

COMPENSATION STUDY

Nevada System of Higher Education

GALLAGHER HUMAN RESOURCES & COMPENSATION CONSULTING



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Project Summary

Project Goals & Considerations

- The requests of NSHE are to:
 - Assess the market competitiveness of the current salary schedules for the Universities, State College, and Community Colleges (does not include University of Nevada School of Medicine).
 - Determine the costs by individual for placement in updated and recommended salary schedules.
 - Request neutral third-party recommendations on adjustments to salary schedules.
- The Human Resources & Compensation Consulting (HRCC) group in Gallagher Benefit Services, Inc. was engaged to perform a review of base compensation for faculty and staff at schools of Nevada System of Higher Education (NSHE) and make recommendations:
 - Selection of peer institutions
 - Review and verification of CUPA-HR job matches
 - Market competitiveness of faculty levels and staff benchmark jobs relative to selected market comparison points
 - Evaluation of current salary schedules
 - Development of potential salary schedules
 - Implementation costs of current and proposed salary schedules
- HRCC has the following concerns to be validated:
 - Appropriate peer group for each institution
 - Accuracy of job descriptions and validity of matches with CUPA-HR benchmarks
 - Methodology for developing salary schedules

Project Summary

Information Provided

- The following were provided by NSHE :
 - Salary schedules for all administrative and academic positions
 - Current employee census with location, job title, actual salary, etc.
 - Job descriptions from all institutions
 - Identified CUPA-HR survey benchmark job match by employee and job title
 - Current peer lists of each institution

University of Nevada – Las Vegas (UNLV)	Nevada State College (NSC)	Truckee Meadows Community College (TMCC)	Western Nevada College (WNC)
University of Nevada – Reno (UNR)	College of Southern Nevada (CSN)	Great Basin College (GBC)	Desert Research Institute (DRI)

- Salary surveys
 - Oklahoma State University Faculty Salary Survey, 2016-2017
 - Mountain States Salary Survey of Community Colleges, 2015-2016
- The following were provided by HRCC :
 - IPEDS data list for analysis of peer groups
 - Additional market data beyond CUPA-HR to represent the local Nevada and regional labor market for cross industry job titles (i.e. accounting, information technology)
 - Willis Towers, 2017
 - CompData, 2017
 - Mercer, 2017
 - Economic Research Institute, 2017

Peer Institution Selection

Current peers were provided



University of Houston
 University of Central Florida
 Arizona State University
 University of Hawaii
 University of Colorado,
 Boulder
 University of Arizona
 University of Utah
 Utah State University
 University of Oregon
 University of Nevada, Reno
 University of Wyoming
 San Diego State University
 University of Idaho



University of Arizona
 University of Utah
 University of Hawai'i at Manoa
 Washington State University
 Colorado State University
 University of Oregon
 University of New Mexico
 Oregon State University
 UC Davis
 Kansas State University
 University of Idaho
 University of Wyoming



CUNY Medgar Evers College
 Middle Georgia State
 University
 Rogers State University
 California State University -
 San Marcos
 City University of New York -
 Brooklyn College



Austin Community College District
 Broward College
 Cuyahoga Community College
 Lone Star College System
 Maricopa Community College
 Montgomery College
 Portland Community College
 Sacramento City College
 Tarrant County College District
 Tidewater Community College



Alan Hancock College
 Spokane Community College
 Chandler-Gilbert Community College
 Aspirational Peer Institutions
 CUNY Lehman
 Santiago Canyon College
 Everett Community College



Colorado State University
 Columbia University
 University of California, San Diego
 CalTech
 MIT
 UCLA
 University of Arizona

Johns Hopkins University
 Oregon State University
 University of Utah
 University of New Mexico
 Southwest Research Institute
 Woods Hole



Colorado Mountain College
 University of Hawaii Maui College
 Northern New Mexico College

Peer Institution Selection

Current peers were provided



Adirondack Community College
Arapahoe Community College
Aspirational Peers
Atlanta Metropolitan State College
Bainbridge State College
Bismarck State College
Brazosport College
Cascadia College
Central Oregon Community College
Centralia College
Community College of Vermont
Contra Costa College
Corning Community College
Dixie State University
Dutchess Community College
East Georgia State College
Everett Community College
Florida Gateway College
George C Wallace State Community College-Dothan
Grays Harbor College
Jackson College
John Tyler Community College
Kent State University at Ashtabula

Kent State University at Geauga
Kent State University at Stark
Kent State University at Trumbull
Kent State University at Tuscarawas
Lake Michigan College
Lake Washington Institute of Technology
Lake-Sumter State College
Las Positas College
Linn-Benton Community College
Massachusetts Bay Community College
Mendocino College
Midland College
Moraine Park Technical College
North Idaho College
North Seattle College
Northwestern Michigan College
Ohio University-Chillicothe Campus
Ohio University-Eastern Campus
Ohio University-Lancaster Campus
Ohio University-Southern Campus
Olympic College
Peninsula College
Potomac State College of West Virginia

