



2015 Faculty Compensation Study Town Hall

**MAJ Leah Schonfeld, HR Director
Wesley Sams, HR Deputy Director**

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

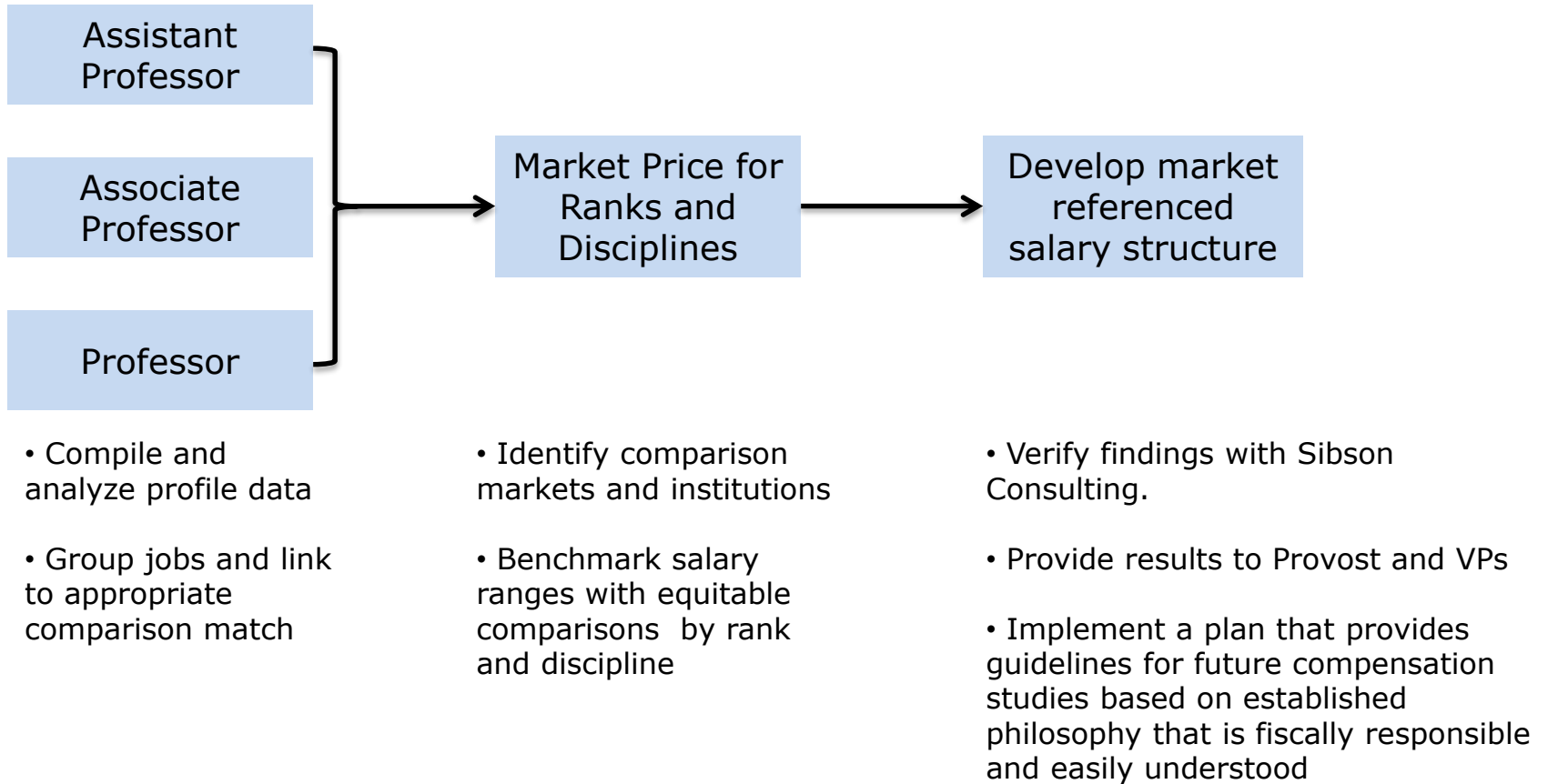
Develop a compensation philosophy and provide administrative guidelines to manage pay competitively and equitably. Prepare implementation plan and cost. Partner with the Budget Office to assess financial impact and determine phased in approach to accommodate possible fiscal constraints



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
-

Methodology



Comparison Market Criteria



- 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.

