Florida A&M University

Staff, Administrator & Faculty Compensation Study

Report for the Board of Trustees Retreat

August 8th, 2024

Segal

Agenda

- Project Overview

- Market Assessment Methodology

- Salary Structure Development

- Costing, Implementation, & Recommendations

An Overview of Our Firm

National consulting firm with **1,100+ employees** and celebrating over **80 years serving clients**

Mission driven: **Providing trusted advice that improves lives**

Independent, objective, and **employee-owned**

Not any solution—**your solution**; personalized advice and help

Work Stream Summary

Discovery/ Compensation Philosophy	Job Structure and Documentation Review (Staff Only)	Competitive Assessment	Salary Structure Development	Findings, Recommendations, & Implementation
Conducted stakeholder interviews and reviewed data and materials Developed compensation philosophy Defined comparison markets and pay positioning	Reviewed selected staff existing job documentation Reviewed job structure and recommend changes Reviewed and standardize job titles	Conducted a competitive assessment using published survey sources and established comparison markets Benchmarked jobs to confirmed published survey sources Performed variance analysis	Developed draft market-based salary structure(s) Reviewed salary structure(s) with project team and leadership Discussed job evaluation approaches Assigned jobs to salary bands Conducted employee and cost implication analysis	Develop pay administration guidelines Develop report of findings and recommendations Present report to leadership Develop implementation plan
Winter - Spring 2023	**Winter - Spring 2023**	**Spring - Summer 2023**	**Summer - Winter 2023**	**2024**

Market Assessment Methodology

Market Assessment Methodology
Market Analysis Methodology - Staff Overview

1. **Survey Sources:** Selected quality, credible survey sources that have appropriate participation to reflect talent markets and sufficient data points. Segal used:

   - College and University Professional Association for Human Resources (CUPA-HR) 2022-23 Administrators, Professionals, and Staff Surveys

   - CompAnalyst Market Database

   - Payfactors Compensation Database

2. **Comparator Groups:**

   - CUPA-HR Custom Peer Group of comparable institutions

   - CompAnalyst and Payfactors scope cuts
     - Director Level and Above: All United States - All Industries - 1,000 - 3,000 FTEs
     - Below Director Level: All United States - All Industries - All FTEs

3. **Match Selection:** Survey matches were selected based on the content of the job and the title. As there is little likelihood of a perfect match, a survey match is considered appropriate if approximately 70% of the job content and requirements align. The majority of the survey matching was done by the Florida A&M University Project Team.

4. **Data Adjustments:** The following adjustments were made to the survey data:

   - Market data was aged to a single point in time (January 1, 2025) using an aging factor of 4.0%[1]

   - A geographic differential[2] was applied to the data to adjust for the cost of labor in Tallahassee, FL

   - All market data was FTE adjusted

⭐ **Segal**

Market Assessment Methodology
Market Analysis Methodology – Teaching Faculty Overview

1. **Survey Sources:** Selected quality, credible survey sources that have appropriate participation to reflect talent markets and sufficient data points. Segal used:

   - College and University Professional Association for Human Resources (CUPA-HR) 2022-23 Faculty Survey

2. **Comparator Groups:**

   - CUPA-HR Custom Peer Group of comparable institutions

3. **Match Selection:** Survey matches were based on individual faculty member rank (Instructor, Assistant Professor, Associate Professor, Professor), individual faculty member tenure status (non-tenure track or tenured/tenure track), and individual faculty member's Florida A&M University assigned CUPA-HR CIP Code aligned with the discipline they spend the majority of their time teaching.

4. **Data Adjustments:** The following adjustments were made to the survey data:

   – Market data was aged to a single point in time (January 1, 2025) using an aging factor of 4.0%[1]

   – A geographic differential[2] was applied to the data to adjust for the cost of labor in Tallahassee, FL

   – All market data was FTE adjusted

Salary Structure Development

Salary Structure Development
Proposed Structure – Administrative & Professional

Key Changes:

- Increase from 7 salary bands to 10 salary bands

- Significant decrease in range spreads (currently ranging from 130% to 191%)

- Increasing midpoint differentials (current salary structure midpoint differential decreases at grade 6)

- Removal of executive service from salary structure

Characteristics of New Structure:

