



# **2015 Staff 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
-

# Comparison Market Criteria

---



- 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.
-

# 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\*

---

# 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 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.

---

# 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
-

# Summary of Staff Findings<sup>1,2,3</sup>



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

<sup>1</sup>As of 10/1/15

<sup>2</sup>Assumes a 33% fringe

<sup>3</sup>Comparison 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, 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?**

---