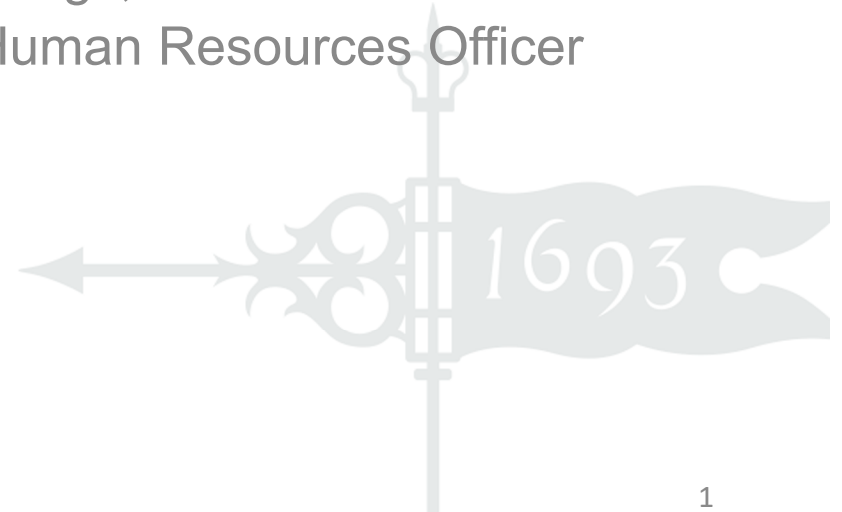

2020 STAFF COMPENSATION STUDY

Committee on Administration, Buildings, and Grounds
Christopher D. Lee, Ph.D., Chief Human Resources Officer
February 2021



Study Objectives



- **Competitive positioning:** Conduct a market analysis of W&M staff salaries relative to peers
 - 1800 employees, excludes faculty and coaches
- **Assess salary structure:** Build a competitive flexible structure that responds to emerging needs
- **Rationalize staff classification structure:** Improve transparency and consistency
 - W&M currently has 1300 staff titles for 1800 employees

Market analysis reflects multiple peer groups

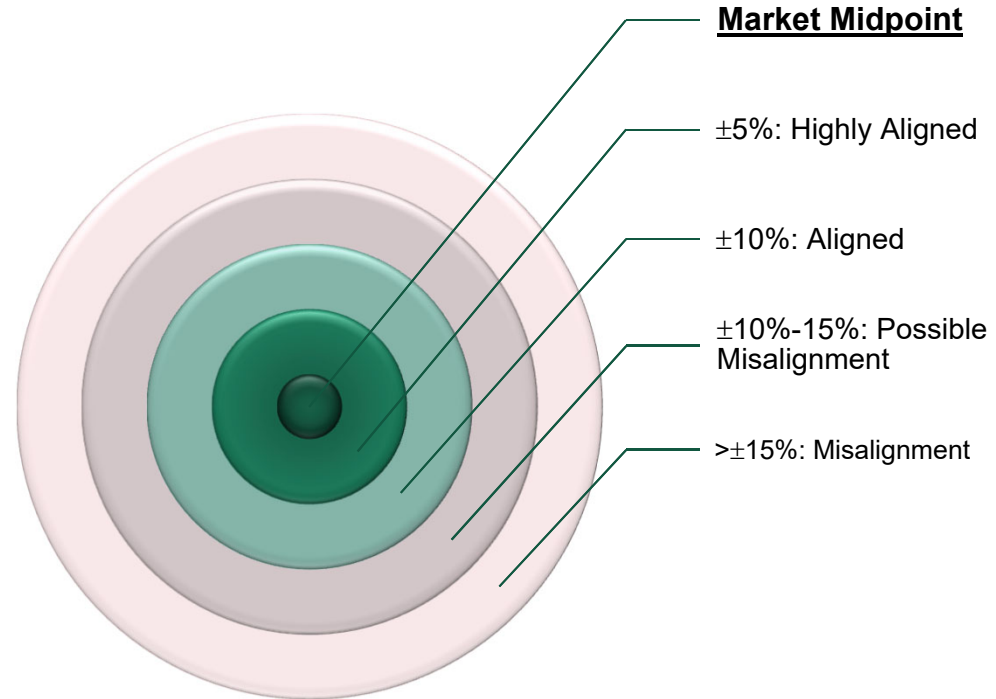
Group	Description	No. Institutions
A	Top national universities according to US News	49
B	Top public universities according to US News	35
C	Doctoral and Ranked Universities in Virginia	10
D	Top institutions identified by Gallagher algorithm	35
E	W&M preferred peer institutions	26

Cumulative Standard Deviation Process used to identify the least amount of variance.