- Salary bands created around job clusters with a similar market median

- 10 salary bands, midpoint differential range from 12.5% to 20% and range spreads from 40% to 60%

- Two "ramping" points where the midpoint differential and range spread increase (bands five and nine)

- On average, the structure bands are approximately 95% of the average market median of each grade[1]

Salary Band	DRAFT Proposed Ranges			Midpoint Differential	Range Spread
	Minimum	Midpoint	Maximum		
1	$35,800	$43,000	$50,100	*N/A*	40%
2	$40,300	$48,400	$56,400	12.5%	40%
3	$45,400	$54,500	$63,600	12.5%	40%
4	$51,100	$61,300	$71,500	12.5%	40%
5	$56,400	$70,500	$84,600	15.0%	50%
6	$64,900	$81,100	$97,400	15.0%	50%
7	$74,600	$93,300	$111,900	15.0%	50%
8	$85,800	$107,300	$128,700	15.0%	50%
9	$99,100	$128,800	$158,600	20.0%	60%
10	$118,900	$154,600	$190,200	20.0%	60%

[1] Comparison to market was made as the salary structure was developed (against January 1, 2024, market data).

Salary Structure Development
Proposed Structure - USPS

Key Changes:

- Decrease from 24 salary bands to 8 salary bands
- Consistency in range spreads (currently ranging from 25% to 153%)
- Consistently increasing midpoint differentials (current structure ranges from 2% to 22%)
- Numeric values starting from 1

Characteristics of New Structure:

- Salary bands created around job clusters with a similar market median
- 8 salary bands, midpoint differential range from 8% to 12% and range spreads from 30% to 50%
- On average, the structure bands are approximately 95%[1] of the average market median of each grade

Salary Band	DRAFT Proposed Ranges			Midpoint Differential	Range Spread
	Minimum	Midpoint	Maximum		
1	$33,000	$38,000	$42,900	*N/A*	30%
2	$35,700	$41,000	$46,400	8.0%	30%
3	$38,500	$44,300	$50,100	8.0%	30%
4	$41,600	$47,800	$54,100	8.0%	30%
5	$43,800	$52,600	$61,300	10.0%	40%
6	$48,300	$57,900	$67,600	10.0%	40%
7	$53,100	$63,700	$74,300	10.0%	40%
8	$57,000	$71,300	$85,500	12.0%	50%

[1] Comparison to market was made as the salary structure was developed (against January 1, 2024, market data).

Salary Structure Development
Example Structure – Teaching Faculty

Characteristics of New Structure:

- Salary ranges based on market data by rank and CUPA-HR CIP Code Disciplines
- 9-month structure. The structure would be increased for faculty who work a 12-month contract
- Applies only to teaching faculty
- Full CIP Code ranges for all disciplines was provided to Florida A&M University in a spreadsheet format

CIP Codes and Disciplines	Rank	Example of Faculty CIP Code Ranges		
		Minimum	Midpoint	Maximum
CIP Code 14.0701 – Chemical Engineering	Instructor	$62,900	$72,300	$81,800
CIP Code 14.0701 – Chemical Engineering	Assistant Professor	$73,900	$85,000	$96,100
CIP Code 14.0701 – Chemical Engineering	Associate Professor	$88,700	$102,000	$115,300
CIP Code 14.0701 – Chemical Engineering	Professor	$106,400	$122,400	$138,300

Costing, Implementation, & Recommendations

Costing to Minimum

	Salary Structure Group	Bring to Minimum (Original)[1]	Bring to Minimum (Post Merit)[1]
Costing Scenarios	Staff – A & P:	$508,238	$404,525
	Staff - USPS:	$516,663	$403,686
	Faculty – Professor:	$530,121	$364,152
	Faculty – Associate Professor:	$360,394	$262,207
	Faculty – Assistant Professor:	$384,481	$278,917
	Faculty – Instructor:	$366,971	$375,871
	Total:	**$2,666,867**	**$2,089,360**

There are many different costing options, Segal will provide support regardless of what option the University decides

[1] Numbers may not sum exactly due to rounding.