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

Comparison Markets for Faculty and Mid/Senior Level Higher Education Professionals



Appalachian State University*
Arkansas Tech University
Armstrong State University
Auburn University at Montgomery
Austin Peay State University
Christopher Newport University *
Coastal Carolina University
College of Charleston*
East Carolina University
Fayetteville State University
Frostburg State University
Georgia College & State University*
Jacksonville State University
James Madison University*
Keene State College
Kennesaw State University
Longwood University *
McNeese State University
Midwestern State University

Morehead State University
Nicholls State University
Northeastern State University
Northwestern State University
Prairie View A & M University
Salisbury University
Southern University and A&M College
Tennessee Technological University
Texas A&M International University
University of Alabama in Huntsville
University of Baltimore
University of Houston - Clear Lake
University of Louisiana at Monroe
University of Mary Washington*
University of North Alabama
University of North Carolina - Branch
Campuses*
University of North Florida
University of Tennessee - Branch
Campuses

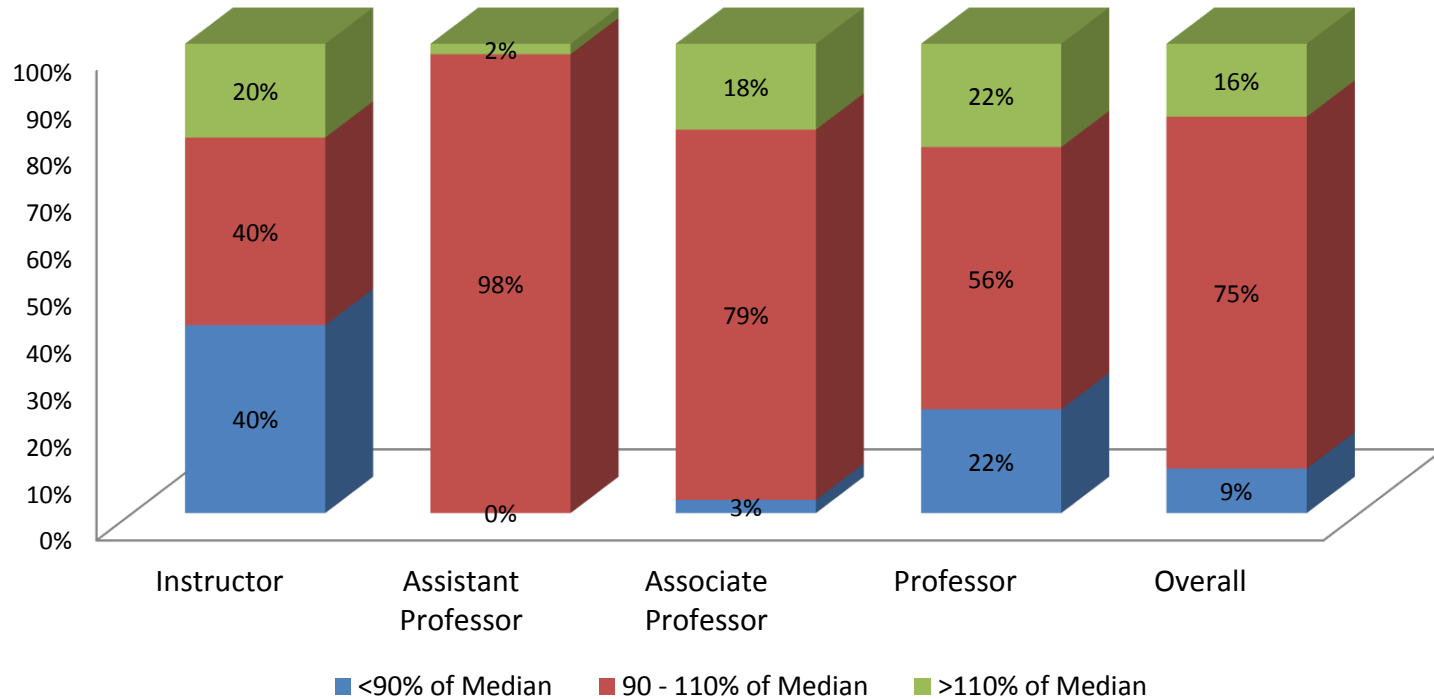
University of Texas - Branch Campuses
University System of the District of
Columbia
Virginia State University
West Texas A & M University
Western Carolina University
Winston-Salem State University
Winthrop University*

