Faculty Update

Market Comparisons
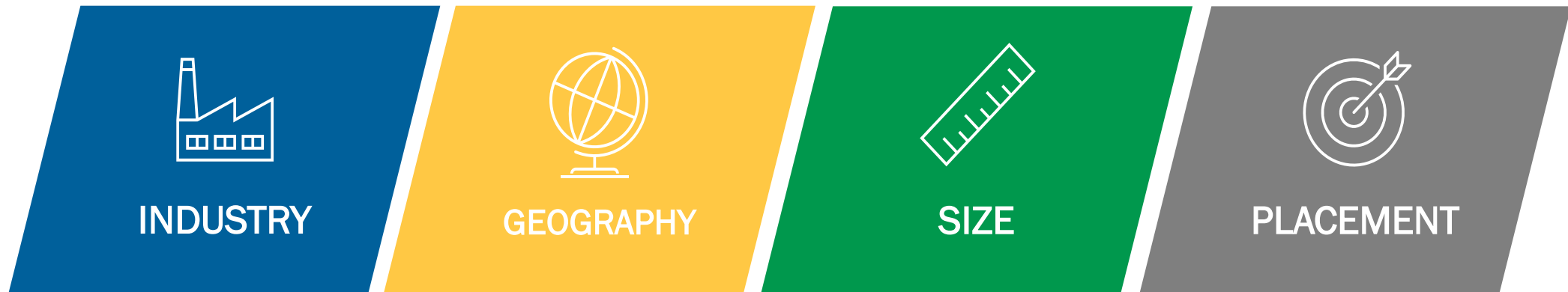
INDUSTRY	GEOGRAPHY	SIZE	PLACEMENT
• Higher education	• National	• R1/R2 status	• "Match the market" • Market median

Peer List

1. Augusta University
2. Bowling Green State University
3. Central Michigan University
4. East Carolina University
5. Montana State University
6. University of Louisiana at Lafayette
7. University of New Hampshire
8. University of North Carolina at Greensboro
9. University of North Carolina at Pembroke
10. University of North Dakota
11. University of South Alabama
12. University of Southern Mississippi
13. University of Toledo
14. Western Michigan University

External Market Analysis
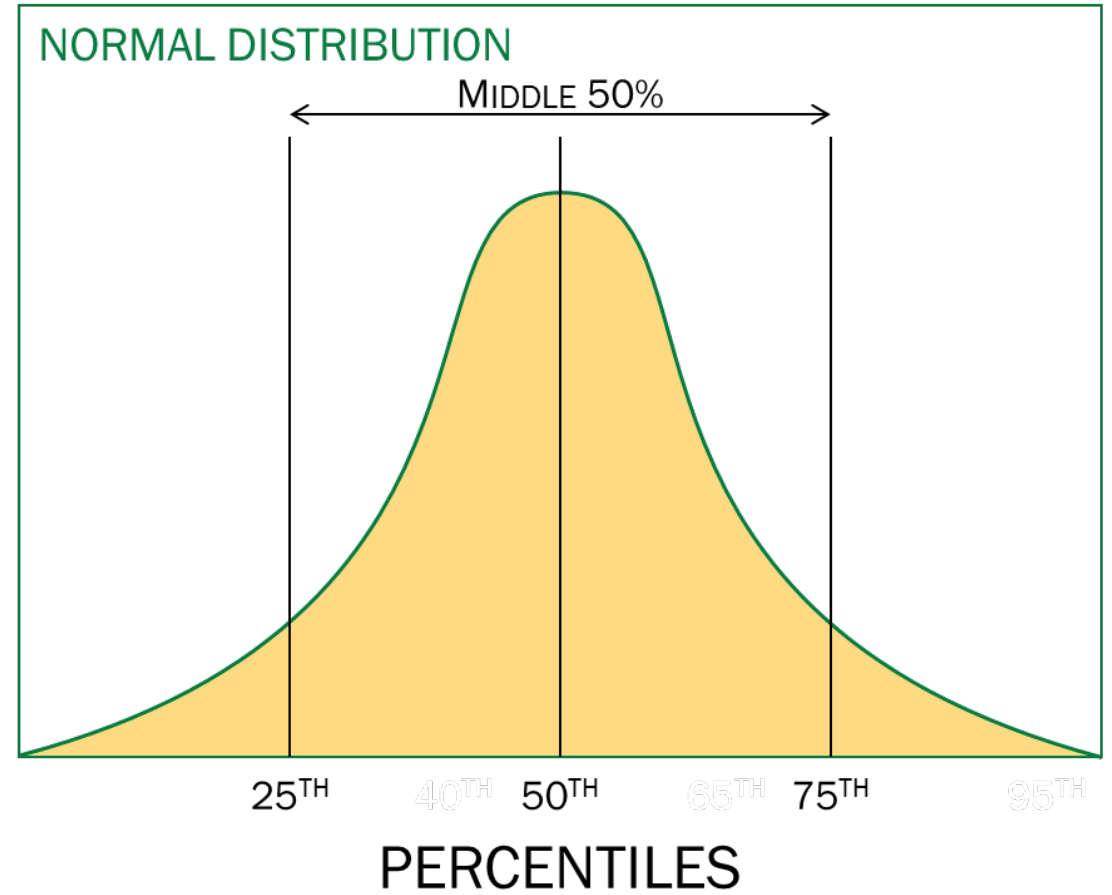
Published survey data based on CUPA-HR peer group

