$ |
|  | 80 | $\$ 40,058$ |
|  | 90 | $\$ 40,174$ |

TRAINING \& MARKETING POSITIONS 2017 - ALL


| Total | 63 |  |
| :--- | :---: | :---: |
| Mean |  | $\$ 49,623$ |
| Median |  | $\$ 45,939$ |
| Std. Deviation | $\$ 16,036$ |  |
| Minimum |  | $\$ 20,833$ |
| Maximum |  | $\$ 94,884$ |
| Percentile | 50 | $\$ 45,939$ |
|  | 60 | $\$ 49,924$ |
|  | 70 | $\$ 55,448$ |
|  | 80 | $\$ 64,799$ |
|  | 90 | $\$ 75,250$ |

TRAINING \& MARKETING POSITIONS 2017 - TIER 1


| Total | 10 |  |
| :--- | ---: | :---: |
| Mean |  | $\$ 78,397$ |
| Median | $\$ 77,872$ |  |
| Std. Deviation | $\$ 9,046$ |  |
| Minimum |  | $\$ 66,634$ |
| Maximum |  | $\$ 94,884$ |
| Percentile | 50 | $\$ 77,872$ |
|  | 60 | $\$ 79,272$ |
|  | 70 | $\$ 80,672$ |
|  | 80 | $\$ 91,009$ |
|  | 90 | $\$ 94,746$ |

TRAINING \& MARKETING POSITIONS 2017 - TIER 2


| Total | 45 |  |
| :--- | :---: | :---: |
| Mean | $\$ 47,028$ |  |
| Median | $\$ 45,722$ |  |
| Std. Deviation | $\$ 8,185$ |  |
| Minimum |  | $\$ 35,000$ |
| Maximum |  | $\$ 65,335$ |
| Percentile | 50 | $\$ 45,722$ |
|  | 60 | $\$ 48,967$ |
|  | 70 | $\$ 50,264$ |
|  | 80 | $\$ 55,448$ |
|  | 90 | $\$ 58,857$ |

TRAINING \& MARKETING POSITIONS 2017 - TIER 3


| Total | 8 |
| :--- | :---: |
| Mean | $\$ 28,253$ |
| Median | $\$ 28,180$ |
| Std. Deviation | $\$ 4,070$ |
| Minimum |  |
| Maximum |  |
| Percentile | 50 |
|  | $\$ 30,833$ |
|  | $\$ 328,180$ |
|  | 70 |
|  | $\$ 0$ |
|  | $\$ 32,704$ |
|  | $\$ 32,367$ |

OFFICE ADMINISTRATOR 2017


| Total | 68 |  |
| :--- | :---: | :---: |
| Mean | $\$ 38,900$ |  |
| Median |  | $\$ 37,724$ |
| Std. Deviation | $\$ 10,890$ |  |
| Minimum |  | $\$ 17,500$ |
| Maximum |  | $\$ 75,000$ |
| Percentile | 50 | $\$ 37,724$ |
|  | 60 | $\$ 39,241$ |
|  | 70 | $\$ 42,601$ |
|  | 80 | $\$ 45,306$ |
|  | 90 | $\$ 50,799$ |

ADMINISTRATIVE SUPPORT 2017


| Total | 280 |
| :---: | :---: |
| Mean | \$35,531 |
| Median | \$34,000 |
| Std. Deviation | \$10,028 |
| Minimum | \$15,711 |
| Maximum | \$81,120 |
| Percentile 50 | \$34,000 |
| 60 | \$35,931 |
| 70 | \$39,394 |
| 80 | \$41,708 |
| 90 | \$49,499 |

SBA REGIONS COMPARED TO REGION I 2017


SBA REGIONS COMPARED TO REGION II 2017


SBA REGIONS COMPARED TO REGION III 2017


SBA REGIONS COMPARED TO REGION IV 2017



SBA REGIONS COMPARED TO REGION VI 2017


SBA REGIONS COMPARED TO REGION VII 2017



SBA REGIONS COMPARED TO REGION IX 2017


SBA REGIONS COMPARED TO REGION X 2017


MEAN FOR ALL POSITIONS BY SBA REGIONS 2017


MEDIAN FOR ALL POSITIONS BY SBA REGIONS 2017


MIN/MAX FOR ALL POSITIONS BY SBA REGIONS 2017


TOTAL NUMBER OF REPORTED SALARIES BY SBA REGIONS 2017


## APPENDIX

## JOB CLASSIFICATIONS

Job titles and salaries produced by the SBDC networks were numerous and varied. A list was produced from the SBDC key personnel data that was submitted. A second list was created to condense the categories for data processing purposes.

