



The Office of Human Resources Staff Compensation Study: Market Comparison by Job Family

PRESENTED BY

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Florida Agricultural and Mechanical University



Staff Compensation Study

- Primary question to be addressed :

How do the salaries of FAMU staff compare to similar salaries in the external markets from which we recruit?

- Data source used:
 - Benchmarks:
 - **Local**-Salary surveys from the U.S. Department of Labor's Occupational Information Network (O*NET) and the Florida Department of Economic Opportunity (DEO)
 - **State Higher Education Institutions (11)**- Primary source data from the State University System (SUS) of Florida (excluding FAMU)
 - **Regional Higher Education Institutions (36)**- College and University Professional Association for Human Resources (CUPA-HR) Surveys online
 - **National Peers (14)**- CUPA-HR Surveys online
 - Staff studied:
 - Administrative & Professional (A&P) and University Support Personnel Services (USPS) by Job Family
 - By Levels within Job Families: Management, Professional, and Non-Exempt





Staff Job Families and Levels

Job Families created:

- **Academic Affairs** (e.g. student registration, research administration, academic counseling and advising)
- **Administrative & Business Services** (e.g. business operations and administration, purchasing, human resources, management, and clerical support)
- **Budget & Financial Services** (e.g. accounting, budgeting, reconciliation)
- **Communications, Advancement, Public Relations and Marketing Services** (e.g. fund raising, public affairs, marketing and publications).
- **Facilities and Grounds Services** (e.g. design and campus planning, skilled trades work, campus landscaping, preventative maintenance)
- **Technology Services** (e.g. technical support, programming and development, database administration)
- **Safety and Security** (e.g. law enforcement, environmental, health and safety)
- **Student Services** (e.g. student affairs, housing, campus recreation, student activities)
- **Athletic Services** (e.g. coach, train, support for student athletes)

Levels within Job Families:

- **Management** (Directors, Asst. Vice President, Assoc. Vice President etc.)
- **Professional** (Coordinators, Managers, Asst. Directors, Assoc. Directors etc.)
- **Non-Exempt** (Support staff, Secretaries, Trades etc.)





Scope of Study

- The study provides a **very general and high level** view of FAMU's salaries compared to other labor market medians.
- Benchmarked estimated medians for this study represent a broad and general salary value of classifications within a general job family and cannot be used to place specific values on positions.
- Given limitations, **the study does provide general “best estimation”** of the data provided.





Methodology

1. FAMU Staff Data:

- **FAMU A&P and USPS classifications and salaries were collected** through FAMU Enterprise Information Technology (EIT) queries and represent positions as of October 15, 2014.
- **The positions were sorted** by the 227 existing classifications and slotted into 9 general job families.
- **The classifications were categorized** within the job families as levels (“management,” “professional,” and “non-exempt”) following College and University Professional Association for Human Resources (CUPA-HR), Integrated Postsecondary Education Data System (IPEDS), and federal Standard Occupational Codes (SOC) designations, job specifications and crosswalks.
- **FAMU estimated medians were established** for each category level (management, professional, non-exempt) within the corresponding FAMU job family based on data provided.

2. Benchmark Data:

- **Estimated benchmark medians were established** using the corresponding job code medians from the benchmark surveys and data in ordinal sets high to low with the midpoint of those data representing the estimated median.





Methodology

3. Comparisons:

- Each established FAMU estimated median was compared to the corresponding estimated benchmark median.

4. Salary Comparison by Job Family and Level:

- A **market ratio** was used to gauge the difference between compared medians. The result was FAMU's median as an **indexed percentage** of the benchmarks' median.
 - ✓ *For example, a FAMU median of \$81,779 compared to the benchmark of \$85,252 would have an approximate market ratio of .96 or 96%. Each of the three levels within individual FAMU job families was given a market ratio as a percentage of the benchmark's estimated median.*

