**The pay grade listed on the Pay Matrix establishes the range available for the position. Salary placement within that range may consider:**

- Relevant education and experience
- Knowledge, skills, and abilities
- Internal equity
- External market competitiveness
- Scope and complexity of the position
- Performance and sustained contributions
- Recruitment and retention considerations
- Available funding
- Applicable University compensation practices
- No single factor determines an individual's salary.

**Salary decisions are based on the circumstances of the position and employee and are not determined solely by years of service or experience.**

**New-Hire Salary Placement**

New-hire salaries are generally expected to fall within the lower portion of the assigned pay range, depending on the candidate's qualifications and directly related experience.

Quartiles provide a general framework for salary placement. They are not performance ratings, automatic progression steps, or guarantees of salary placement.

**First Quartile**

Generally appropriate for candidates who:

- Meet the minimum qualifications
- Have limited directly related experience
- May require additional training or development to become fully proficient

**Second Quartile**

Generally appropriate for candidates who:

- Possess most or all of the required knowledge, skills, and abilities
- Have directly related experience
- Can perform most duties independently

**Offers over second-quartile require Executive Vice President approval.**

**Third Quartile**

Starting salaries in the third quartile are uncommon and generally require additional justification and approval.

Candidates placed in this range typically bring extensive directly related experience, specialized expertise, or qualifications that are difficult to recruit or replace.

**Third-quartile offers require Executive Vice President approval upon recommendation from the appropriate Vice President.**

**Fourth Quartile**

Starting salaries in the fourth quartile are rare and require exceptional business justification.

They are generally reserved for extraordinary recruitment circumstances involving highly specialized expertise or other significant business needs.

**Fourth-quartile offers require Executive Vice President approval upon recommendation from the appropriate Vice President.**