Renton Technical College
Rogue Community College
Rowan-Cabarrus Community College
San Juan College
Seattle Central College
Shoreline Community College
Skagit Valley College
Skyline College
South Florida State College
South Georgia State College
South Puget Sound Community College
South Seattle College
Spokane Community College
Tompkins Cortland Community College
University of Cincinnati-Blue Ash College
University of Hawaii Maui College
University of Hawaii Maui College
Vermont Technical College
Walla Walla Community College
Wenatchee Valley College
Whatcom Community College
Yakima Valley Community College

Peer Institutions Selection

Method to identify and select peer institutions:

- Filtered full IPEDS list by Carnegie Classification and Level of Urbanization for each institution.
- Collected other variables for comparison, and calculated the standard deviation for comparison to NSHE institutions:
 - Enrollment, Revenue, Expenses, and Student – Faculty ratio
- Calculated how far away each institution is from the comparable NSHE institution in each variable category.
- Comparisons to the NSHE institutions were analyzed two different ways:
 - Approach 1: The standard deviations for all categories were added together to determine the ‘total difference’ from the NSHE institution – highlighted in **GREEN** - **most appropriate approach to determine peer list**
 - Approach 2: Identify the institutions that have the lowest maximum deviation from a variable - highlighted in **BLUE**

Deviations from NSHE Institution
(Comp Institute – NSHE Institute)/Standard Deviation of Variable

Institution	Undergrad Enrollment	Graduate Enrollment	Total Enrollment	Total Revenue	Total Expense	Student-to-faculty ratio	Sum of Deviation
Institution A	0.115608	0	0.107209	0.03641	0.060027	0	0.319255
Institution B	0.203283	0.140649	0.212973	0.206436	0.202132	0	0.965473
Institution C	0.135396	0.085675	0.112214	0.182841	0.092538	0.226676	0.83534
Institution D	0.103496	0.226676	0.094865	0.020445	0.088632	0.00714	0.541253

Peer Institutions Selection

Method to identify and select peer institutions:

- Utilized Approach 1 (sum of deviations) to determine the peer list for each institutions by selecting the 60 institutions with the lowest 'sum of deviations':
 - 60 institutions were used in order to provide the balance between those closest to the NSHE institution and collect market data from CUPA-HR.
 - Each list was populated into the CUPA-HR Data-on-demand database to acquire market data from each peer institution list.
 - The peer institutions identified by the statistical approach were added to the current peer list provided by each institute, 11 institutions were included in both the current peer list and the HRCC calculated peer list.
 - No additional peers were identified for DRI because as a Research Institute of the Universities there is no IPEDS data for comparison.

Peer Institution Selection (NEW)



CURRENT PEER GROUP

University of Houston
University of Central Florida
Arizona State University
University of Hawaii
University of Colorado,
Boulder
University of Arizona
University of Utah
Utah State University
University of Oregon
University of Nevada, Reno
University of Wyoming
San Diego State University
University of Idaho

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Auburn University (R2)
Ball State University (R2)
Boise State University (R3)
California State University-Fresno (R3)
California State University-Fullerton (R3)
Clemson University (R1)
Cleveland State University (R2)
Colorado State University-Fort Collins (R1)
East Carolina University (R2)
Eastern Michigan University (R3)
Florida Atlantic University (R2)
Georgia State University (R1)
Illinois State University (R2)
Indiana University-Purdue University-Indianapolis (R2)
Iowa State University (R1)
Kent State University at Kent (R2)
Louisiana State University and Agricultural &
Mechanical College (R1)
Middle Tennessee State University (R3)
North Dakota State University-Main Campus (R2)
Oakland University (R3)
Old Dominion University (R2)
Oregon State University (R1)
Portland State University (R2)
San Diego State University (R2)
San Francisco State University (R3)
Southern Illinois University-Carbondale (R2)
SUNY at Albany (R1)
Texas Tech University (R1)
Texas Woman's University (R3)
The University of Tennessee-Knoxville (R1)
The University of Texas at El Paso (R2)
The University of Texas at San Antonio (R2)
The University of Texas Rio Grande Valley (R3)
The University of West Florida (R3)
University of Akron Main Campus (R2)
University of Arkansas (R1)
University of California-Riverside (R1)
University of Louisiana at Lafayette (R2)
University of Massachusetts-Amherst (R1)
University of Memphis (R2)
University of Missouri-Columbia (R1)
University of Nebraska-Lincoln (R1)
University of New Mexico-Main Campus (R1)
University of North Carolina at Charlotte (R2)
University of North Carolina at Greensboro (R2)
University of North Dakota (R2)
University of North Texas (R1)
University of Oklahoma-Norman Campus (R1)
University of Oregon (R1)
University of Rhode Island (R2)
University of South Alabama (R2)
University of South Carolina-Columbia (R1)
University of Toledo (R2)
University of Wisconsin-Milwaukee (R1)
Utah State University (R2)
Virginia Commonwealth University (R1)
West Virginia University (R1)
Western Michigan University (R2)
Wichita State University (R2)
Wright State University-Main Campus (R3)