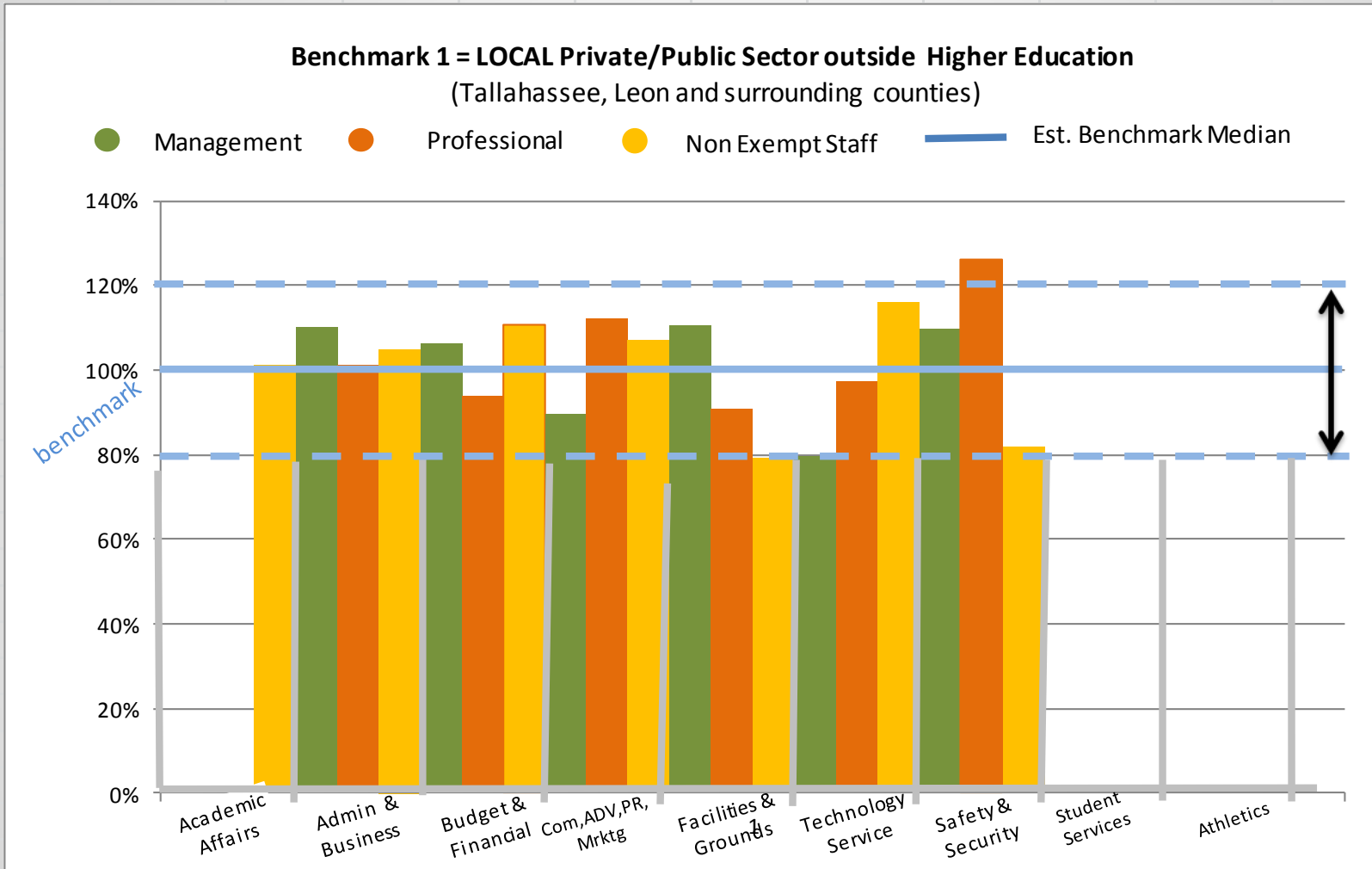
5. To gauge general competitiveness we used a traditional **80% to 120%** parameter of the median to represent a **competitive range**.

- Salary ranges are typically constructed with minimum compensation paid at 80% of the median and a maximum compensation paid at 120% of the median.



COMPENSATION STUDY JOB FAMILY PAY MEDIAN COMPENSATION FINDINGS

competitive range ⇕



Management (Directors and above -Administrative & Professional, "A&P" only) estimated family median

Professional (Associate Director to Specialists- Administrative & Professional, "A&P" only) estimated family median