Go Forward Recommendations
Staff

Next Steps

1. Determine implementation strategy for new salary structure

2. Conduct a job classification analysis and standardize job titles

3. Assess position description for all positions

4. Maintain salary structure and age appropriately with market

5. Consider compression issues related to placement in range
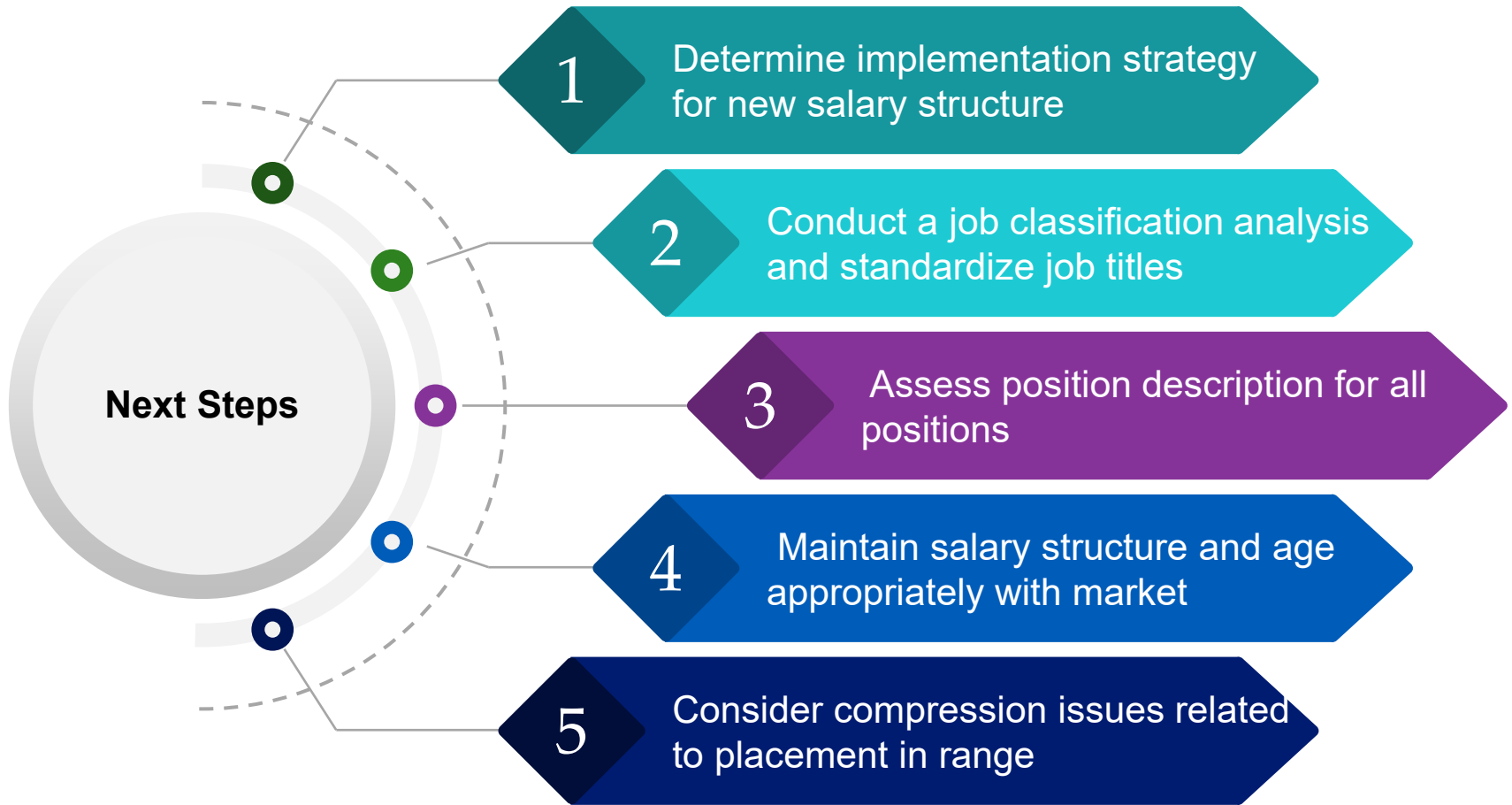
Go Forward Recommendations
Teaching Faculty