Competitive positioning evaluates alignment to market



Gallagher utilizes the following guidelines to determine **market competitiveness**:



Market Data Caveats



Data represents positions ‘**as a whole**,’ not necessarily individual jobs

- Some jobs above, some at, some below market
- Follow-on analysis to be conducted by job families



Overall Market Position does not account for whether jobs are local, regional, or national



W&M is more competitive **locally and regionally** than nationally



All positions have ranges and individual placement within range affects competitiveness for individuals

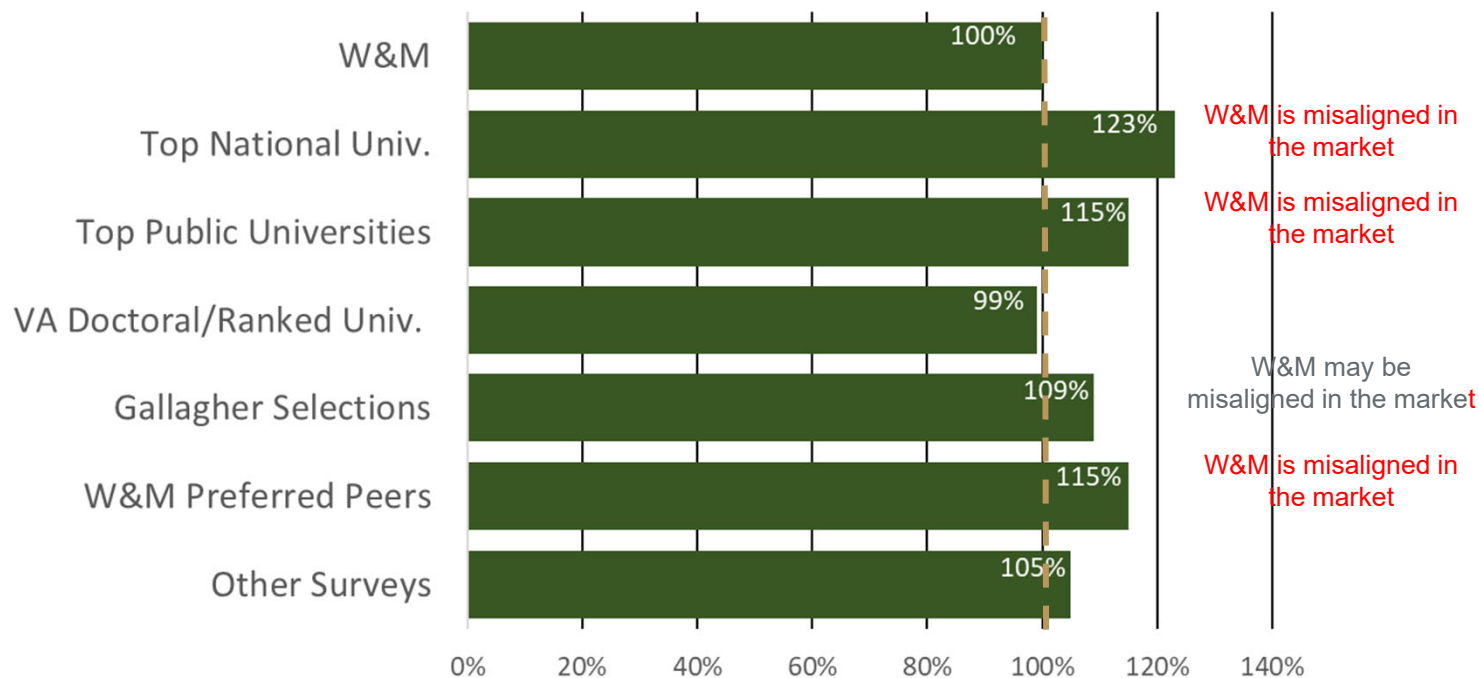


Does **not** account for benefits and total compensation, etc.