Peer Institution Selection (NEW)



CURRENT PEER GROUP

University of Arizona
University of Utah
University of Hawai'i at Manoa
Washington State University
Colorado State University
University of Oregon
University of New Mexico
Oregon State University
UC Davis
Kansas State University
University of Idaho
University of Wyoming

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Arizona State University-Downtown Phoenix (R3)
Ball State University (R2)
Boise State University (R3)
California State University-Fresno (R3)
Clemson University (R1)
Cleveland State University (R2)
East Carolina University (R2)
East Tennessee State University (R3)
Eastern Michigan University (R3)
Florida Atlantic University (R2)
Georgia State University (R1)
Illinois State University (R2)
Indiana State University (R3)
Kent State University at Kent (R2)
Louisiana State University and Agricultural & Mechanical College (R1)
Middle Tennessee State University (R3)
New Mexico State University-Main Campus (R2)
North Dakota State University-Main Campus (R2)
Oakland University (R3)
Old Dominion University (R2)
Portland State University (R2)
San Francisco State University (R3)
Southern Illinois University-Carbondale (R2)
SUNY at Albany (R1)
SUNY at Binghamton (R2)
Texas A & M University-Corpus Christi (R3)
The University of Texas at El Paso (R2)
The University of Texas at San Antonio (R2)
The University of Texas Rio Grande Valley (R3)
The University of West Florida (R3)
University of Akron Main Campus (R2)
University of Arkansas (R1)
University of California-Riverside (R1)
University of California-Santa Barbara (R1)
University of California-Santa Cruz (R1)
University of Louisiana at Lafayette (R2)
University of Louisiana at Monroe (R3)
University of Maryland-Baltimore County (R2)
University of Massachusetts-Lowell (R2)
University of Memphis (R2)
University of Missouri-St Louis (R2)
University of Nebraska at Omaha (R3)
University of Nebraska-Lincoln (R1)
University of New Mexico-Main Campus (R1)
University of North Carolina at Charlotte (R2)
University of North Carolina at Greensboro (R2)
University of North Dakota (R2)
University of Northern Colorado (R2)
University of Oklahoma-Norman Campus (R1)
University of Oregon (R1)
University of Rhode Island (R2)
University of South Alabama (R2)
University of Southern Mississippi (R2)
University of Toledo (R2)
University of Wisconsin-Milwaukee (R1)
Utah State University (R2)
West Virginia University (R1)
Western Michigan University (R2)
Wichita State University (R2)
Wright State University-Main Campus (R3)

Peer Institution Selection



CURRENT PEER GROUP

CUNY Medgar Evers College
Middle Georgia State University
Rogers State University
California State University - San Marcos
CUNY - Brooklyn College

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Albany State University
Arizona State University-Polytechnic
Atlanta Metropolitan State College
Auburn University at Montgomery
Bismarck State College
California State University Maritime Academy
Cameron University
Charter Oak State College
Cheyney University of Pennsylvania
Christopher Newport University
Clover Park Technical College
Colegio Universitario de San Juan
College of Coastal Georgia
Dalton State College
Darton State College
Delaware State University
Gulf Coast State College
Harris-Stowe State University
Highline College
Indiana University-Kokomo
Indiana University-Northwest
Indiana University-Southeast
Kent State University at Stark
Lake Washington Institute of Technology
Lewis-Clark State College
Lincoln University
Miami University-Hamilton
Midland College
Missouri Western State University
Montana State University-Billings
North Seattle College
Oklahoma State University-Oklahoma City
Olympic College
Savannah State University
Seattle Central College
Skagit Valley College
South Seattle College
Southern University at New Orleans
SUNY College at Old Westbury
SUNY Maritime College
University of Arkansas at Pine Bluff
University of Arkansas-Fort Smith
University of Cincinnati-Blue Ash College
University of Cincinnati-Clermont College
University of Hawaii Maui College
University of Hawaii-West Oahu
University of Houston-Victoria
University of Montevallo
University of New Hampshire at Manchester
University of North Carolina at Asheville
University of Puerto Rico-Aguadilla
University of Puerto Rico-Arecibo
University of Puerto Rico-Carolina
University of Puerto Rico-Humacao
University of Puerto Rico-Ponce
University of South Carolina-Aiken
University of South Florida-Sarasota-Manatee
University of South Florida-St Petersburg
University of Washington-Tacoma Campus
Yakima Valley College