Next Steps

1. Incorporate faculty census information in HRIS system

2. Maintain up to date CUPA-HR CIP Code for each faculty member

3. Maintain salary structure and age appropriately with market

4. Consider compression issues related to placement in range

5. Consider pay equity analysis for faculty (and staff)
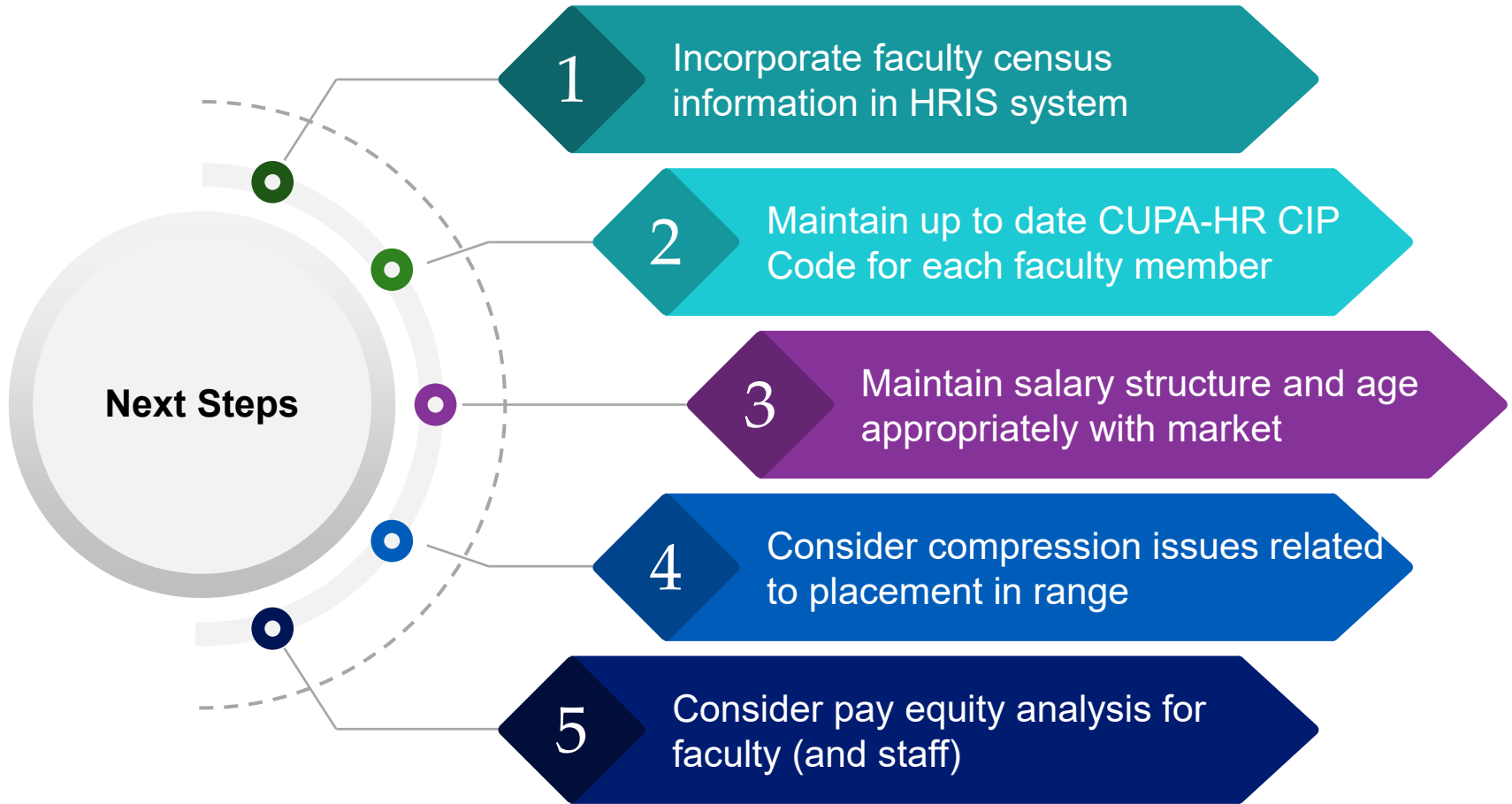
Implementation Sample Timeline

Below are examples of typical steps that may be followed through implementation.