State Director Job Classifications include:
Executive/Executive State Director
State/State Network Director
Regional Director (CA \& TX)
Associate/Assistant State Director Job Classifications include:
Associate/Assistant State Director
Deputy State Director
Center Director Job Classifications include:
Center Director/Manager
Executive Center Director
Program Director/Manager
Area/District/Regional Director
Assistant Center Director Job Classifications include:
Assistant/Associate Center Director
Director/Manager of Consulting Services

## Director of Specialty Program Job Classifications include:

Applied Research Director, Market Research Manager/Program Manager
Director of Business Sustainability Program
Director of International Trade Center, International Trade Program Director, ITC Director
Director of Continuing Education
Director of Diverse Business Outreach
Director of Procurement
Director of Special Programs/Projects
Engineering/Environmental/Energy Program Directors/Manager
Manager of Veterans Special Programs
PTAC Director/Program Manager
Technology Commercialization/Services Director
Office of Minority Business Director
Senior Business Advisor Job Classifications include:
Senior Business Advisor/Consultant
Senior Counselor/Consultant
Senior International Trade Advisor
Senior Management Consultant
Lead Business Advisor/Consultant
Business Advisor Job Classifications include:
Advisor, Junior Advisor/Consultant, Associate Business Advisor
Business Advisor/Analyst/Consultant/Counselor/Lead/Specialist

```
Associate Business Advisor/Counselor
Business/Economic Development Specialist
Counselor/Consultant
Entrepreneurial/Restaurant/Retail/Technology Consultant
Intake/Assessment Consultant
Consultant Manager/Coordinator
Client Specialist/Supervisor
Management Consultant/Specialist
Project Coordinator/Manager/Specialist
Outreach Center Counselor/Coordinator/Specialist
Service Center Business Advisor
Small Business Counselor/Consultant/Specialist
Specialist
Specialty Center Advisor Job Classifications include:
Agribusiness Consultant
Environmental Consultant/Specialist
Export Assistance Advisor, Export Specialist
Economic Gardening Consultant
Government Procurement Specialist, Procurement Specialist
Government Sales Advisor
International Trade Consultant/Counselor/Specialist/Center Specialist
PTAC Counselor
Research Analyst/Assistant/Associate/Advisor
Specialty Program Consultant
Information Technology Job Classifications include:
Application Programmer Principle
Communications, Communication Coordinator/Support
Computer Analyst
Data Administration/Analyst/Coordinator/Manager/Specialist
Database Manager
GIS Counselor/Specialist
Information Coordinator/Consultant/Manager/Processing Specialist
Information Systems Specialist
Information Technology Manager/Project Leader
Internet Business Manager, Manager of Technology Business
IT Administrator/Developer/Manager/Operations Manager/Specialist/Support Technician
MIS Coordinator/Manager
Neoserra Support
Operations and Tech Specialist
Programmer
Publications and Web Manager
System Administrator/Administrative Specialist/Analyst/Support Specialist
Technical Support
Technology Development Manager
Technology Coordinator/Specialist/Team Manager
Technician
Web Design/Editor/Specialist
Accounting, Grants & Finance Job Classifications include:
Accountant, Principal Accountant, Senior Accountant, Senior Accounting Technician
Accounting Clerk/Specialist/Technician
```

Budget Administrator/Analyst/Coordinator/Manager
Business Administrator/Manager, Business Services Coordinator/Manager
Comptroller, Controller
Contracts Manager
Finance, Finance Director/Manager, Fiscal Director
Financial Admin Tech/Assistant/Analyst/Coordinator/Control Manager/Manager/Specialist
Fiscal Admin/Assistant/Analyst/Coordinator/Manager/Specialist/Technician
Grants Accountant/Coordinator/Manager
Program Budget Analyst, Program Grants Manager

## Training \& Marketing Job Classifications include:

Admin Training Coordinator
Assistant Director for Marketing and Training
Assistant Training Coordinator
Business Development Training Coordinator
Business Trainer
Communications, Communication Specialist
Counselor Trainer
Director of Communications/Community Outreach/Marketing/Training
Educational Program Coordinator/Manager
Education Director/Specialist
Event Planner, Event Manager, External Relations Director/Manager
Graphic Designer
Marketing, Marketing Assistant/Associate/Coordinator/Director, Social Media Specialist
Media Specialist
Network Marketing Coordinator
Public Relations/Promotions Manager
Seminar/Workshop Coordinator
Training Assistant/Coordinator/Director/Manager/Program Coordinator/Specialist
Training and Professional Development

Office Administrator Job Classifications include:
Administrative Manager/Services Director
Assistant Office Manager
Business Support Director
Compliance Coordinator
Director of Administration
Office Administrator/Coordinator/Manager/Supervisor
Operations Coordinator/Director
Program Coordinator

Administrative Support Job Classifications include:
Administrative Assistant/Associate/Clerk/Coordinator/Professional
Administrative Secretary/Staff/Specialist/Support
Assistant
Clerk
Clerical Assistant/Specialist
Customer Service Coordinator
Executive Aide/Assistant
Office Assistant/Specialist/Support
Project Clerk
Receptionist
Secretary, Clerical Secretary, Senior Secretary

## STATISTIC DEFINITIONS

Mean: The sum of a list of numbers, divided by the number of elements in the list. Often referred to as the average.
Median: "Middle value" of a list. The smallest number such that at least half the numbers in the list are no greater than it.
Standard Deviation: The standard deviation of a set of numbers is the root-mean-square of the set of deviations between each element of the set and the mean of the set. Often referred to as a measure of the value spread.
Minimum: The smallest value in a set of numbers.
Maximum: The largest value in a set of numbers.
Percentiles: The $p^{\text {th }}$ percentile of a list is the smallest number such that at least $p \%$ of the numbers in the list are no larger than it. Often referred to as the percentage of numbers in a set that fall below a given mark.