Peer Institution Selection



CURRENT PEER GROUP

Austin Community College District
Broward College
Cuyahoga Community College
Lone Star College System
Maricopa Community College
Montgomery College
Portland Community College
Sacramento City College
Tarrant County College District
Tidewater Community College

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Austin Community College District
Bakersfield College
Central New Mexico Community College
Central Piedmont Community College
Central Texas College
Chabot College
Columbus State Community College
Community College of Allegheny County
Community College of Philadelphia
CUNY Borough of Manhattan Community College
CUNY Bronx Community College
CUNY Kingsborough Community College
CUNY LaGuardia Community College
CUNY Queensborough Community College
Cuyahoga Community College District
De Anza College
Delaware Technical Community College-Terry
Delgado Community College
East Los Angeles College
El Paso Community College
Florida State College at Jacksonville
Fresno City College
Glendale Community College
Grand Rapids Community College
Harrisburg Area Community College-Harrisburg
Hillsborough Community College
Johnson County Community College
Kirkwood Community College
Long Beach City College
Los Angeles City College
Los Angeles Pierce College
Los Angeles Trade Technical College
Los Angeles Valley College
Macomb Community College
Madison Area Technical College
Mesa Community College
Milwaukee Area Technical College
Orange Coast College
Pasadena City College
Pima Community College
Portland Community College
Riverside City College
Sacramento City College
Saint Louis Community College
San Antonio College
San Diego City College
San Diego Mesa College
San Joaquin Delta College
Santa Ana College
Santa Monica College
Santa Rosa Junior College
Seminole State College of Florida
Sinclair Community College
South Texas College
St Petersburg College
Tidewater Community College
Trident Technical College
Tulsa Community College
Valencia College
Wayne County Community College District

Peer Institution Selection



CURRENT PEER GROUP

Colorado Mountain College
University of Hawaii Maui College
Northern New Mexico College

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

American Samoa Community College
Bluefield State College
Brazosport College
Central State University
Centralia College
Chipola College
Concord University
Dakota State University
Eastern Oregon University
Fairmont State University
Florida Gateway College
Fort Lewis College
Francis Marion University
Georgia Southwestern State University
Glenville State College
Gordon State College
Henderson State University
Indiana University-East
Jackson College
Johnson State College
Keene State College
Lake Michigan College
Lake Superior State University
Lander University
Louisiana State University-Alexandria
Lyndon State College
Maine Maritime Academy
Mansfield University of Pennsylvania
Mayville State University
Miami University-Middletown
Mississippi University for Women
Mississippi Valley State University
Montana State University-Northern
Montana Tech of the University of Montana
Morrisville State College
Northern New Mexico College
Northwestern Michigan College
Northwestern Oklahoma State University
Ohio University-Chillicothe Campus
Oklahoma Panhandle State University
Oklahoma State University Institute of Technology
Oregon Institute of Technology
Peninsula College
Purdue University-North Central Campus
South Florida State College
SUNY College of Technology at Alfred
SUNY College of Technology at Canton
SUNY College of Technology at Delhi
The University of Montana-Western
The University of Virginia's College at Wise
University of Arkansas at Monticello
University of Maine at Augusta
University of Maine at Farmington
University of Maine at Fort Kent
University of Maine at Presque Isle
University of Minnesota-Crookston
University of Minnesota-Morris
University of Puerto Rico-Utuado
West Liberty University
West Virginia University at Parkersburg

Peer Institution Selection



CURRENT PEER GROUP

Alan Hancock College
Spokane Community College
Chandler-Gilbert Community College
Aspirational Peer Institutions
CUNY Lehman
Santiago Canyon College
Everett Community College

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Amarillo College
Arapahoe Community College
Arizona Western College
Bluegrass Community and Technical College
Bristol Community College
Brookhaven College
Camden County College
Chattahoochee Technical College
Chattanooga State Community College
Clackamas Community College
County College of Morris
Dutchess Community College
Eastern Iowa Community College District
El Centro College
Fayetteville Technical Community College
Guilford Technical Community College
Hudson County Community College
Illinois Central College
J Sargeant Reynolds Community College
Jefferson Community and Technical College
Jefferson State Community College
Kalamazoo Valley Community College
Kapiolani Community College
Lakeland Community College
Laney College
Laredo Community College
Linn-Benton Community College
Lorain County Community College
Los Medanos College
Massasoit Community College
McLennan Community College
Middlesex Community College
Midlands Technical College
Mission College
Monterey Peninsula College
Montgomery County Community College
Mt Hood Community College
Nashville State Community College
Naugatuck Valley Community College
Northampton County Area Community College
Owens Community College
Ozarks Technical Community College
Paradise Valley Community College
Passaic County Community College
Pellissippi State Community College
Phoenix College
Rock Valley College
San Juan College
Southwest Tennessee Community College
Southwestern Illinois College
St Philip's College
Stark State College
Tacoma Community College
Thomas Nelson Community College
Triton College
Tyler Junior College
Union County College
West Valley College
Yavapai College
Yuba College