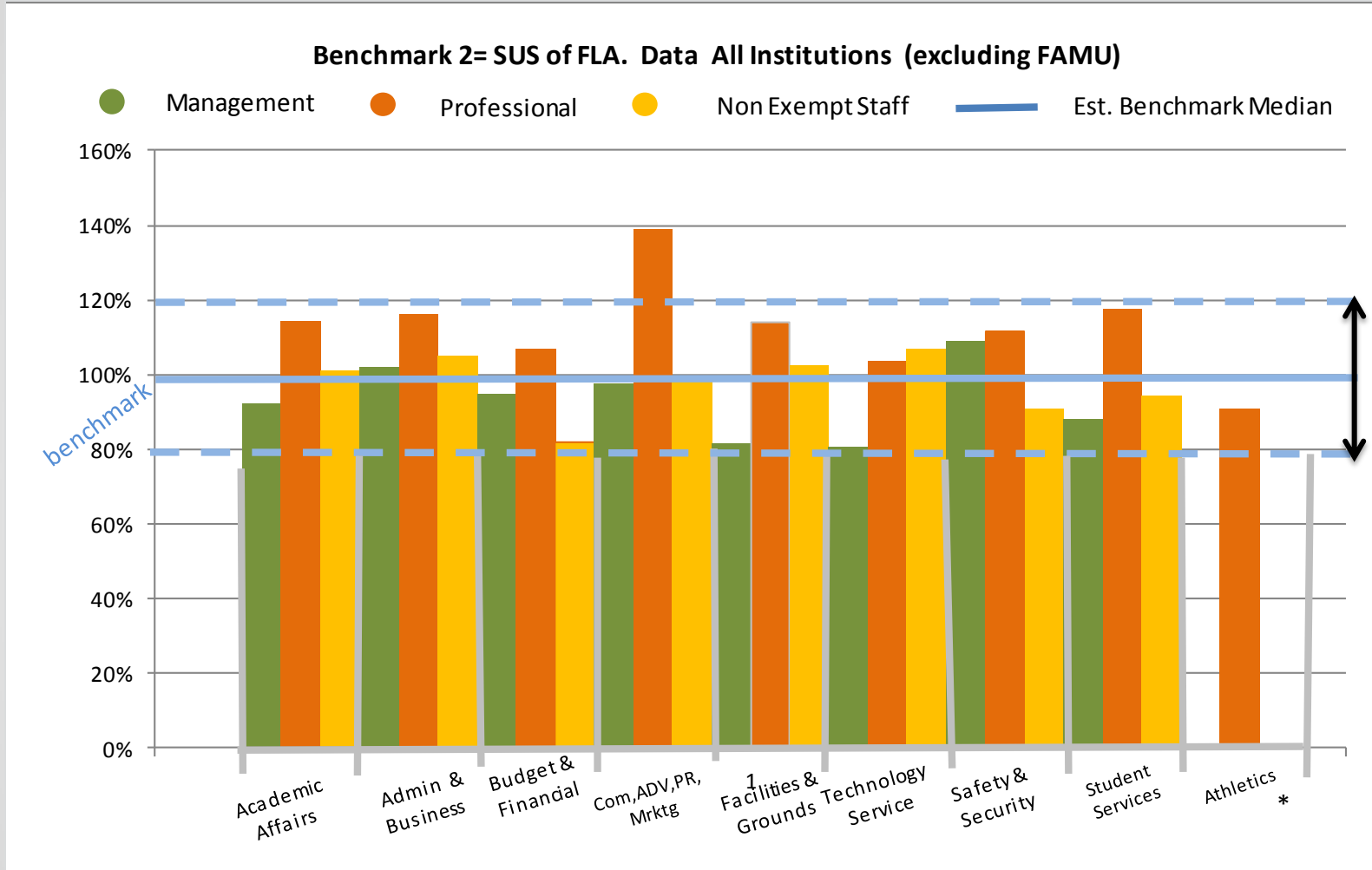
Non-Exempt Staff All (University Support Personnel Services, "USPS" only) estimated family median

Blank Spaces Indicate areas where we do not typically hire or there are insufficient data to benchmark



