2015 Staff Compensation Study
Town Hall

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Compensation Study Timeline

11/14–2/15
Discovery and Project Planning
Understand the faculty and staff roles, The Citadel’s competitive environment and evaluate current programs and practices.

3/15–4/15
Competitive Market Assessment
Define constraints for comparison markets. Identify most appropriate matches based on primary responsibilities. Conduct market analysis for salary levels of faculty and staff jobs to gauge competitiveness, determine individual pay appropriateness, and provide data to develop the salary structures.

5/15–6/15
Validation
Sibson - Validate the study including compensation structures and position assignments. Assess non-benchmarked positions.
HR – Provide results to VPs as well as verify position matches and account for performance related issues.

7/15–12/15
Program Development
Develop a compensation philosophy and provide administrative guidelines to manage pay competitively and equitably. Prepare implementation plan and cost. Partner with the Budget Office to assess financial impact and determine phased in approach to accommodate possible fiscal constraints.
Methodology

1. Distribute “Education and Experience Survey” to faculty and staff
2. Identify comparison markets and institutions
3. Group jobs and link to appropriate comparison match
4. Benchmark salary ranges with equitable comparisons
5. Validate findings with Sibson Consulting
6. Provide results to Provost and VPs
7. Partner with the Budget Office to determine and accommodate fiscal constraints
8. Implement a plan that provides guidelines for future compensation studies based on established philosophy that is fiscally responsible and easily understood
Mercer Southeastern Database was for general industry and staff specific jobs.

College and University Professional Association (CUPA) Surveys were used for faculty and higher education specific jobs.

The 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)

These conditions produced a list of 52 colleges and universities which were validated with Sibson Consulting and approved by the Fiscal Review Board.
<table>
<thead>
<tr>
<th>Comparison Markets for Faculty and Mid/Senior Level Higher Education Professionals</th>
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</thead>
<tbody>
<tr>
<td>Appalachian State University*</td>
</tr>
<tr>
<td>Arkansas Tech University</td>
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<tr>
<td>Armstrong State University</td>
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<tr>
<td>Auburn University at Montgomery</td>
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<tr>
<td>Austin Peay State University</td>
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<tr>
<td>Christopher Newport University*</td>
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<tr>
<td>Coastal Carolina University</td>
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<tr>
<td>College of Charleston*</td>
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<tr>
<td>East Carolina University</td>
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<tr>
<td>Fayetteville State University</td>
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<tr>
<td>Frostburg State University</td>
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<tr>
<td>Georgia College &amp; State University*</td>
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<tr>
<td>Jacksonville State University</td>
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<tr>
<td>James Madison University*</td>
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<tr>
<td>Keene State College</td>
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<tr>
<td>Kennesaw State University</td>
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<tr>
<td>Longwood University*</td>
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<tr>
<td>McNeese State University</td>
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<tr>
<td>Midwestern State University</td>
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<tr>
<td>University of Texas - Branch Campuses</td>
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<tr>
<td>University System of the District of Columbia</td>
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<tr>
<td>Virginia State University</td>
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<tr>
<td>West Texas A &amp; M University</td>
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<tr>
<td>Western Carolina University</td>
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<tr>
<td>Winston-Salem State University</td>
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<tr>
<td>Winthrop University*</td>
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</tbody>
</table>
Comparison Markets for Commandant Specific Positions

- Norwich University
- University of North Georgia
- Virginia Military Institute
- Texas A&M University
- Virginia Polytechnic Institute and State University
Comparison Markets for Athletics

Appalachian State University
Charleston Southern University
Coastal Carolina University
College of Charleston
Davidson College
East Tennessee State University*
Elon University
Furman University*
Georgia Southern University
Mercer University*
Samford University*
University of North Carolina at Greensboro*
University of Tennessee at Chattanooga*
Virginia Military Institute*
Western Carolina University*
Winthrop University
Wofford College*

* Southern Conference
Identifying Appropriate Market Matches

- Did not rely on titles
- Reviewed the primary purpose of the job and job description
- Identified the most appropriate match using multiple survey sources
- Occasional adjustments were applied to jobs to adjust for differences between The Citadel job and the survey job
The Citadel’s Compensation Philosophy

In order to attract, retain, and reward a high performing and diverse workforce, The Citadel is committed to a compensation philosophy that maintains **internal equity and external competiveness**. Relative **position versus the external market** will be driven by factors such as **employee performance, institution goals, and financial feasibility**. The Citadel will evaluate and modify its compensation practices within the context of its strategy regularly to ensure continued relevance. Any changes to this philosophy will be openly communicated to all employees.
Paying Correctly For The Job

- The architecture sets parameters for paying for the job
- Considerations include:
  - Defining the market and relative positioning
  - Pay position relative to market
  - Balance between external and internal focus

Pay for the Individual

- Pay for individuals is managed through pay guidelines
- Considerations include:
  - Role of skills, knowledge, and experience
  - Role of supervisors in pay decisions
  - Performance/Sustained contribution
  - Internal equity
## Summary of Staff Findings

1, 2, 3

As of 10/1/15
Assumes a 33% fringe
Comparison only considers Base Salary and not Add Pay or Dual Employment

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Athletics</th>
<th>Auxiliaries</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Cost</td>
<td>$2,400,548</td>
<td>$379,120</td>
<td>$78,511</td>
<td>$2,858,179</td>
</tr>
<tr>
<td>90% Cost</td>
<td>$1,024,961</td>
<td>$226,136</td>
<td>$36,482</td>
<td>$1,287,578</td>
</tr>
</tbody>
</table>

1. As of 10/1/15
2. Assumes a 33% fringe
3. Comparison only considers Base Salary and not Add Pay or Dual Employment
• Cost to bring The Citadel to the market median with fringe:
  • **$3.5 million**

• The majority of employees (71%) are above 90% of market median.

• Individual results are with VPs and Deans.

• Department heads encouraged to address those under $25k first, then $50k with internal funds effective January 1, 2016.

• Goal to gradually pay, with hybrid approach, all at a competitive rate with a 3 year budget objective to pay all at market rate by 2018.

• **Consideration:** 2.8 million per year in Ad Pay and Dual Employment
Questions?