Today’s Discussion

• Study Scope
• Market Study Results
• Model Salary Range Design
• Cost to Implement Model
• Impact of Salary Model
Scope of Study

Compensation Study Goals:

– Market analysis and salary model design for unique A/P faculty positions
– Identify and address internal equity
– Assess market competitiveness of salaries
– Overcome salary compression
– Support legally defensible salary administration
– Provide transparency in salary administration
– Provide cost impact analysis to inform budget considerations
Scope of Study

Positions Included:

– Study covered all academic and administrative positions that are not staffed by faculty rank personnel, including Deans and Associate Provost

– Study does not cover cabinet level positions
Communications and Feedback

• **A/P Study Steering Committee Members**
  Tera Kovanes, President’s Division
  Carol Stevens, Academic Affairs
  Ken Steen, Advancement and University Relations
  Allyson Moerman, Administration and Finance
  Hall Cheshire, Information Technology
  Marion Sanford, Student Affairs
  Eric Gable, Faculty Steering Committee Representative
  Mark Safferstone, Human Resources consultant
  Sabrina Johnson, Human Resources
  Paula Wilder, Human Resources

• **Steering committee briefings**

• **Town Hall Meetings for Administrative and Professional Faculty**
Market Study
Market Study

- List of benchmark institutions prepared by consultant and reviewed by committees

- List focused on COPLAC Institutions and South Region Masters Institutions ranked by US News & World Report

- Other selection attributes: comparable budgets, undergraduate student FTE, and academic programs
Market Survey List
As recommended by the Faculty Compensation Study Steering Committee and approved by President Hurley on January 25, 2011

- COUNCIL OF PUBLIC LIBERAL ARTS COLLEGES (COPLAC)
  - Eastern Connecticut State University (CT)
  - Fort Lewis College (CO)
  - Henderson State University (AZ)
  - Midwestern State University (TX)
  - Sonoma State University (CA)
  - Southern Oregon University (OR)
  - SUNY College at Geneseo (NY)
  - Truman State University (MO)
  - University of Montevallo (AL)
  - St. Mary’s College of Maryland (MD)
  - University of North Carolina, Asheville
  - Shepherd University (WV)
  - University of Illinois at Springfield (IL)
- Private LIBERAL ARTS COLLEGES/
  - Washington College (MD)
  - Davidson College (NC)
  - Redlands University (CA)
  - Rollins College (FL)
  - Elon University (NC)
  - Gettysburg College (PA)
  - Hobart and William Smith Colleges (NY)

- REGIONAL UNIVERSITIES (US NEWS & World Report Rankings)
  - College of Charleston (SC)
  - James Madison University (VA)
  - Stetson University (TN)
  - Belmont University (TN)
  - Loyola University New Orleans (LA)
  - Appalachian State University
  - Bellarmine University (KY)
  - University of North Carolina – Wilmington
  - Rhodes College (TN)
  - Furman College (SC)
  - University of Richmond (VA)
  - Washington & Lee University (VA)
  - Christopher Newport University (VA)
  - College of New Jersey (NJ)
  - George Mason University (VA)
  - Longwood University (VA)
  - Shenandoah University (VA)
Market Study

- Administrative Faculty Positions
  - CUPA-HR Salary Survey report of same selected universities as Faculty Survey
  - By individual job title

- Report of findings and statistical analysis
Model Salary Ranges
Administrative Faculty Job Evaluation Process

Point Count Evaluation Approach

- Major job responsibilities were updated.
- Steering Committee reviewed, revised and approved position description questionnaire (ePDQ)
- Supervisors were trained on the use of the ePDQ
- Supervisors completed the ePDQ with employee assistance
- Reviewers approved employee ePDQ’s
- New pay grades and pay ranges were developed based on market data
- Each pay grade has a 100 point count spread
- Each pay grade has a range including a minimum and market target
- Jobs were assigned to pay grades using weighted point counts and points linked to market data
  - Cabinet members reviewed grade placements for internal alignment within divisions
  - President appointed an ad hoc committee to calibrate grade placements for alignment across divisions
  - President approval all final grade assignments
Summary of Weighted Factors

Factor

A. **Entry Qualifications:**
   Education, Training, Experience, etc.

B. **Job Content**
   - Difficulty of Thinking and Problem-Solving
   - Personal Interaction
   - Supervision Exercised
   - Working Conditions

C. **Responsibility and Impact on End Results**
## Position Grades and Salary Ranges

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<th>Model Pay Level</th>
<th>Salary Minimum</th>
<th>Market Target</th>
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Adjusting for Salary Compression

• Review of individual Administrative Faculty pay in relation to the new pay ranges

• Cost scenarios were developed for multi-year adjustments to overcome pay range compression problems

• Calculated individually to adjust to market target of the model
Cost to Implement Model
Cost Analysis and Implementation Approaches

- Cost scenarios developed for model adjustments to overcome salary range compression problems
- Calculated Individually to adjust to market target of the model salary ranges by job title
Adjust Individual Salaries Over Multi-Year Plan

- Individual Salaries below the Minimum Immediately
  - Cost to Minimum = $32,864
- FY 2013 Adjust to one third Market Target
  - Cost = $64,148
- FY 2014 Adjust to two thirds Market Target
  - Cost = $158,039
- FY2015 final adjustment to the Market Target
  - Cost = $246,405
- Total Adjustments
  - Cost = $501,457
Questions