COMPENSATION STUDY JOB FAMILY PAY MEDIAN COMPENSATION FINDINGS

competitive range \updownarrow



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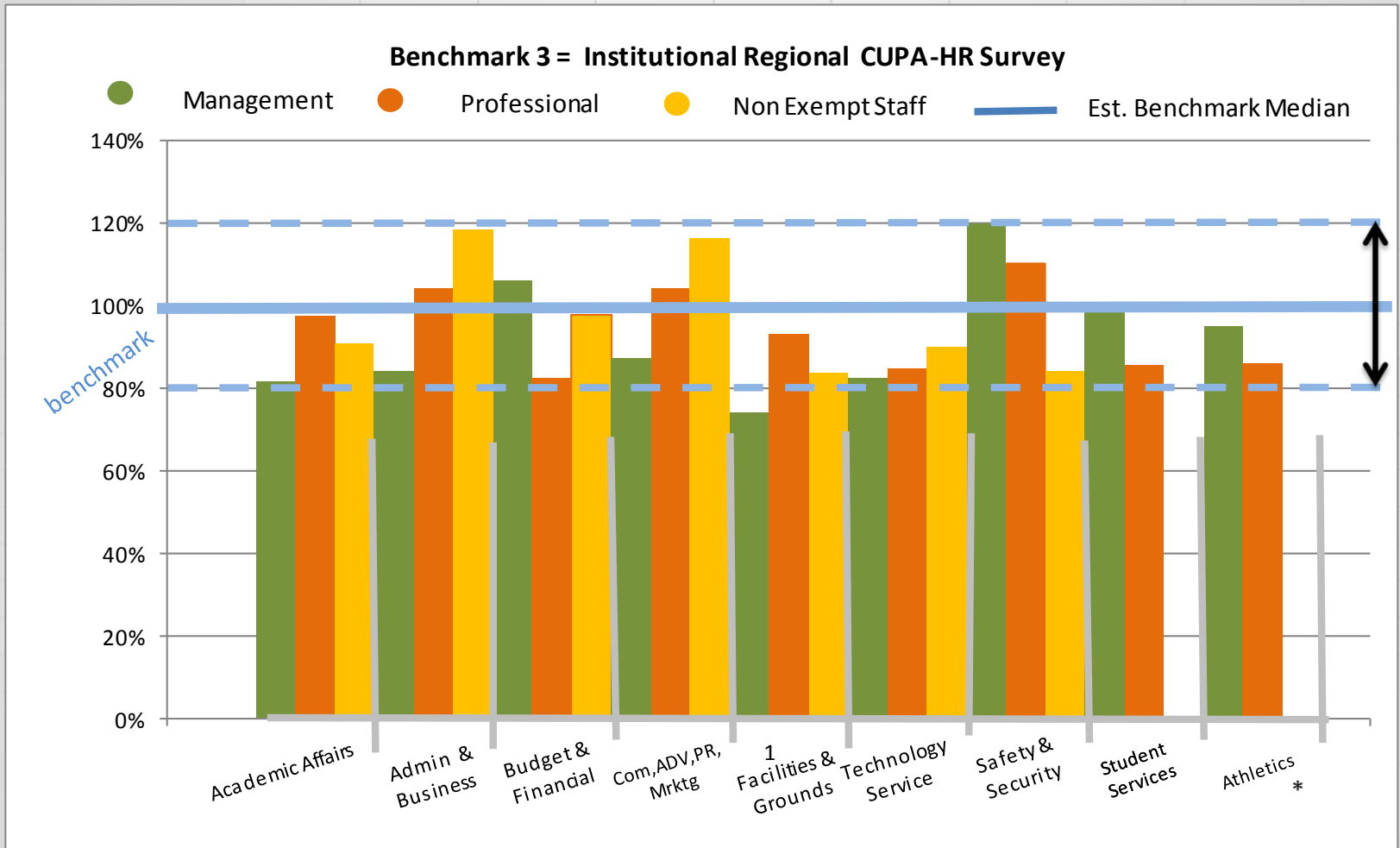
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*Athletics- Professional FAMU est. median delineated to "best estimate" in order to bench mark similar positions, median