Implementation Step	Tentative Timing
1. Update models with current and accurate employee data	Summer 2024
2. Review and finalize all job/discipline "grade" assignments	Summer 2024
3. Review all employee grade assignments for any potential inconsistencies or significant pay increases	Summer 2024
4. Create workbooks/worksheets for review with leaders/division heads/department heads (optional)	TBD
5. Determine if "cost to minimum" will be implemented at once or phased out over multiple years	TBD
6. Finalize all grade and range assignments and incorporate into HRIS system	TBD
7. Determine strategy for roll out (do increases come from Human Resources? Leadership? Managers?)	TBD
8. Review new salary program with people managers	TBD
9. Determine communications	TBD

Questions
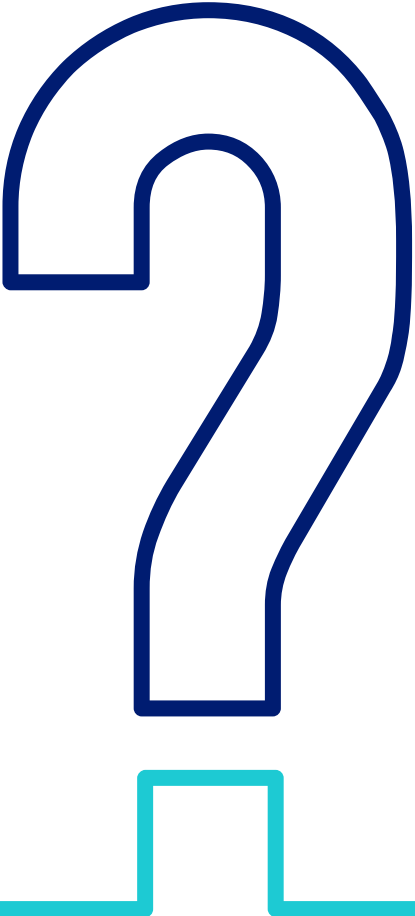
Appendix

I. 2023 Custom Peer Group for Administrators, Staff, and Teaching Faculty

II. Determining Individual Placement in Range

III. Compensation Philosophy Overview

IV. Staff Job Family and Titling Guidelines

V. Market Assessment Findings

Appendix I
2023 Custom Peer Group for Administrators, Staff, and Faculty

All Universities in the U.S. (n=6,125)

Filter 1:
Control of Institution

Select public institutions

Filter 2:
Geographic Region

Select institutions in the Mid East, New England, and Southeast regions

Filter 3:
Carnegie Classification

Select institutions classified as either Doctoral High Research Activity or Doctoral Very High Research Activity

Filter 4:
Population and Size

Select institutions that meet at least two of the three following criteria. Approximately 50% to 200% of Florida A&M University's 2021 total FTE, student FTE, and expenses.

Filter 5:
Final Decisions (n=56)

To create the draft custom peer group for Florida A&M University, Segal used the above methodology to filter all institutions. In filter 5 we add back institutions that are uniquely relevant to Florida A&M University but don't meet the above criteria. We also delete institutions that aren't comparators based on other factors not included in the above filters.

Appendix I
2023 *Custom Peer Group for Administrators, Staff, and Faculty*

Institution Name	Location
Arkansas State University	Jonesboro, Arkansas
Binghamton University	Vestal, New York
Clark Atlanta University	Atlanta, Georgia
Cleveland State University	Cleveland, Ohio
CUNY City College	New York, New York
CUNY Graduate School and University Center	New York, New York
East Tennessee State University	Johnson City, Tennessee
Florida Atlantic University	**Boca Raton, Florida**
Florida Institute of Technology	Melbourne, Florida
Florida International University	**Miami, Florida**
Florida State University	**Tallahassee, Florida**
Georgia Southern University	Statesboro, Georgia
Howard University	Washington, District of Columbia
Indiana University of Pennsylvania-Main Campus	Indiana, Pennsylvania

Institution Name	Location
Jackson State University	Jackson, Mississippi
James Madison University	Harrisonburg, Virginia
Louisiana Tech University	Ruston, Louisiana
Marshall University	Huntington, West Virginia
Middle Tennessee State University	Murfreesboro, Tennessee
Montclair State University	Montclair, New Jersey
Morgan State University	Baltimore, Maryland
New Jersey Institute of Technology	Newark, New Jersey
North Carolina A & T State University	Greensboro, North Carolina
Nova Southeastern University	Fort Lauderdale, Florida
Old Dominion University	Norfolk, Virginia
Prairie View A & M University	Prairie View, Texas
Rowan University	Glassboro, New Jersey

Note: Institutions in italics are HBCU's and institutions in bold are part of the State University System in Florida.