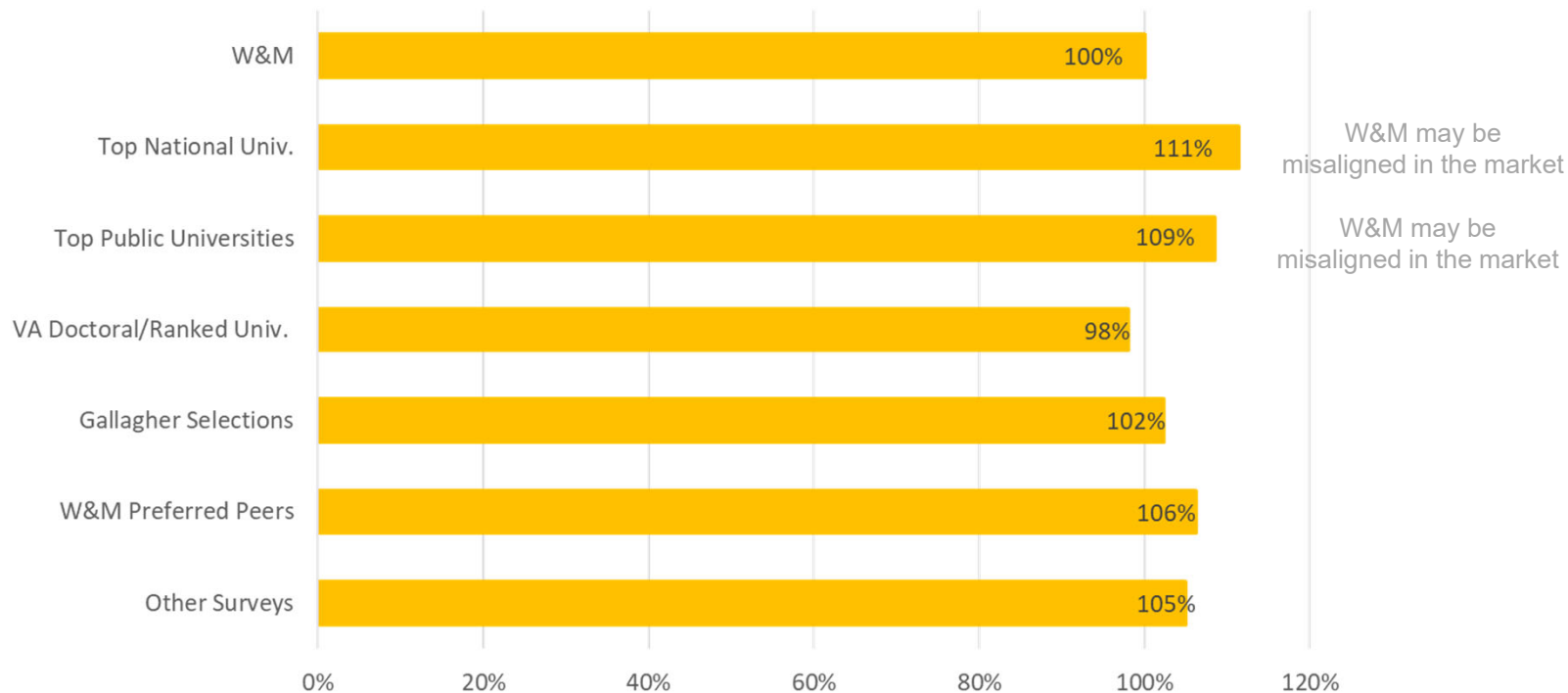
Geographical factors have influence on data

W&M median salaries fall below most peer groups



Benchmarked positions in groups that extend beyond the dotted vertical line pay more than W&M benchmarked positions.