Matched to peer group based on rank and discipline

Assessed teaching discipline differentials based on the full CUPA universe of participants

Document market percentiles

NORMAL DISTRIBUTION

MIDDLE 50%

25TH 40TH 50TH 65TH 75TH 95TH

PERCENTILES

Base Salary Compared to Market 50th Percentile Base Salary – 2-Digit CIP Code Data

SIU Base Salary Trendline: y=1.044x -12059
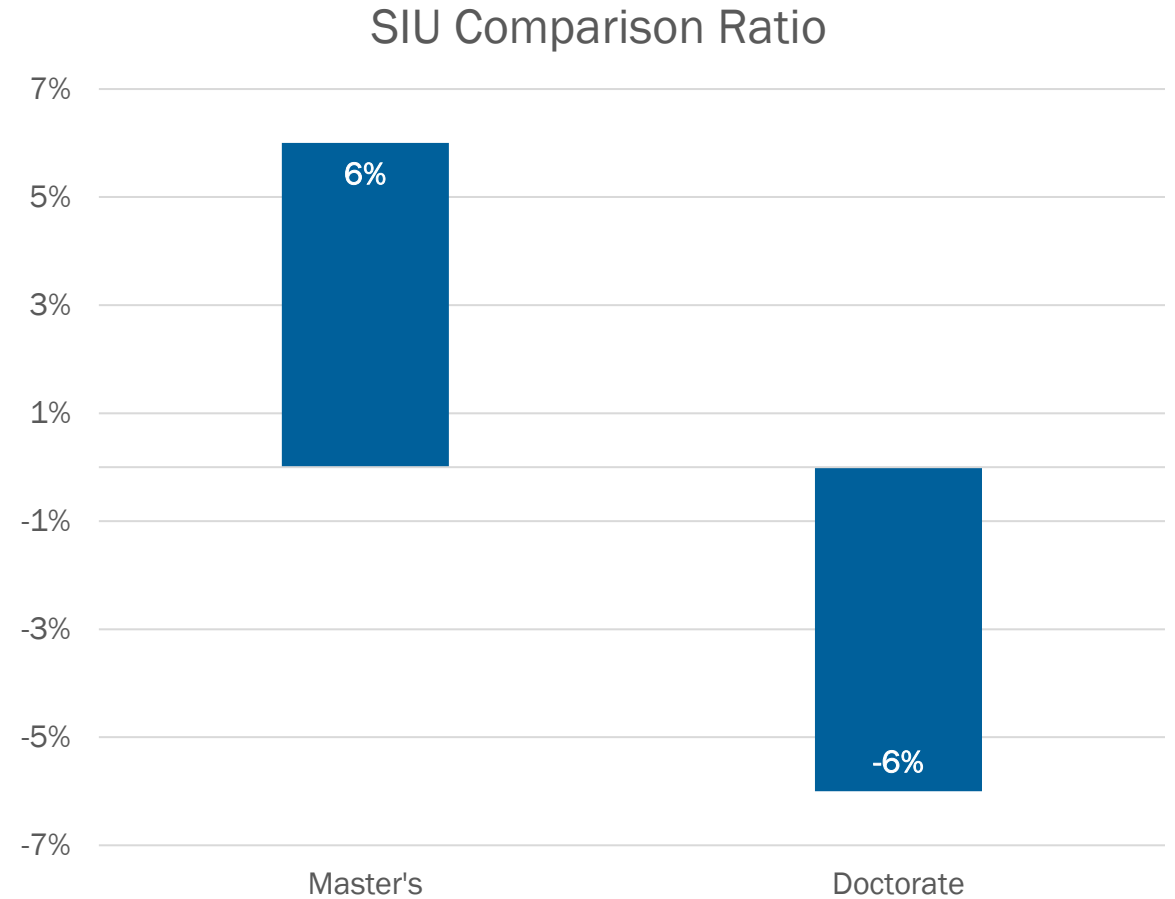R-Square = 0.746
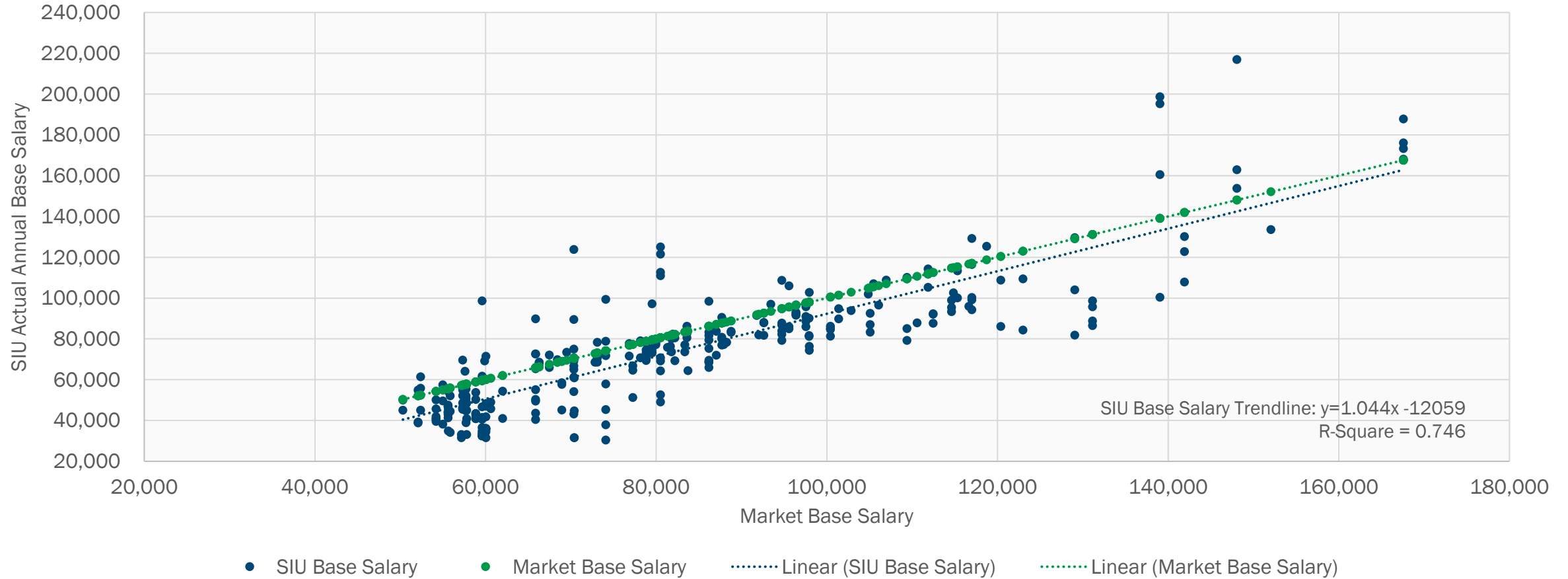
Graduate Assistant Analysis