Appendix I
2023 Custom Peer Group for Administrators, Staff, and Faculty

Institution Name	Location
Rutgers University-Camden	Camden, New Jersey
Rutgers University-Newark	Newark, New Jersey
Southern University and A & M College	Baton Rouge, Louisiana
SUNY at Albany	Albany, New York
Tennessee State University	Nashville, Tennessee
Tennessee Technological University	Cookeville, Tennessee
University of Alabama in Huntsville	Huntsville, Alabama
University of Arkansas at Little Rock	Little Rock, Arkansas
University of Central Florida	**Orlando, Florida**
University of Louisiana at Lafayette	Lafayette, Louisiana
University of Maine	Orono, Maine
University of Maryland-Baltimore County	Baltimore, Maryland
University of Massachusetts-Boston	Boston, Massachusetts
University of Massachusetts-Dartmouth	North Dartmouth, Massachusetts

Institution Name	Location
University of Massachusetts-Lowell	Lowell, Massachusetts
University of Memphis	Memphis, Tennessee
University of Missouri-Kansas City	Kansas City, Missouri
University of New Hampshire-Main Campus	Durham, New Hampshire
University of New Orleans	New Orleans, Louisiana
University of North Carolina at Greensboro	Greensboro, North Carolina
University of North Carolina Wilmington	Wilmington, North Carolina
University of North Florida	**Jacksonville, Florida**
University of Rhode Island	Kingston, Rhode Island
University of South Alabama	Mobile, Alabama
University of Southern Mississippi	Hattiesburg, Mississippi
University of Toledo	Toledo, Ohio
University of Vermont	Burlington, Vermont
West Chester University of Pennsylvania	West Chester, Pennsylvania
William & Mary	Williamsburg, Virginia

Note: Institutions in italics are HBCU's and institutions in bold are part of the State University System in Florida.
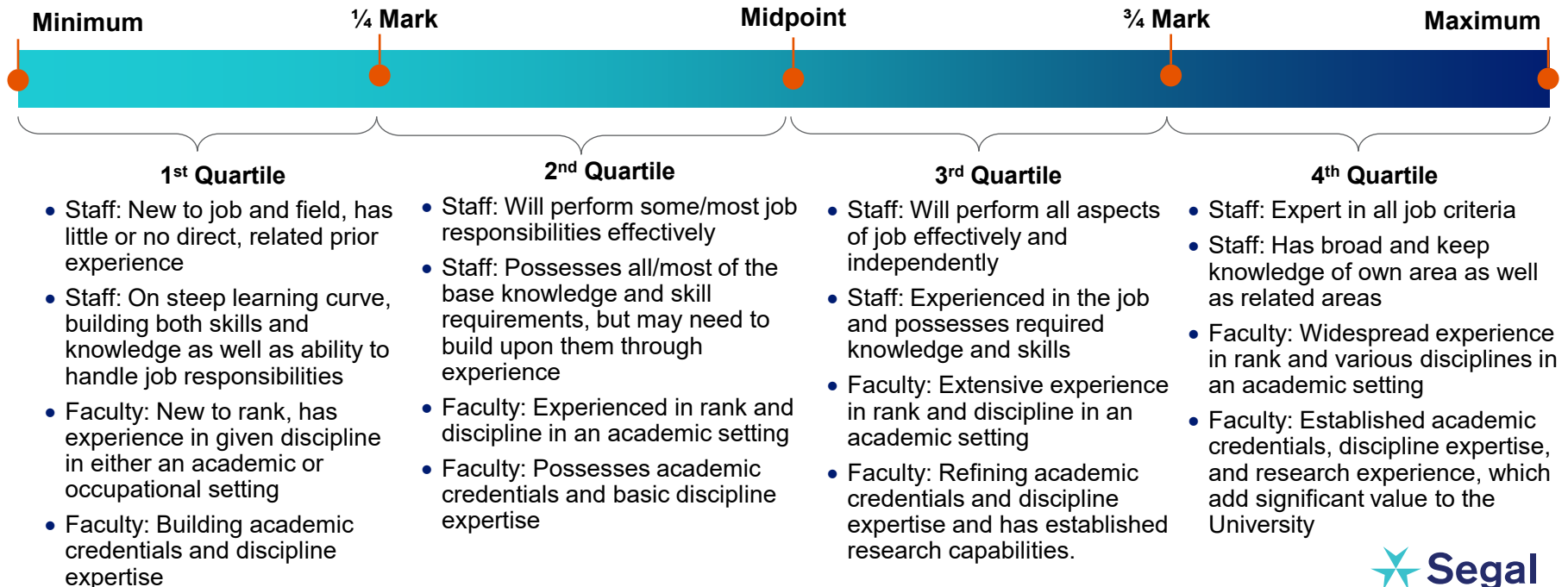
Appendix II
Determining Individual Placement in Range