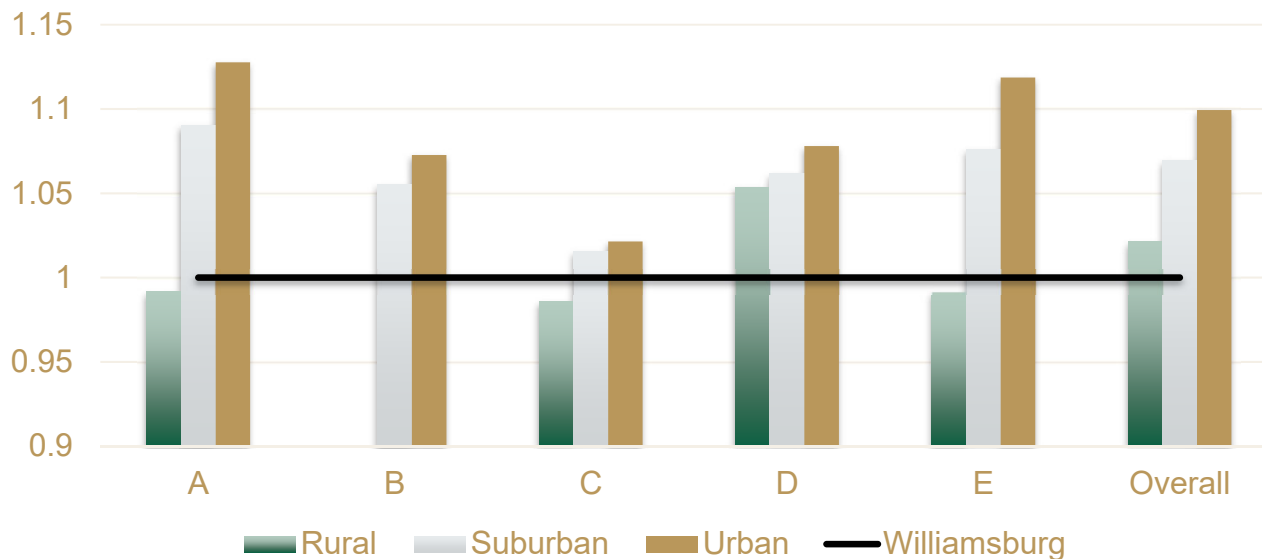
Comparison improves when adjusting for cost-of-living



Benchmarked positions in groups that extend beyond the dotted vertical line pay more than W&M benchmarked positions.

Salaries at urban institutions skew the data

Williamsburg Compared to Average of Developed Area Classifications



Recommend two salary structures: Regional and national

ONE

Structure One

Primary Salary Plan
Local | Regional Market

Functional Range

Min	Mid	Max
-----	-----	-----

\$22,000 \$103,500 \$185,000

TWO

+8%

Structure Two

Secondary Salary Plan
National Market

Functional Range

Min	Mid	Max
-----	-----	-----

\$25,000 \$151,250 \$300,000

Positions placed in structures based upon their 'recruitment' markets.

Next Steps

1

Finalize and approve proposed structure(s).

2

Document classification structure & compensation manual.

3

Determine timeline for employee communication post approval of salary schedule(s) and resulting changes