Identifying Appropriate Market Matches



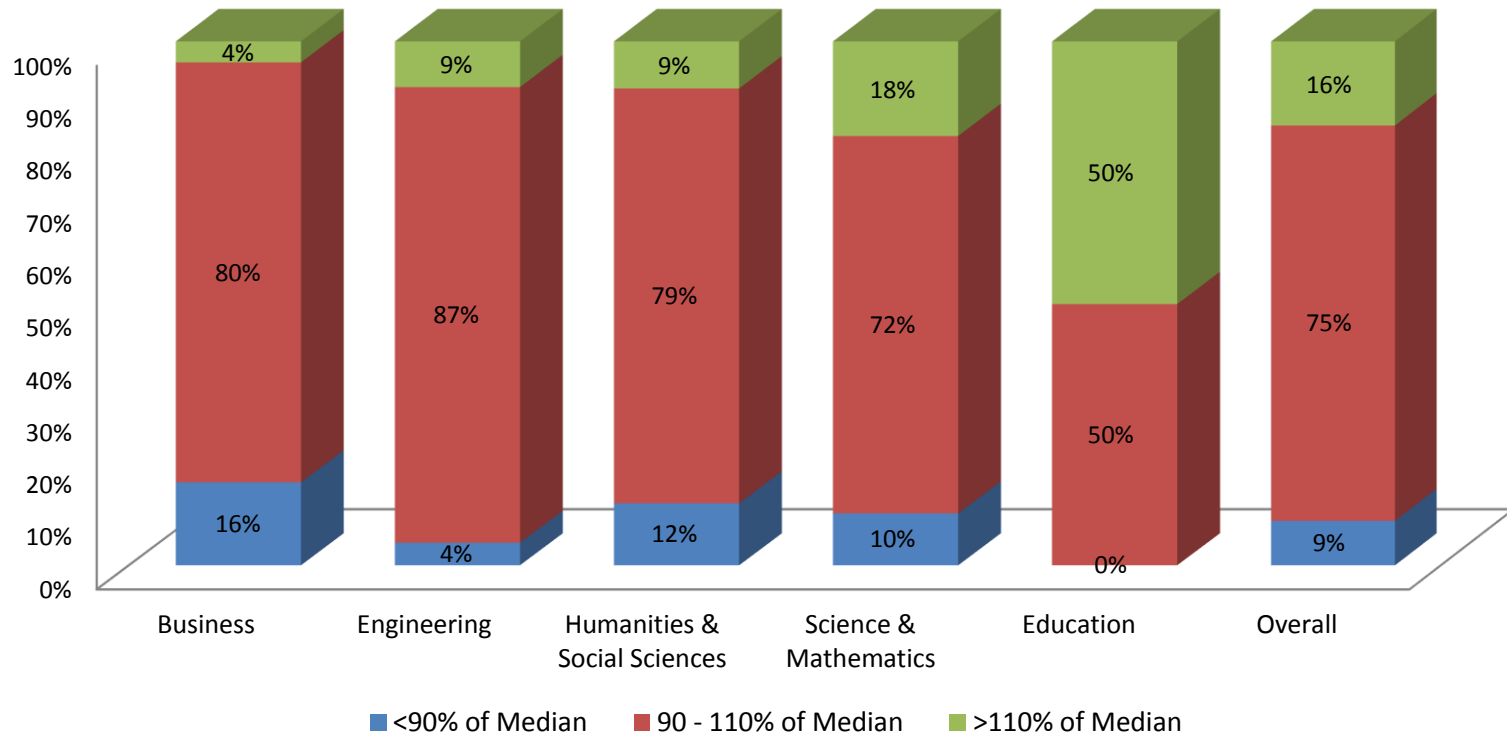
- Did not rely on titles
 - Reviewed the primary purpose of the job and job description/discipline
 - Identified the most appropriate match using multiple survey sources
 - Occasional adjustments were applied to jobs to adjust for differences between The Citadel job and the survey job
-