OSU Graduate Assistant Stipend Survey

All institution, non-waiver adjusted data

Data reported by degree attainment

SIU Comparison Ratio
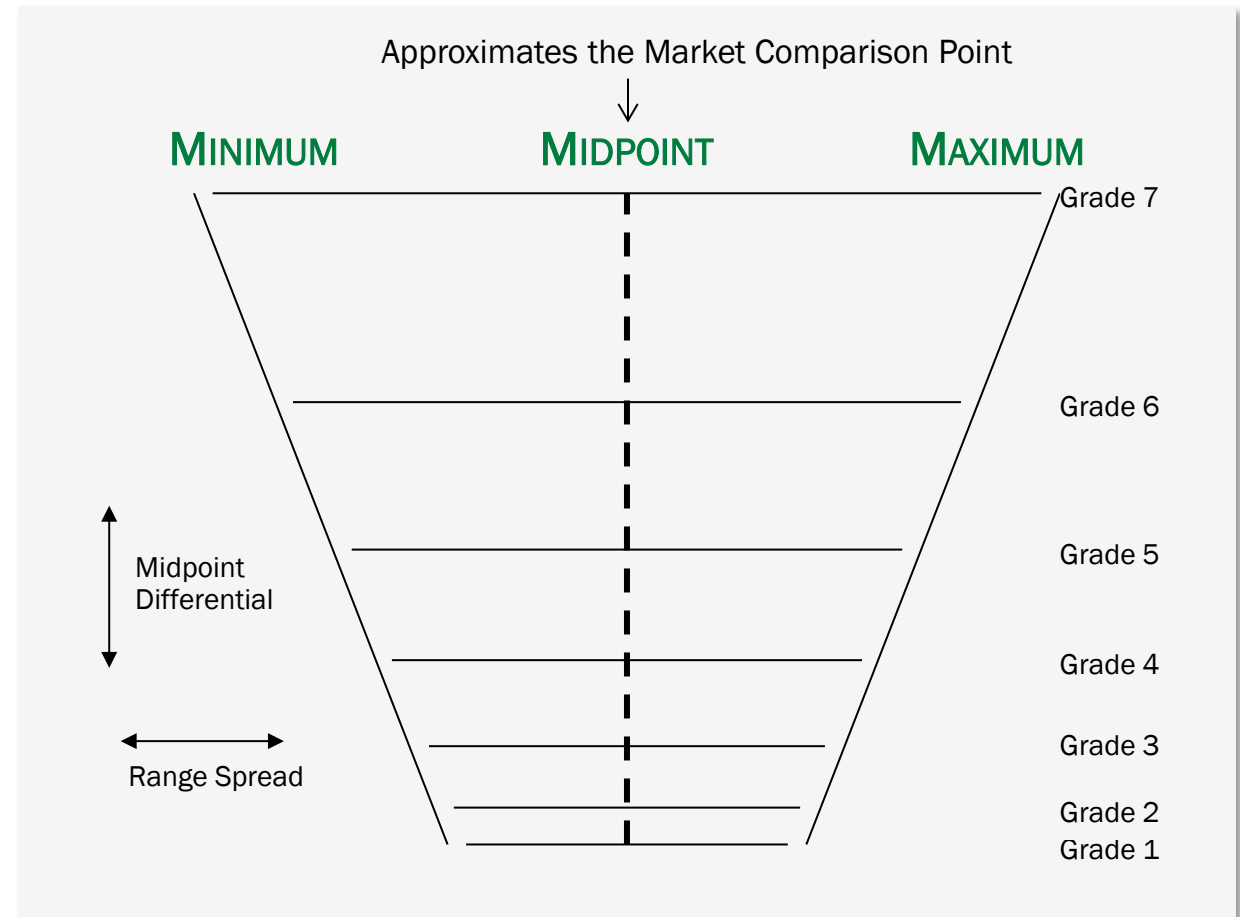
Designed Pay Structures

Evaluated current, proposed new

Design elements
- Range spread – how wide?
- Midpoint differentials – midpoint growth, how aggressive

Streamlines compensation administration

Approximates the Market Comparison Point

MINIMUM   MIDPOINT   MAXIMUM

Grade 7
Grade 6
Grade 5
Grade 4
Grade 3
Grade 2
Grade 1

Midpoint Differential

Range Spread

Salary Structure

| Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
Assistant Instructor	$50,000	$53,125	$56,250	12.5%	
Associate Instructor	$52,500	$55,781	$59,063	12.5%	5.0%
Instructor	$55,125	$58,570	$62,016	12.5%	5.0%
Assistant Lecturer	$52,500	$55,781	$59,063	12.5%	
Associate Lecturer	$55,125	$58,570	$62,016	12.5%	5.0%
Lecturer	$57,881	$61,499	$65,116	12.5%	5.0%
Senior Lecturer	$57,881	$61,499	$65,116	12.5%	0.0%
Clinical Assistant Professor	$55,125	$58,570	$62,016	12.5%	
Clinical Associate Professor	$57,881	$61,499	$65,116	12.5%	5.0%
Clinical Professor	$60,775	$64,574	$68,372	12.5%	5.0%
Assistant Professor of Practice	$55,125	$58,570	$62,016	12.5%	
Associate Professor of Practice	$57,881	$61,499	$65,116	12.5%	5.0%
Professor of Practice	$60,775	$64,574	$68,372	12.5%	5.0%
Visiting Assistant Professor	$55,125	$58,570	$62,016	12.5%	
Visiting Associate Professor	$57,881	$61,499	$65,116	12.5%	5.0%
Visiting Professor	$60,775	$64,574	$68,372	12.5%	5.0%
Assistant Professor	$78,103	$87,866	$97,629	25.0%	
Associate Professor	$85,914	$96,653	$107,392	25.0%	10.0%
Professor	$104,707	$125,649	$146,590	40.0%	30.0%

Highlights

- Ranges are based on peer group data
- Add a range maximum
- Designed four pay structures based on national discipline differential data
  - Tier A – 90%
  - Tier B – 100% (displayed on slide)
  - Tier C – 120%
  - Tier D – 140%