Peer Institution Selection



Only additional peer institutions shown

ADDITIONAL GALLAGHER BENEFIT SERVICES, INC. IDENTIFIED PEERS

Albany Technical College	Lawson State Community College-Birmingham Campus
Allegheny College of Maryland	Massachusetts Bay Community College
Ashland Community and Technical College	Miami University-Hamilton
Asnuntuck Community College	Middlesex Community College
Athens Technical College	Mitchell Community College
Augusta Technical College	Morton College
Bates Technical College	Mountwest Community and Technical College
Bishop State Community College	Northwest-Shoals Community College
Caldwell Community College and Technical Institute	Pierce College-Puyallup
Capital Community College	Pueblo Community College
Cascadia College	Quincy College
Catawba Valley Community College	Reading Area Community College
Central Carolina Technical College	Renton Technical College
Central Louisiana Technical Community College	Richland Community College
Central Virginia Community College	Savannah Technical College
Cleveland State Community College	South Central College
Coastal Carolina Community College	Southcentral Kentucky Community and Technical College
College of Coastal Georgia	Southern Crescent Technical College
Columbus Technical College	Southern University at Shreveport
Community College of Beaver County	Temple College
Craven Community College	Texarkana College
Danville Area Community College	Three Rivers Community College
Darton State College	Tunxis Community College
Gateway Community and Technical College	University of Cincinnati-Blue Ash College
Georgia Piedmont Technical College	Victoria College
Hagerstown Community College	Walla Walla Community College
Jefferson Community College	Wenatchee Valley College
Lake-Sumter State College	Windward Community College
Lamar Institute of Technology	Yakima Valley College
Lanier Technical College	York Technical College

Market Data Collection- Administrative Faculty

Review and Verification of NSHE Information

- Reviewed employee list and discussed with NSHE to ensure understanding of all information.
- Identified 3,239 administrative faculty employees (lines of data) that were previously matched to CUPA-HR Salary Surveys.
- Received job descriptions from each College and System Administration Office.
- Reviewed and validated matches that each institution had made to CUPA-HR Salary Surveys:
 - If a job description was not available for a job, we were unable to verify and thus removed the job match
 - If we found that a match previously made that was significantly different than the CUPA-HR benchmark job, we removed that match
- A number of exceptions were made when reviewing data:
 - We retained matches for College President, Vice Chancellor, and Dean positions that did not have job descriptions available, it is reasonable to assume that the correct matches were made previously
 - We excluded Athletic Coach positions from our analysis, due to the wide variances in market rates that are based on importance of each sport at different institutions, performance of teams, and other factors

Market Data Collection- Administrative Faculty

Review and Verification of NSHE Information

Institution	# of Total CUPA-HR Matches*	# of JD's Received	# of Verified CUPA-HR Matches	% of Original Matches Retained
College of Southern Nevada	285	212	148	52%
Desert Research Institute	55	49	29	53%
Great Basin College	68	88	27	40%
Nevada State College	98	37	48	49%
System Administration	132	106	62	47%
Truckee Meadows Community College	157	141	66	42%
University of Nevada, Las Vegas	1314	1052	624	47%
University of Nevada, Reno	1059	867	385	36%
Western Nevada College	71	67	40	56%
Total	3239	2619	1429	44%

**Number of CUPA-HR Matches refers to each employee (or line of data) that was matched to a CUPA-HR job*

Market Data Collection- Administrative Faculty

Review and Verification of NSHE Information

- Overall, we used the 2,199 job descriptions provided to validate as many CUPA-HR matches as possible. During this process, we found:



We did not have job descriptions available to verify **620** matches



770 matches were **significantly different from** the CUPA-HR benchmark job



1429 matches were retained as adequate matches

We started with 312 unique CUPA-HR benchmark jobs. Through our review of the matches, we were able to validate and retain data for **249 unique CUPA-HR benchmark jobs.**

Market Data Collection- Administrative Faculty

Survey Sources and Aging Adjustments

- Using the 249 CUPA-HR benchmark jobs that we were able to verify, we collected market data using published survey sources.
- Used CUPA-HR Data on Demand as the primary survey source.
- Supplemented with secondary survey sources that included:
 - Published CUPA-HR Salary Surveys
 - Towers Watson (various surveys)
 - Mercer (various surveys)
 - Compdata
 - ERI
- The 25th, 50th and 75th percentiles of actual salary data were collected from the survey sources.
- Aging survey data:
 - Each survey has different effective dates, and have been aged forward to the common date March 1, 2018.
 - The 2017 market adjustment percent from the *WorldatWork* Salary Budget Survey for Nevada, Educational Services industry sector was 2%.
 - The 2% annual adjustment was applied to each survey source based on the number of months required to get to March 1, 2018.