Faculty Competitive Assessment by Rank



Distribution of Relationship to Market Median by Rank

Faculty Competitive Assessment by School



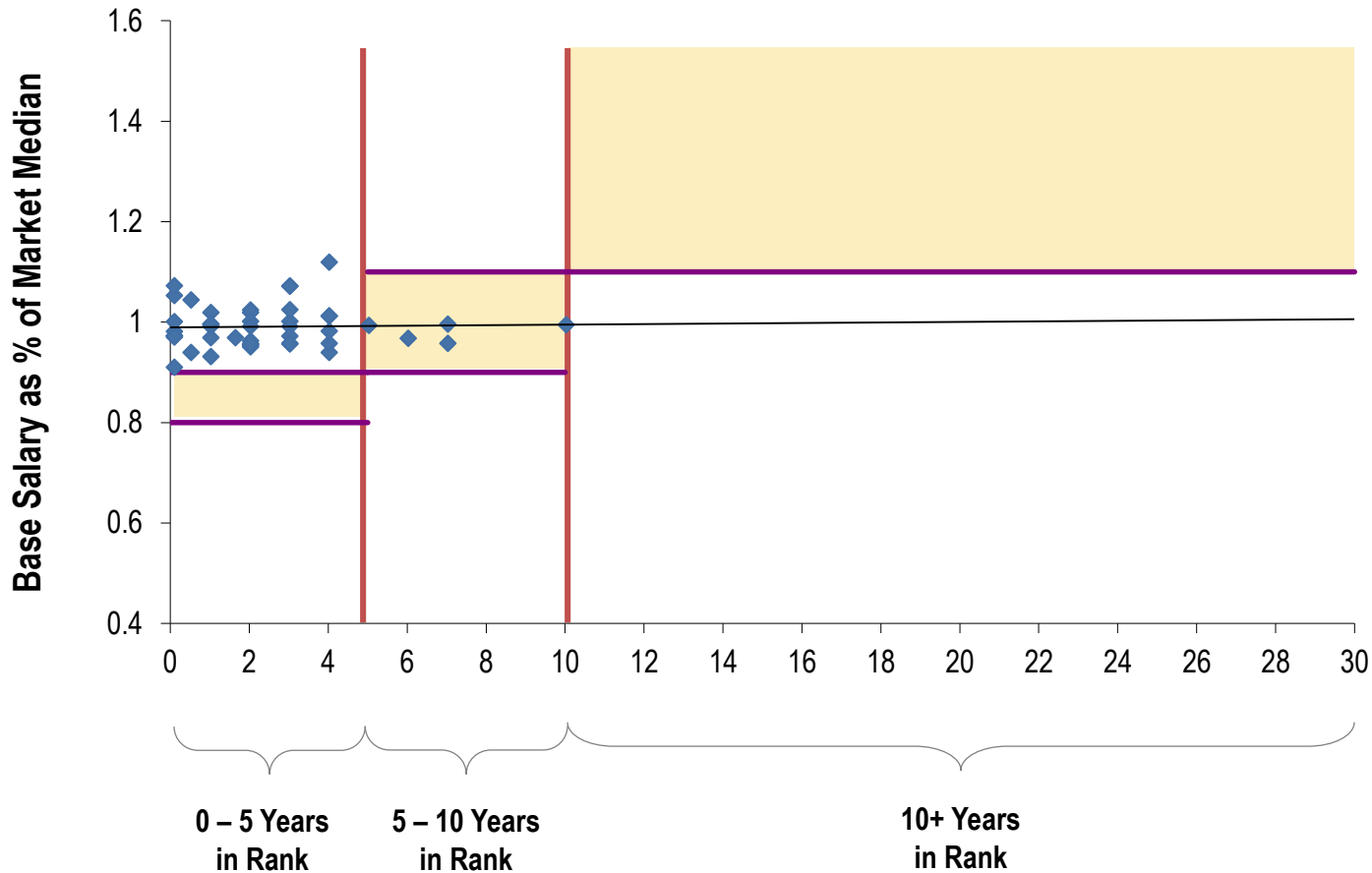
Distribution of Relationship to Market Median by School