represents a broad range spanning management. Benchmark may not cover other funding received.



COMPENSATION STUDY JOB FAMILY PAY MEDIAN COMPENSATION FINDINGS

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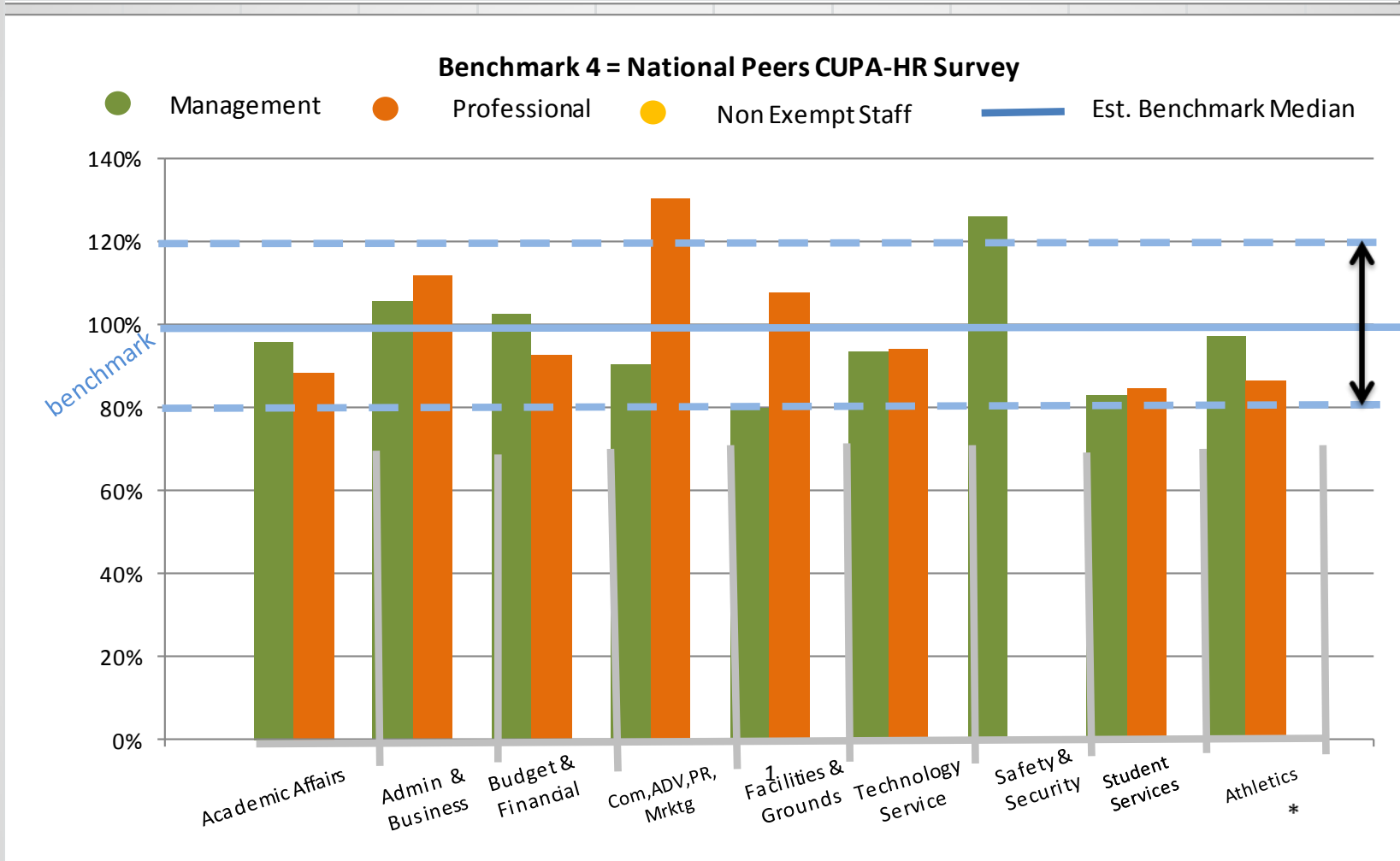
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COMPENSATION STUDY JOB FAMILY PAY MEDIAN COMPENSATION FINDINGS