Implementation Cost by Salary Structure Tiers

Structure Tier	Tier Differential	Number of Disciplines	Discipline Examples
Tier A	90%	79	Geography Journalism Sociology
Tier B	100%	25	Agriculture Nutrition Public Health
Tier C	120%	14	Business Administration Civil Engineering Marketing
Tier D	140%	5	Accounting Finance Law

Employee Range Penetration

Range Spread

● Employee Range Penetration
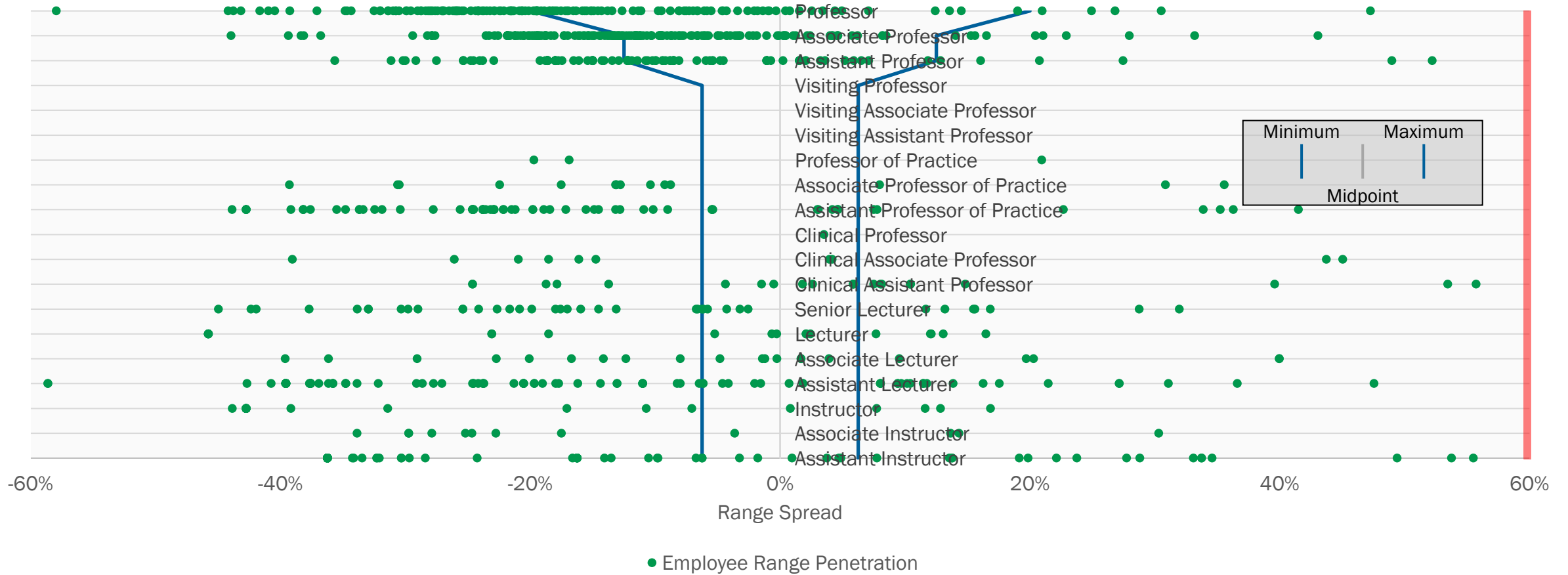
Financial Impact Analysis

Integration of structure with employee data

- Identify below min/above max of base pay ranges
- The average overall compa-ratio as compared to the market 50th percentile is 85.3%

Compression adjustments provide an increase between current salary and the calculated ideal range placement.

- The ideal range placement is modeled based on an employee's time in current role.

  - Employees move 5% through the range per year of service (i.e., move from minimum to maximum in 20 years)

  - Pay advancement is capped at 75% range penetration (i.e., ¾ through the pay range)