Relationship to Median



| School | Faculty Count | Salary as a % of Market Median |
|------------------------------|---------------|--------------------------------|
| Business | 28 | 97.80% |
| Engineering | 24 | 98.98% |
| Humanities & Social Sciences | 69 | 99.32% |
| Science & Mathematics | 51 | 100.80% |
| Education | 12 | 113.71% |
| Overall | 192 | 100.83% |

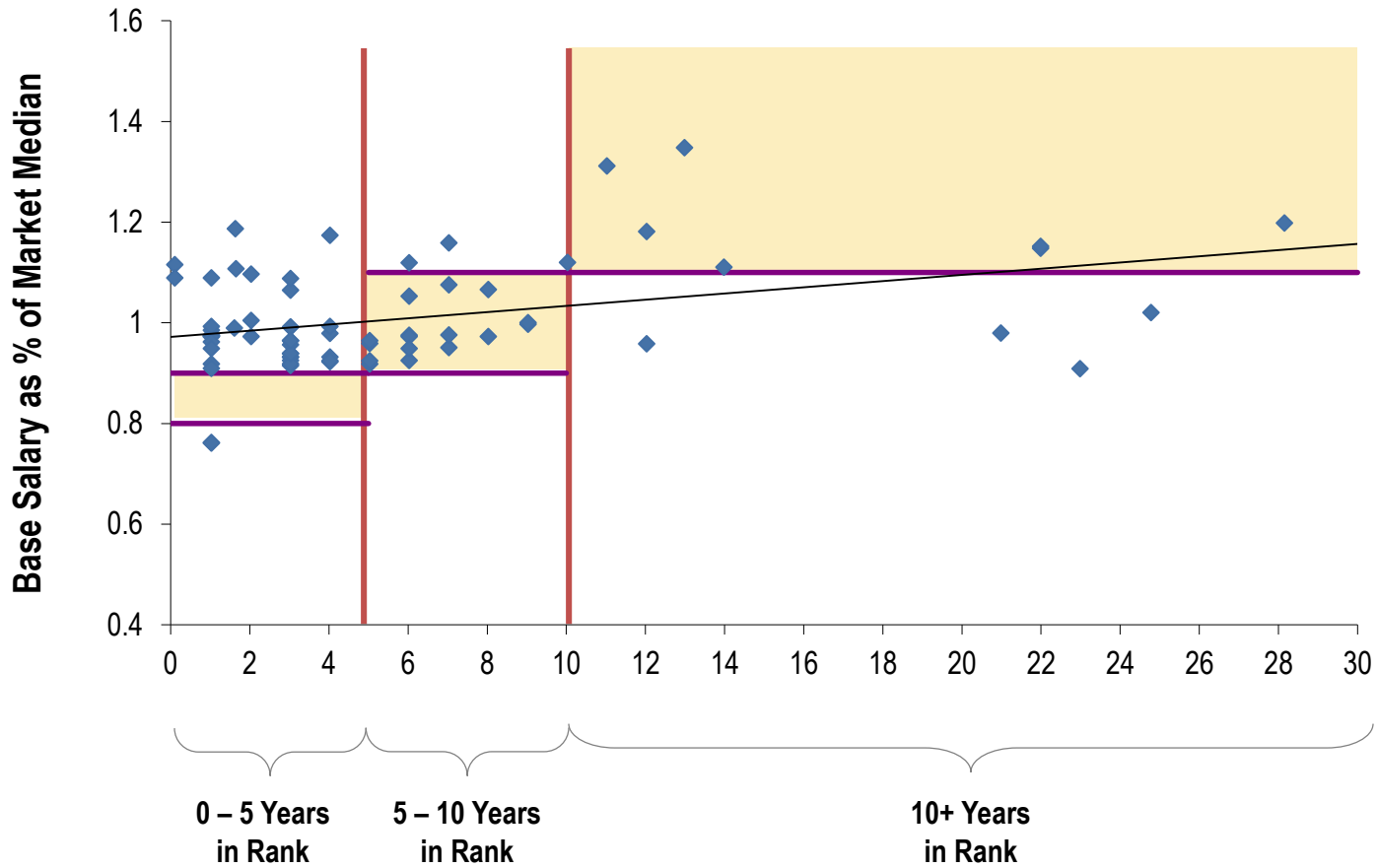
Faculty Competitive Assessment by Years in Rank for Assistant Professors