4

July 1, 2021 implementation of new structures

Appendix A - Comparison Group Index

Group A	Group A (Continued)	Group B	Group C
<ol style="list-style-type: none"> 1. Boston College 2. Boston University 3. Brandeis University 4. Brown University 5. California Institute of Technology 6. Carnegie Mellon University 7. Case Western Reserve University 8. Columbia University 9. Cornell University 10. Dartmouth College 11. Duke University 12. Emory University 13. Georgetown University 14. Georgia Institute of Technology 15. Harvard University 16. Johns Hopkins University 17. Lehigh University 18. Massachusetts Institute of Technology 19. New York University 20. Northeastern University 21. Northwestern University 22. Princeton University 23. Rice University 24. Stanford University 25. Tufts University 26. Tulane University 27. University of California-Berkeley 28. University of California-Davis 29. University of California-Irvine 30. University of California-Los Angeles 31. University of California-San Diego 32. University of California-Santa Barbara 33. University of Chicago 34. University of Florida 35. University of Illinois-Urbana 	<ol style="list-style-type: none"> 36. University of Michigan-Ann Arbor 37. University of North Carolina-Chapel Hill 38. University of Notre Dame 39. University of Pennsylvania 40. University of Rochester 41. University of Southern California 42. University of Texas-Austin 43. University of Virginia 44. University of Wisconsin-Madison 45. Vanderbilt University 46. Villanova University 47. Wake Forest University 48. Washington University in St. Louis 49. Yale University 	<ol style="list-style-type: none"> 1. Binghamton University-SUNY 2. Clemson University 3. College of William and Mary 4. Colorado School of Mines 5. Florida State University 6. Georgia Institute of Technology 7. Indiana University-Bloomington 8. Michigan State University 9. Ohio State University-Columbus 10. Pennsylvania State University-University Park 11. Purdue University-West Lafayette 12. Rutgers University-New Brunswick 13. Texas A&M University-College Station 14. University at Buffalo-SUNY 15. University of California-Berkeley 16. University of California-Davis 17. University of California-Irvine 18. University of California-Los Angeles 19. University of California-San Diego 20. University of California-Santa Barbara 21. University of Connecticut 22. University of Florida 23. University of Georgia 24. University of Illinois-Urbana 25. University of Maryland-College Park 26. University of Massachusetts-Amherst 27. University of Michigan-Ann Arbor 28. University of Minnesota-Twin Cities 29. University of North Carolina-Chapel Hill 30. University of Pittsburgh 31. University of Texas-Austin 32. University of Virginia 33. University of Washington 34. University of Wisconsin-Madison 35. Virginia Tech 	<ol style="list-style-type: none"> 1. Eastern Virginia Medical School 2. George Mason University 3. James Madison University 4. Liberty University 5. Old Dominion University 6. University of Richmond 7. University of Virginia 8. Virginia Commonwealth University 9. Virginia Polytechnic Institute and State University 10. Washington and Lee University

Appendix A - Comparison Group Index

Group D	Group E
<ol style="list-style-type: none"> American University Auburn University Binghamton University Case Western Reserve University Clemson University Colorado School of Mines Emory University Johns Hopkins University Marquette University Miami University-Oxford Rensselaer Polytechnic Institute Saint Louis University Southern Methodist University Stony Brook University Texas Christian University University at Buffalo University of California-Merced University of California-Riverside University of California-Santa Barbara University of California-Santa Cruz University of Connecticut University of Dayton University of Delaware University of Denver University of Iowa University of Massachusetts-Amherst University of Oregon University of Pittsburgh-Pittsburgh Campus University of San Diego University of South Carolina-Columbia University of the Pacific University of Vermont University of Virginia-Main Campus Villanova University Wake Forest University 	<ol style="list-style-type: none"> Boston College (Chestnut Hill, MA) Boston University (Boston, MA) Brandeis University (Waltham, MA) Brown University (Providence, RI) Clemson University (Clemson, SC) Dartmouth College (Hanover, NH) Emory University (Atlanta, GA) Georgetown University (Washington, DC) Georgia Institute of Technology (Atlanta, GA) Marquette University (Milwaukee, WI) Rutgers the State University of New Jersey New Brunswick Campus (New Brunswick, NJ) State University of New York at Binghamton (Binghamton, NY) Syracuse University (Syracuse, NY) Tufts University (Medford, MA) University of California-Irvine (Irvine, CA) University of California-Santa Barbara (Santa Barbara, CA) University of Connecticut (Storrs, CT) University of Delaware (Newark, DE) University of New Hampshire (Durham, NH) University of North Carolina at Chapel Hill (Chapel Hill, NC) University of Notre Dame (Notre Dame, IN) University of Virginia (Charlottesville, VA) Vanderbilt University (Nashville, TN) Wake Forest University (Winston-Salem, NC) Washington University in St. Louis (Saint Louis, MO) Yeshiva University (New York, NY)