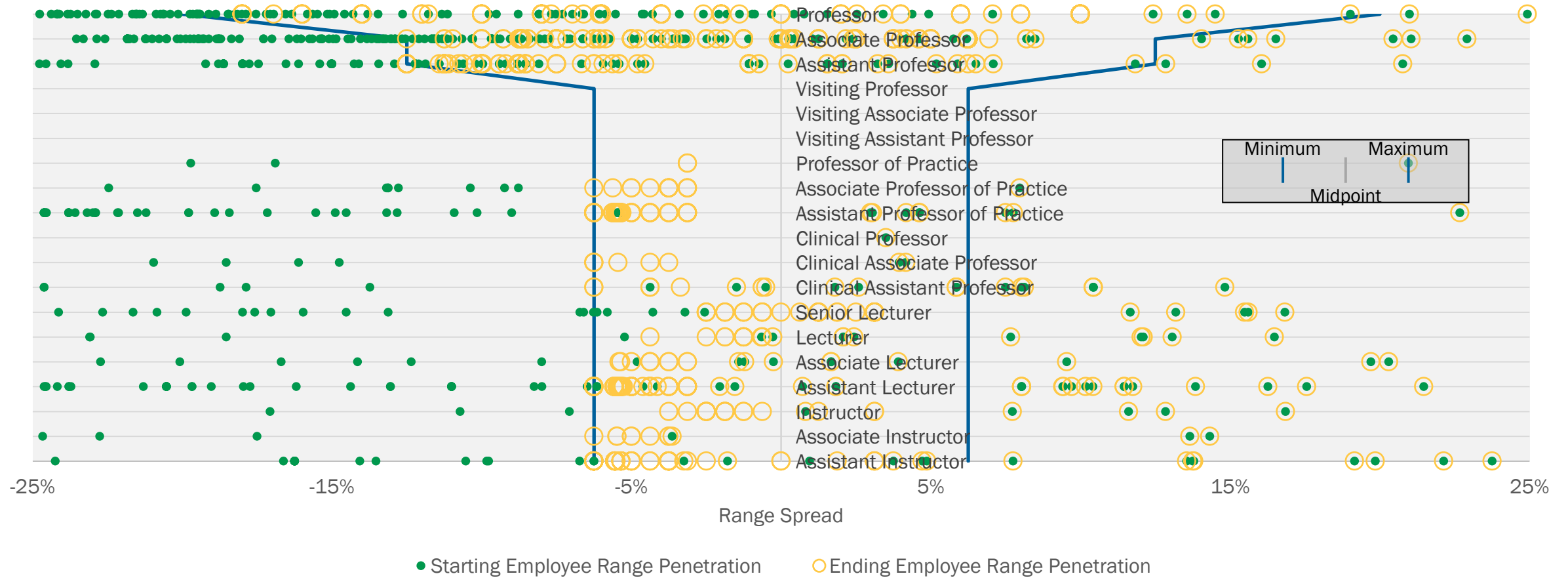|	BELOW SALARY RANGE MINIMUM	ABOVE SALARY RANGE MAXIMUM	COMPRESSION ADJUSTMENTS
NUMBER OF EMPLOYEES	494	116	533
TOTAL AMOUNT ($)	$3,847,332	$1,391,499	$3,249,028
TOTAL AMOUNT AS A % OF FACULTY PAYROLL	7.0%	2.5%	5.9%

* Compa-ratio is calculated by dividing an employee's salary by the market base salary 50th percentile

Salary Adjustment Considerations

Category	Rationale	Cost	% of Faculty Payroll
Increase to Minimum:	• At risk of losing employees due to pay	$3,847,332	7.8%
Compression Increase:	• Alleviate pay compression based on time in role and performance • Improve overall pay position	$3,249,028	3.8%
Total Increases:		$7,096,359	**12.9%**

* Assumes implementation costs for bringing administrator pay to faculty rate plus 10%

Post Increase Range Placement

Staff Update

Market Comparisons

INDUSTRY

- Higher ed
- Broader industry

GEOGRAPHY

- National
- Adjusted to Carbondale

SIZE

- Budget
- Enrollment
- # Staff

PLACEMENT

- "Match the market"
- Market median
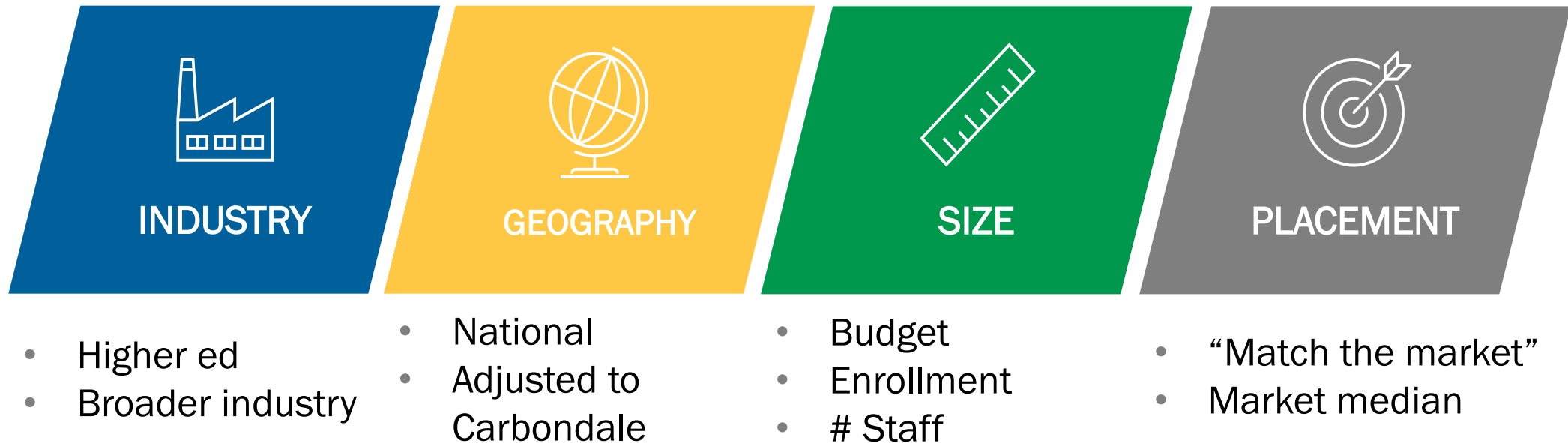
Job Evaluation Underway