Market Data Collection- Administrative Faculty

Market Pricing Process

Select Appropriate Job Match

- Reviewed available job descriptions and other job documentation to ensure we understood the duties and responsibilities of benchmark jobs, their level of job functioning, and the reporting relationships to make appropriate job matches from published survey sources.

Identify Career Level for Job Match

- Based on level of authority, complexity, years of experience e.g. entry, intermediate, senior, supervisor, managerial, senior management.

Select Appropriate Market

- Industry: Public Higher Education
- Geographic location:
 - Nevada market where available.
 - Utilize West Region and United States as needed.

Market Data Collection- Academic Faculty

Survey Sources and Aging Adjustments

- All NSHE institutions have been matched to the CUPA-HR survey benchmarks.
- Used CUPA-HR Data on Demand as the primary survey source.
- Supplemented with secondary survey sources that include:
 - Oklahoma State University (OSU) Faculty Salary Survey
 - Mountain States Association of Community College Salary Survey
- The 50th and 75th percentiles of actual salary data were collected from the survey sources.
- Aging survey data:
 - Each survey has different effective dates, and have been aged forward to the common date March 1, 2018.
 - The 2017 market adjustment percent from the *WorldatWork* Salary Budget Survey for Nevada, Educational Services industry sector was 2%.
 - The 2% annual adjustment was applied to each survey source based on the number of months required to get to March 1, 2018.

Market Data Collection- Academic Faculty

Market Pricing Process

CUPA-HR

- Peer Group (primary)
- Expense Quartile
- Carnegie Classification
- Public Institutions

Oklahoma State University

- Research 2 Institutions (primary)
- West Region
- National

Mountain States Association of Community Colleges

- West Region (primary)

Survey Methodology

Geographic Differentials

- Applying geographic differentials is a sound compensation practice to normalize data obtained from various locations. This results in more precise figures for use in analyzing and setting pay.
- Just as data are trended forward to be more effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas.
- HRCC used geographic differential data, obtained from the Economic Research Institute, to adjust survey data to the equivalent of the State of Nevada.
- The following factors were applied to the market data to make it effective for the State of Nevada. For example, market data representing the United States was increased by 2% to reflect the Nevada labor market.

Survey Source	Adjustment Factor
CompData West Region:	1.04
Mercer West Coast:	1.00
Towers West Coast:	0.97
Towers Pacific Southwest:	0.96
United States:	1.02
OSU West Region:	1.03

Survey Methodology

Data Analysis Process

- HRCC performed several reviews of the data to identify any extreme data and to ensure validity and reliability of the data.
- Various statistics were calculated (25th, 50th, 75th) in analyzing the data.
- The following guidelines are used when determining the competitive nature of current compensation*:
 - **+/-5% = Highly Competitive**
 - **+/-5 - 10% = Competitive**
 - **+/-10-15% = Possible misalignment with market**
 - **>15% = Misalignment with market**
- Once the survey analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to NSHE.
- Note: CUPA-HR surveys do not provide formal salary ranges from the market, the surveys provide high/low of actual pay, and these should not be used as salary schedule comparisons. Therefore, we have not collected salary range information from other survey sources (was not provided in the OSU survey for faculty), and have used a comparison off the market 50th percentile (median) with the NSHE salary schedules to determine market competitiveness.

*The comparisons were made between the NSHE current figures (actual pay or salary schedule midpoint) and the market 50th and 75th percentiles.

FINDINGS & ANALYSIS

Salary Schedule Competitiveness- Market Comparison

Summary of Salary Data Comparisons (NEW)

Administrative Faculty – Salary Schedule Comparisons

- Comparisons made at the 50th and 75th percentile of market actual pay to current pay grade mid-points are provided on the following slides:

Administrative Faculty				
Comparison Groups	NSHE Schedule Midpoint v. Market 50 th Percentile	Market Competitiveness	NSHE Schedule Midpoint v. Market 75 th Percentile	Market Competitiveness
Administrative Faculty A	-2.5%	Highly Competitive	-15.4%	Misalignment
Administrative Faculty B	+12.1%	Possible Misalignment	-0.2%	Highly Competitive
Administrative Faculty C	+8.8%	Competitive	-4.2%	Highly Competitive
Administrative Faculty D	+17.6%	Misalignment	+2.7%	Highly Competitive
Administrative Faculty E	+10.1%	Possible Misalignment	-6.1%	Competitive

Summary of Salary Data Comparisons (NEW)

Administrative Faculty – Salary Schedule Comparisons

- Comparisons made at the 50th and 75th percentile of market actual pay to current pay grade mid-points are provided below for the Executive schedules, However range comparison for executives might be subject to each individual case, thus not as reflective as the staff comparison.