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In Summary

We are close to the benchmark median in all job categories, slightly below or slightly above, but within the 80% to 120% band....

Positioned to be an “Employer of Choice” for staff employees





Indicators for an “Employer of Choice”

- Usually assessed by its reputation or the perception as a great place to work
- Strong indicators also include:
 - **Competitive Wages** (leading and/or matching employer in job markets)
 - **Low Voluntary Turnover** (quit rate [resignations])
 - **Sustained Staff Tenure** (average time people stay)
 - **Strong Benefits Package** (strong component of total compensation for staff)





FAMU Tenure and Turnover A&P and USPS

FAMU A&P and USPS

Benchmarks

VOLUNTARY STAFF TURNOVER

FAMU A&P/USPS Quit Rate 2013-14 = **4%** *

VOLUNTARY TURNOVER

National Quit Rate Average:

- Education = **11.9%** **
- Professional & Business = **28.5%** **

Florida Government Quit Rate Average = **13%** ***

Regional Quit Rate Average = **23.1%** **

STAFF TENURE

FAMU Staff Tenure Average=
7 years *

3% of FAMU A&P and USPS over 20 years
24% of FAMU A&P and USPS over 10 years
54% of FAMU A&P and USPS over 5 years

TENURE

National Tenure Average =
4.6 years **

National Higher Education Tenure Average =
7 years ****

* Source: EIT query quit rate: code "resignations"; Tenure: date in position

** Source: Department of Labor (DOL) Board of Labor Statistics 2013 <http://www.bls.gov/news.release/jolts.t18.htm>

*** Florida DMS State Personnel System Annual report 2012-13

**** CUPA-HR Tenure Administrative and Professional 2013 -14





Strong Benefits Package

- **Benefits as percentage of base salary** (based on estimated cost of benefits)
 - FAMU A&P staff 31% *
 - FAMU USPS staff 42.9% *
- **National Average Benefits as percentage of base salary** (based on estimated cost of benefits)
 - Private Industry 30.2% **
 - Public State and Government workers 36.0% **
 - Civilian (non-military) 31.3% **

Source: * FAMU Budget Office, **DOL Board of Labor Statistics 2014





Market Comparison of Faculty Salaries

PRESENTED BY

Office of Institutional Effectiveness/Office of Institutional Research

Florida Agricultural and Mechanical University



Market Comparison of Faculty Salaries

- Primary question to be addressed:

How do the salaries of full-time instructional faculty at FAMU compare with those of full-time instructional faculty in other groups of institutions?

- Data source used: American Association of University Professors (AAUP) Compensation Survey 2013-14
- Faculty ranks studied: Salaries for full-time instructional faculty in ranks of Professor, Associate Professor and Assistant Professor
- Salary comparison categories:
 - Selected Peers (17 Institutions);
 - Public Doctoral Research Universities (DRU) (21 Institutions);
 - Florida SUS Institutions (five Institutions), excluding very high research and NCF, FPU; and
 - Public Baccalaureate (449 Institutions)





Methodology

The methodology for the Faculty Salary Study included the following:

- The methodology for the study was vetted by a faculty advisory group, which provided valuable input.
- Salary Comparison by Rank – *Using 2013-14 AAUP data.*
 1. Averages were computed and compared for all instructional ranked faculty combined (Professor, Associate Professor, Assistant Professor), as well as by each individual rank.
 2. An indexed percentage comparing FAMU to benchmark group averages was then computed for each rank.