Evaluating PDQ responses

Preparing job architecture

Considering state classifications

Job description updates to come
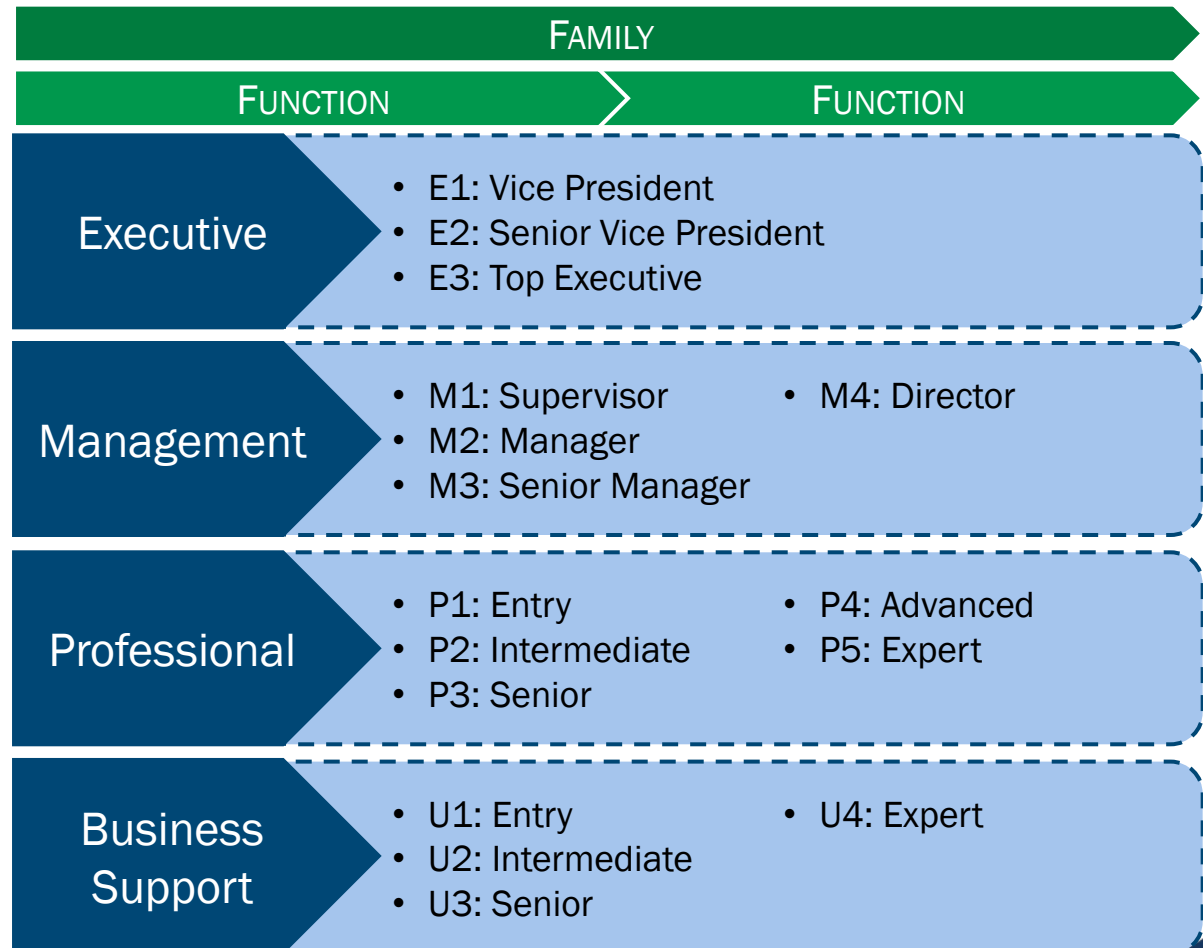
Designing Job Architecture

Career Streams

- Broad categories that represent the primary nature of work within the organization, such as Business Support, Professional, and Management.
- These streams help in grouping jobs that share similar functions and objectives.

