

Good Afternoon,

The following is an update to The Citadel's Compensation Study. We have completed the discovery / planning phase and are in the final stage of our market assessment. During this analysis, we benchmarked salary levels to gauge competitiveness, determine individual pay appropriateness, and develop the salary structures.

In addition, a comparison market was developed with the following defined constraints:

- **Carnegie Classification** (Master's)
- **Institution Type** (Public)
- **Operating Budget Range** (\$80M-\$150M)
- **Region** (South)
- **National and regional rankings** (U.S. News & World Report – Top public Master's degree institutions ***could be outside of the operating budget range*)

These conditions produced a list of 52 colleges and universities which were validated by Sibson Consulting and approved by the Financial Review Board. The Commandant and Athletic departments also have a cohort of comparison colleges unique to their areas. The comparison market listing, timeline, and updates can be found on HR's [Classification/Compensation webpage](#).

We are benchmarking faculty and higher education specific jobs against College and University Professional Association (CUPA) Surveys and several staff/General Industry positions through Mercer's Southeastern Database. **All findings will be validated by Sibson Consulting and provided to the Vice Presidents and Deans for their review.** Following the market assessment, HR will partner with the Budget Office to assess the financial impact and determine a phased in payout approach to accommodate possible fiscal constraints.

Human Resources has met with representatives from the Staff Council Benefits and Welfare Committee and the Faculty Employment Committee on our methodology and approach. In order to efficiently manage the process, we ask that you submit any questions, suggestions, or concerns regarding the study to your respective committee chairperson - Dr. Sarah Tenney tenneys1@citadel.edu for faculty or Col Tom Harris harrist1@citadel.edu for staff. HR will periodically update the website with further details, including answers to your questions and concerns as needed.

Thank you,

Leah

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