Example:

If FAMU average = \$80,000

And Benchmark average = \$85,000

Then FAMU % = $(\$80,000/\$85,000) \times 100 = 94\%$





Peer Institution Selection Criteria

- Degree level mix
- Carnegie classification
- Program mix
- Average SAT/ACT equivalent
- Student/faculty ratio
- Research expenditures
- Number of full-time instructional faculty
- Fall enrollment
- Six-year graduation rate of traditional cohort
- Percent of Pell Grant recipients
- One-year retention rate of traditional cohort





Peer Institutions Identified

<u>Institution</u>	<u>Carnegie Classification</u>
• Howard University	High Research
• University of Memphis	High Research
• Northern Illinois University	High Research
• Marshall University	Large Master's
• University of Southern Mississippi	High Research
• University of Toledo	High Research
• North Carolina A&T State University	DRU
• Texas A&M University – Corpus Christi	DRU
• Texas A&M University – Kingsville	DRU
• University of Arkansas at Little Rock	DRU
• Mercer University	Large Master's
• Southern Illinois University – Edwardsville	Large Master's
• Cleveland State University	High Research
• Boise State University	Large Master's
• University of South Alabama	High Research
• Jackson State University	High Research
• North Carolina Central University	Large Master's





Findings

Average Salary by Rank and Benchmark Group (2013)

FAMU		Peer Group		DRU - Public		SUS [^]		All Bach - Public	
Rank	Mean Salary	Mean Salary	Ratio: FAMU to Peers	Mean Salary	Ratio: FAMU to DRU Public	Mean Salary	Ratio: FAMU to SUS Exclude Excluding Very High Research	Mean Salary	Ratio: FAMU to All Bach Public
Professor	\$ 95,443	\$ 93,913	102%	\$ 94,522	101%	\$105,725	90%	\$114,051	84%
Associate Prof.	\$ 77,078	\$ 73,277	105%	\$ 73,694	105%	\$ 77,051	100%	\$ 81,108	95%
Assistant Prof.	\$ 60,837	\$ 64,680	94%	\$ 63,704	95%	\$ 70,742	86%	\$ 69,711	87%
All Ranks*	\$ 77,665	\$ 75,904	102%	\$ 76,285	102%	\$ 79,623	98%	\$ 80,298	97%

Source: AAUP

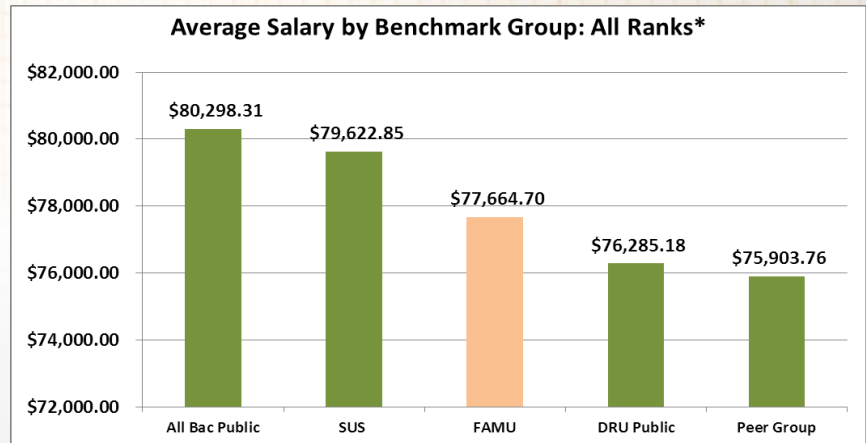
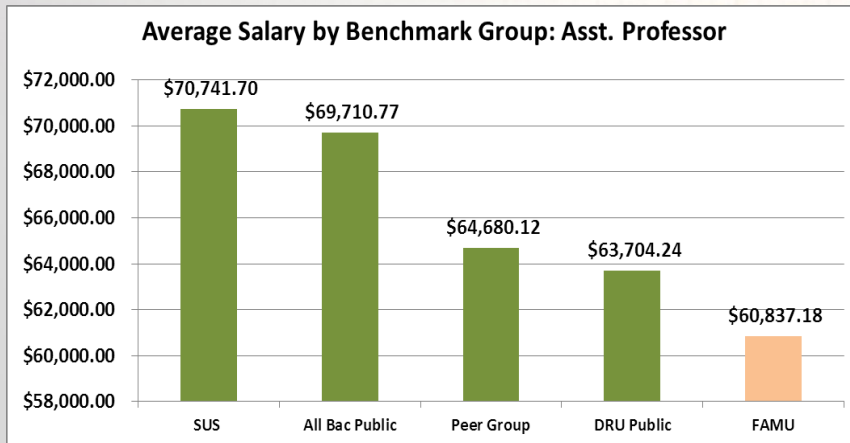
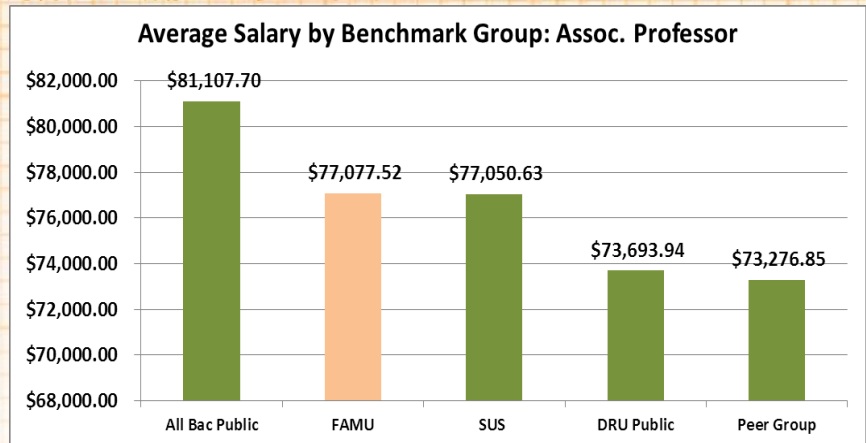
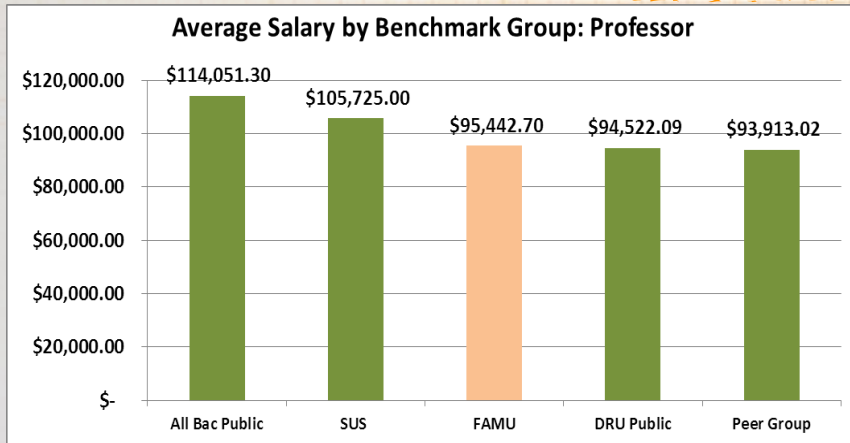
[^]Excludes NCF, FPU, FSU, UCF, UF, and USF FPU