*Shaded area represents recommended competitive range

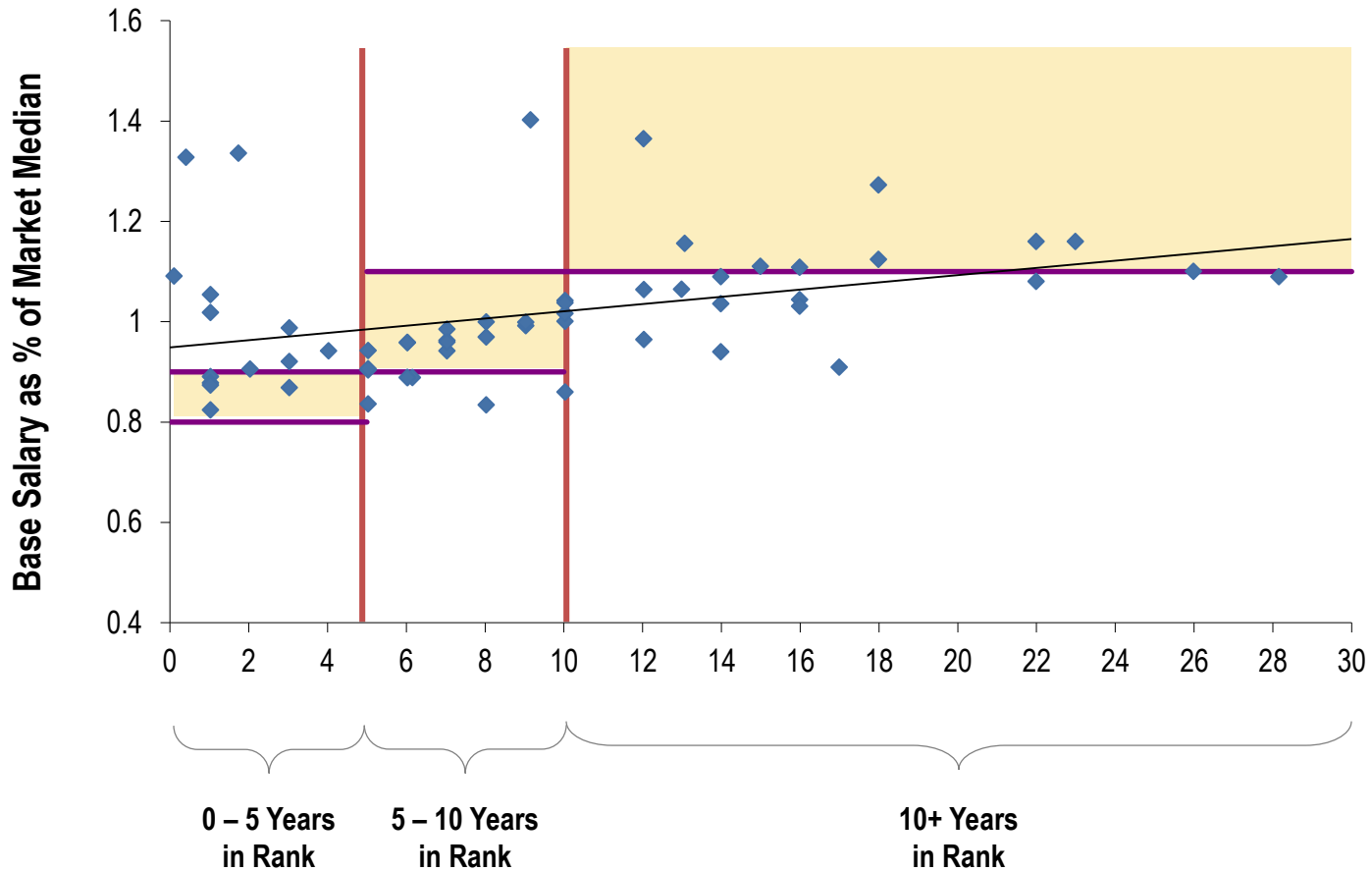
*Blue dots represent individuals

Faculty Competitive Assessment by Years in Rank for Associate Professors



*Shaded area represents recommended competitive range
*Blue dots represent individuals

Faculty Competitive Assessment by Years in Rank for Full Professors



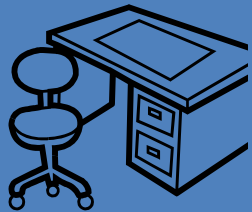
*Shaded area represents recommended competitive range

*Blue dots represent individuals

Paying Correctly For The Job



Paying 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

Paying 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

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 competitiveness**. 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.



Summary of Findings^{1,2,3}

| School | 110% Cost | 100% Cost | 90% Cost |
|------------------------------|--------------------|------------------|------------------|
| Business | \$475,656 | \$182,870 | \$28,709 |
| Engineering | \$321,410 | \$90,002 | \$235 |
| Humanities & Social Sciences | \$752,305 | \$261,737 | \$47,700 |
| Science & Mathematics | \$487,142 | \$167,887 | \$12,037 |
| Education | \$28,720 | \$1,212 | |
| Library | \$78,345 | \$45,793 | \$23,153 |
| Total | \$2,143,578 | \$749,502 | \$111,834 |