Job Levels

- A hierarchical arrangement within each career stream that distinguishes jobs **based on complexity, responsibility, skills required, and level of authority.**
- Job levels facilitate clear career progression paths.

Job Families and Sub-Families

- Groups of jobs related by common vocations/professions.
- Job families are further divided into sub-families based on more specific job functions or specialties, allowing for greater specificity in job classification.

FAMILY		
FUNCTION		FUNCTION

Executive
- E1: Vice President
- E2: Senior Vice President
- E3: Top Executive

Management
- M1: Supervisor
- M2: Manager
- M3: Senior Manager
- M4: Director

Professional
- P1: Entry
- P2: Intermediate
- P3: Senior
- P4: Advanced
- P5: Expert

Business Support
- U1: Entry
- U2: Intermediate
- U3: Senior
- U4: Expert

External Market Analysis
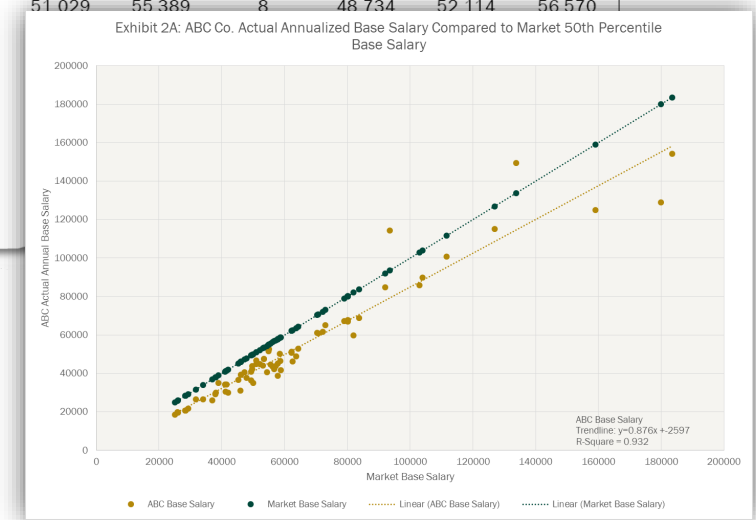
Published survey data

Identify match based on job documentation

Document market percentiles

- Base salary

ABC Co.
Preliminary Compensation Study Results
Exhibit 1 - Market Summary
Data Effective July 1, 2021

CBIZ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
				25th	50th	75th		25th	50th	75th
100	30,042	30,042	Accounting Specialist	39,499	42,065	45,423	7	40,335	42,959	46,391
101	35,085	35,085	Administrative Assistant	36,586	38,948	42,098	6	37,107	39,506	42,704
181	43,629	43,629	Archives Librarian	52,686	56,267	61,394	9	53,673	57,346	62,589
107	46,863	46,863	Benefits Coordinator	47,725	51,029	55,389	8	48,734	52,114	56,570
187	40,842	40,842	Bibliographer	46,807						
102	41,614	41,614	Communications Specialist	55,205						
104	50,825	50,825	Content Managing Editor	59,230						
105	115,200	135,200	Controller	110,399						
112	40,621	40,621	Development Coordinator	50,246						
115	149,287	159,287	Director, Planning & Systems	120,153						
116	39,255	39,255	Early Childhood Specialist	43,296						
165	42,330	42,330	Education Supervisor	45,993						
117	51,490	51,490	Electrician	51,867						

Exhibit 2A: ABC Co. Actual Annualized Base Salary Compared to Market 50th Percentile Base Salary

Next Steps

Structure review and recommendations

- Current pay structure assessment
  - Min to max range quite wide in some cases
  - Somewhat complicated overall
    - Too many grades with not much distinction between ranges

Initial implementation assessment

- Below min/above max
- Pay compression

Review and feedback

What to expect

What to Expect

FACULTY

Still working through feedback
- Structure design
- Discipline differentiation

STAFF

Initial analysis delivered to project team in January
- There will be a period or review and feedback to follow

OVERALL

Final implementation plan will need to consider both faculty and staff

Implementation expected over multiple fiscal years
- Imagine2030
- State appropriations
- Tuition revenue
- Collective bargaining agreements

QUESTIONS?