*Includes Professor, Assoc. Professor, and Assistant Professor only





Findings – Average Salary Comparison



Notes:

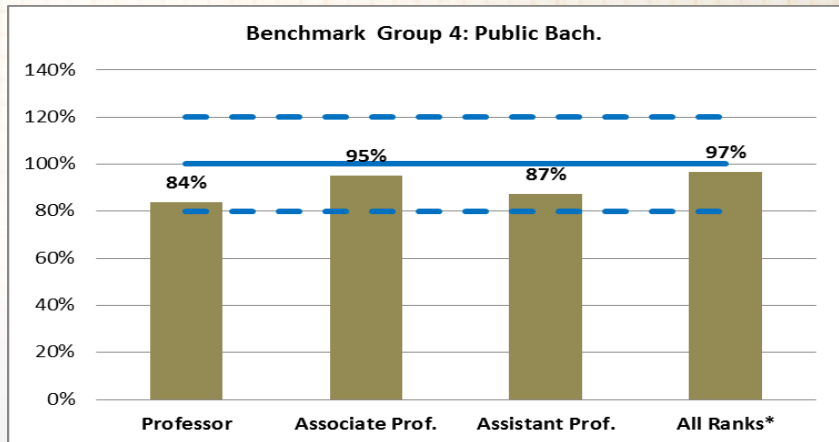
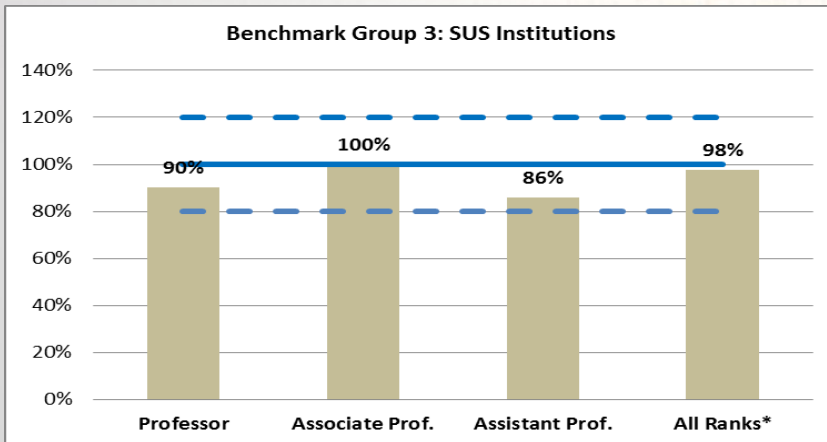
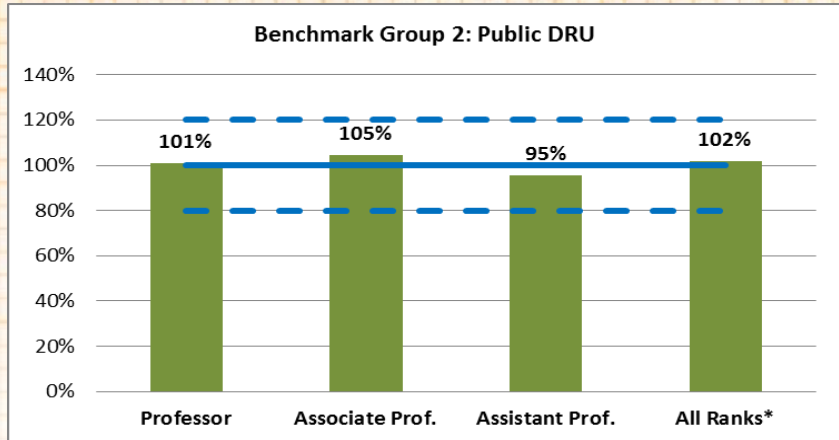
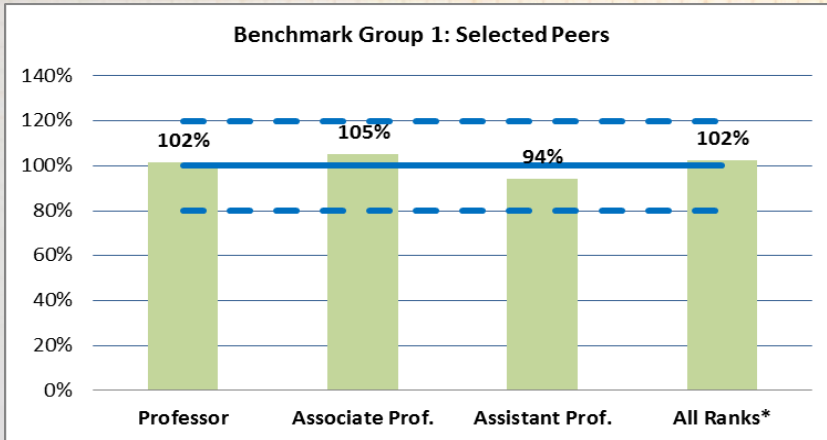
1. SUS Excludes: NCF, FPU, FSU, UCF, UF, and USF

*Includes Professor, Assoc. Professor, and Asst. Professor only





Findings – Mean Salary Competitive Range Comparison



Notes:

1. SUS Excludes: NCF, FPU, FSU, UCF, UF, and USF

*Includes Professor, Assoc. Professor, and Asst. Professor only





Summary

- Overall average salaries for FAMU instructional faculty appear to be comparable to those of the benchmark groups
- Average salaries for FAMU Assistant Professors lag those of all benchmark groups
- Average full-time instructional faculty salaries at FAMU for the 2013-14 year:
 - Professors: **\$95,443**
 - Associate Professors: **\$77,078**
 - Assistant Professors: **\$60,837**
 - All three ranks combined: **\$77,664**
- FAMU ranking in average salaries compared to **17 peer institutions**:
 - Professors: **7th**
 - Associate Professors: **4th**
 - Assistant Professors: **14th**
 - All three ranks combined: **9th**





Summary

- FAMU ranking in average salaries compared to **21 Public Doctoral Research Universities (DRU)**:
 - Professors: **7th**
 - Associate Professors: **6th**
 - Assistant Professors: **17th**
 - All ranks combined: **9th**
- FAMU ranking in average salaries compared to **five (5) SUS Institutions**, *excluding baccalaureate and “Very High Research” Carnegie Classification universities (NCF, FPU, FSU, UCF, UF, and USF), FAMU ranks:*
 - Professors: **5th**
 - Associate Professors: **2nd**
 - Assistant Professors: **5th**
 - All ranks combined: **3rd**





Summary

- Generally competitive in faculty salaries, but need to target areas in which FAMU is less competitive, such as Assistant Professor, which is rank at which most hires are made
- Competitiveness at hiring and in retaining the best faculty is essential to building a “**Best in Class**” University
- Funds, including private funds, could help to enhance faculty:
 - Hire at competitive salaries
 - Remain competitive at all ranks
 - Retain highly productive faculty
 - Offer competitive professorships to attract eminent scholars to FAMU
 - Build institutional reputation in niche areas of excellence





“At FAMU, Great Things Are Happening Every Day.”

established 1887