¹As of 10/1/15

²Assumes a 33% fringe

³Comparison only considers Base Salary and not Add Pay or Dual Employment

Campus-Wide Summary

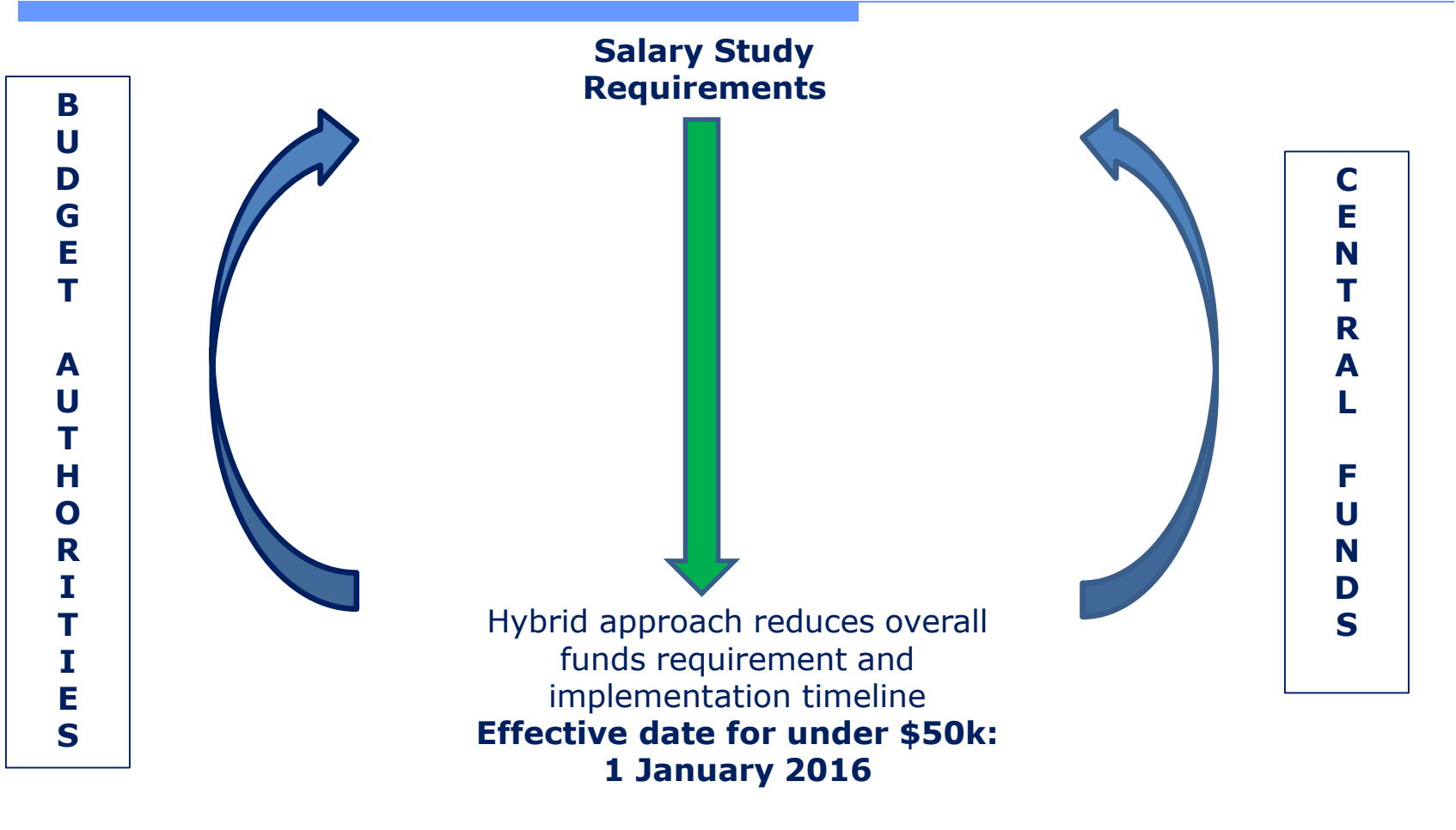


- Cost to bring The Citadel to the market median with fringe:
 - **\$3.5 million**
 - The majority of employees (71%) are above 90% of market median.
 - Individual results are with VPs and Deans.
 - Department heads encouraged to address those under \$25k first, then \$50k with internal funds effective January 1, 2016.
 - Goal to gradually pay 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*
-

Considerations for Department Heads



- Increases effective January 1, 2016 should be based on salary and performance and should address:
 - Employee's under \$50k
 - Consistency in performance (based on EPMS ratings) and continued improvement demonstrated over the past three years.
 - Competitive/market median levels
 - After January 16, 2016, increases should be based on getting employees to an appropriate competitive level based on performance.
 - All increases will be governed by HR and FRB policies and procedures for transparency and equity.
-





Questions?