Salary structure best practices and maintenance include two components: paying for the job (or discipline for faculty) and paying for the individual.

- All jobs (or disciplines for faculty) are placed within the same salary grade and therefore have the same range.

- Individuals should be placed within their respective range upon implementation (and upon hiring) based on their skills, knowledge, and experience, performance, time in position, and internal equity.

- Segal will provide the University with detailed pay administration guidelines for both staff and faculty that can be tailored and used for implementation and on an ongoing basis.

Example Criteria for Determining Individual Placement in Range

Minimum	¼ Mark	Midpoint	¾ Mark	Maximum

1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
• Staff: New to job and field, has little or no direct, related prior experience • Staff: On steep learning curve, building both skills and knowledge as well as ability to handle job responsibilities • Faculty: New to rank, has experience in given discipline in either an academic or occupational setting • Faculty: Building academic credentials and discipline expertise	• Staff: Will perform some/most job responsibilities effectively • Staff: Possesses all/most of the base knowledge and skill requirements, but may need to build upon them through experience • Faculty: Experienced in rank and discipline in an academic setting • Faculty: Possesses academic credentials and basic discipline expertise	• Staff: Will perform all aspects of job effectively and independently • Staff: Experienced in the job and possesses required knowledge and skills • Faculty: Extensive experience in rank and discipline in an academic setting • Faculty: Refining academic credentials and discipline expertise and has established research capabilities.	• Staff: Expert in all job criteria • Staff: Has broad and keep knowledge of own area as well as related areas • Faculty: Widespread experience in rank and various disciplines in an academic setting • Faculty: Established academic credentials, discipline expertise, and research experience, which add significant value to the University

Segal

21

Appendix III
Compensation Philosophy Overview

The role of total compensation in supporting and aligning with the University's Strategic Plan and Employee Value Proposition.

How compensation and benefits will be governed including roles, responsibilities, and decision rights for the design, approval and management of the compensation and benefits systems.

The balance between the emphasis on internal versus external factors in the job compensation and benefits decision-making processes.

The degree to which the total compensation and benefits philosophy, systems, and processes will be openly communicated.

The external comparison markets against which Florida A&M University will benchmark compensation and benefits. The degree to which multiple markets are needed, and the competitive positioning relative to those markets.

The factors that should impact compensation and benefits (e.g., level, role, service cost sharing, affordability).

The types of compensation and benefits systems/delivery vehicles that are best aligned with the compensation and benefits philosophy and any customization that may be needed.

Role of Total Compensation

Internal/ External

External Comparison Markets

Compensation and Benefits Systems

Beyond Market Factors

Communication

Governance

Total Compensation Philosophy

Appendix IV
Staff Job Family and Titling Guidelines

Staff Job Families	
Academic Affairs	Facilities & Operations
Administrative Services	Human Resources Operations
Advancement	Information Technology
Athletics	Executive Leadership
Finance & Business Operations	Legal & Compliance
Campus Safety & Security	Library Services & Museum
Communications, Marketing, & Public Affairs	Research, Grants, & Labs
Enrollment Services	Student Services

★ Segal

Appendix IV
Staff Job Family and Titling Guidelines

Level	Support	Professional	Management	Executive Leadership
10				Executive Leadership
9			Management III	
8			Management II	
7			Management I	
6		Professional III		
5		Professional II		
4		Professional I		
3	Support III			
2	Support II			
1	Support I			

Appendix V
Market Assessment Findings – Staff[1]

Florida A & M University's overall aggregate spend for base salary, at 90% of the market median, is within the competitive range (defined as 85% to 115% of the market median).
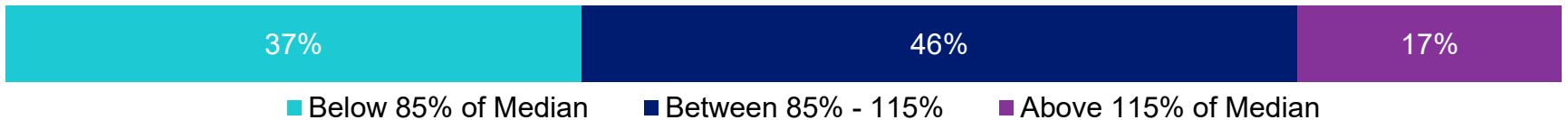
Aggregate Spend Market Comparison

	Base Salary - Overall	Base Salary – A & P	Base Salary - USPS
Florida A & M University[2]	$34,778,129	$23,913,863	$10,864,266
Market Median	$38,814,096	$26,662,828	$12,151,268
Florida A & M University College as % of Market	**90%**	**90%**	**89%**

Distribution of Individual Competitiveness - Overall

41%	45%	13%

■ Below 85% of Median ■ Between 85% - 115% ■ Above 115% of Median

Distribution of Individual Competitiveness – A & P

37%	46%	17%

■ Below 85% of Median ■ Between 85% - 115% ■ Above 115% of Median

Distribution of Individual Competitiveness - USPS

47%	45%	9%

■ Below 85% of Median ■ Between 85% - 115% ■ Above 115% of Median

[1] Comparison to market was made as the salary structure was developed (against January 1, 2024, market data).
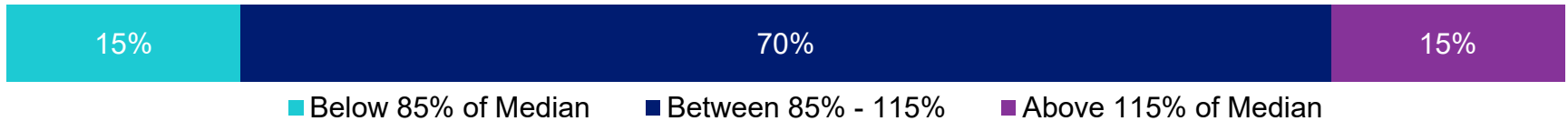[2] Includes the total salary spend of individuals who were priced and compared to market data.

✦ Segal
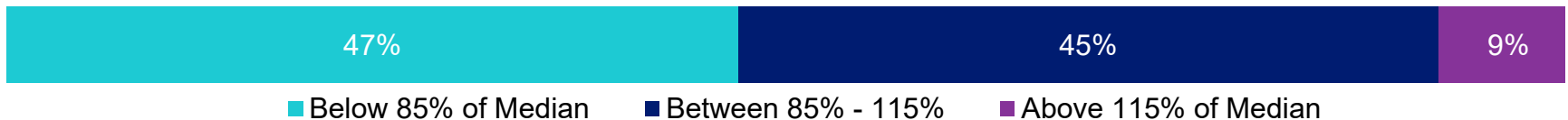
Appendix V
Market Assessment Findings – Teaching Faculty[1]

Aggregate Spend Market Comparison

	Base Salary
Florida A & M University[2]	$46,487,317
Market Median	$46,982,183
Florida A & M University College as % of Market	**99%**

Florida A & M University's aggregate spend for base salary, at 99% of the market median, is within the competitive range (defined as 85% to 115% of the market median).

Distribution of Individual Competitiveness

15%	70%	15%

■ Below 85% of Median   ■ Between 85% - 115%   ■ Above 115% of Median

---

[1] Comparison to market was made as the salary structure was developed (against January 1, 2024, market data).
[2] Includes the total salary spend of individuals who were priced and compared to market data.