Administrative Faculty				
Comparison Groups	NSHE Schedule Midpoint v. Market 50 th Percentile	Market Competitiveness	NSHE Schedule Midpoint v. Market 75 th Percentile	Market Competitiveness
Community College Executives*	+27.5%	Misalignment	+14.7%	Possible Misalignment
NSHE Executive 1	-4.3%	Highly Competitive	-26.4%	Misalignment
NSHE Executive 2	-20.2%	Misalignment	-39.1%	Misalignment
State College Executive - Dean, Arts and Sciences**	+41.6%	Misalignment	+35.1%	Misalignment
State College Executive - Dean, Education**	+60.2%	Misalignment	+35.4%	Misalignment
State College Executive - Exec VP and Provost**	+56.7%	Misalignment	+39.4%	Misalignment

* Community College Executive comparison represents only five employees and comparisons should be considered at an individual level.

**State College Executive comparison represents only three employees and comparisons should be considered at an individual level.

Summary of Salary Data Comparisons (NEW)

Administrative Faculty – Salary Schedule Comparisons

- Comparisons made at the 50th and 75th percentile of market actual pay to current pay grade mid-points are provided on the following slides.

Administrative Faculty				
Comparison Groups	NSHE Schedule Midpoint v. Market 50 th Percentile	Market Competitiveness	NSHE Schedule Midpoint v. Market 75 th Percentile	Market Competitiveness
University Executive - Dean, Agriculture	-14.9%	Possible Misalignment	-20.6%	Misalignment
University Executive - Dean, Business	+10.4%	Possible Misalignment	-11.5%	Possible Misalignment
University Executive - Dean, Dental	-4.3%	Highly Competitive	-5.1%	Competitive
University Executive - Dean, Education	+6.6%	Competitive	-1.6%	Highly Competitive
University Executive - Dean, Engineering	+2.6%	Highly Competitive	-15.3%	Misalignment
University Executive - Dean, Fine Arts	-3.9%	Highly Competitive	-12.4%	Possible Misalignment
University Executive - Dean, Graduate College	+1.7%	Highly Competitive	-5.3%	Competitive
University Executive - Dean, Health Related Professions	-7.4%	Competitive	-12.7%	Possible Misalignment
University Executive - Dean, Honors College	-5.0%	Highly Competitive	-21.8%	Misalignment
University Executive - Dean, Journalism	+0.1%	Highly Competitive	-8.8%	Competitive

Summary of Salary Data Comparisons (NEW)

Administrative Faculty – Salary Schedule Comparisons

- Comparisons made at the 50th and 75th percentile of market actual pay to current pay grade mid-points are provided below.

Administrative Faculty				
Comparison Groups	NSHE Schedule Midpoint v. Market 50 th Percentile	Market Competitiveness	NSHE Schedule Midpoint v. Market 75 th Percentile	Market Competitiveness
University Executive - Dean, Law	0.0%	Highly Competitive	-11.8%	Possible Misalignment
University Executive - Dean, Liberal Arts	-14.8%	Possible Misalignment	-21.7%	Misalignment
University Executive - Dean, Libraries	-4.5%	Highly Competitive	-22.3%	Misalignment
University Executive - Dean, Medicine	-4.9%	Highly Competitive	-14.3%	Possible Misalignment
University Executive - Dean, Nursing	+3.9%	Highly Competitive	-10.0%	Competitive
University Executive - Dean, Public Health	-10.1%	Competitive	-16.6%	Misalignment
University Executive - Dean, Sciences	+1.3%	Highly Competitive	-3.3%	Highly Competitive
University Executive - Dean, Urban Affairs	-5.6%	Competitive	-19.7%	Misalignment
University Executive - Director Athletics	+49.0%	Misalignment	-13.4%	Possible Misalignment
University Executive - Exec VP and Provost	-2.3%	Highly Competitive	-13.3%	Possible Misalignment
University Executive - VP, Advancement	-18.2%	Misalignment	-27.6%	Misalignment

Summary of Salary Data Comparisons (NEW)

Academic Faculty (Universities)- Salary Schedule Comparisons

- For the Universities academic faculty salary schedule we compared the 50th and 75th percentiles of market actual pay to current pay grade mid-points as shown below:

Academic Faculty (9 Months)- UNIVERSITIES					
Ranks	NSHE Salary Schedule Midpoint	Market 50 th Percentile	NSHE Salary Schedule Midpoint v. Market 50 th Percentile	Market 75 th Percentile	NSHE Salary Schedule Midpoint v. Market 75 th Percentile
Professor	\$130,700	\$117,074	+11.6%	\$128,223	+1.9%
Associate Professor	\$88,600	\$86,485	+2.4%	\$94,186	-5.9%
Assistant Professor	\$77,000	\$72,533	+6.2%	\$80,776	-4.7%
Instructor	\$54,800	\$55,719	-1.6%	\$57,543	-4.8%
Overall Comparison at Schedule Midpoint:			+5.8% (Competitive)	-2.7% (Highly Competitive)	

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline)– Salary Schedule Comparisons

- Following table provides comparisons for the current salary schedule midpoints to the market 50th and 75th percentiles for actual salary for specific disciplines at the Universities:

Academic Faculty (9 Months)				
University Discipline*	NSHE Salary Schedule Midpoint v. Market 50 th percentile	Market Competitiveness	NSHE Salary Schedule Midpoint v. Market 75 th percentile	Market Competitiveness
Business- Finance	-14.8%	Possible Misalignment	-23.3%	Misalignment
Economics	-12.5%	Possible Misalignment	-22.3%	Misalignment
Engineering	-10.6%	Possible Misalignment	-17.4%	Misalignment
Marketing, Management, Prod/Ops, HR, Int'l, MIS	-12.4%	Possible Misalignment	-19.9%	Misalignment
Law	+10.2%	Possible Misalignment	+18.4%**	Misalignment
Dental Medicine*	+1.2%	Highly Competitive	-12.6%	Possible Misalignment

*12-month schedule has been adjusted to 9-month schedule using current conversion ratio of 0.82.

** 75th percentile information available for Assistant Professor only

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline)– Salary Schedule Comparisons

- The following table provides comparisons for the current salary schedule midpoints to the **market 50th** percentiles for actual salary for specific disciplines at the Universities by rank:

Academic Faculty (9 Months) NSHE Salary Schedule Midpoint v. Market 50th percentile						
Ranks	Business-Finance	Economics	Engineering	Marketing, Management, Prod/Ops, HR, Int'l, MIS	Law	Dental Medicine*
Professor	-19.0% (Misalignment)	-4.7% (Highly Competitive)	-5.7% (Competitive)	-13.8% (Possible Misalignment)	+4.6% (Competitive)	-3.3% (Highly Competitive)
Associate Professor	-12.2% (Possible Misalignment)	-19.3% (Misalignment)	-11.1% (Possible Misalignment)	-14.2% (Possible Misalignment)	+10.1% (Possible Misalignment)	+3.2% (Highly Competitive)
Assistant Professor	-14.8% (Misalignment)	-15.8% (Misalignment)	-10.7% (Possible Misalignment)	-14.8% (Possible Misalignment)	+20.8% (Misalignment)	+6.2% (Competitive)
Instructor	-10.2% (Possible Misalignment)	-13.5% (Possible Misalignment)	-19.7% (Misalignment)	-0.7% (Highly Competitive)	No Data	No Data

*12-month schedule has been adjusted to 9-month schedule using current conversion ratio of 0.82.

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline)– Salary Schedule Comparisons

- The following table provides comparisons for the current salary schedule midpoints to the **market 75th** percentiles for actual salary for specific disciplines at the Universities by rank:

Academic Faculty (9 Months) NSHE Salary Schedule Midpoint v. Market 75 th percentile						
Ranks	Business-Finance	Economics	Engineering	Marketing, Management, Prod/Ops, HR, Int'l, MIS	Law	Dental Medicine*
Professor	-27.6% (Misalignment)	-16.7% (Misalignment)	-13.1% (Possible Misalignment)	-21.9% (Misalignment)	No Data	-16.4% (Misalignment)
Associate Professor	-20.8% (Misalignment)	-27.0% (Misalignment)	-17.5% (Misalignment)	-19.9% (Misalignment)	No Data	-8.5% (Competitive)
Assistant Professor	-21.3% (Misalignment)	-24.6% (Misalignment)	-17.3% (Misalignment)	-21.8% (Misalignment)	+18.4% (Misalignment)	-11.1% (Possible Misalignment)
Instructor	-22.0% (Misalignment)	-23.4% (Misalignment)	-25.9% (Misalignment)	-11.8% (Possible Misalignment)	No Data	No Data

*12-month schedule has been adjusted to 9-month schedule using current conversion ratio of 0.82.

Summary of Salary Data Comparisons (PRIOR)

Academic Faculty (State College)- Salary Schedule Comparisons

- For the State College academic faculty salary schedule, we compared the current salary schedule midpoints to the market based schedule.
- In the below approach we compared the current State College salary schedule against the adjusted University market schedule data (representing the 50th percentile of ranks for actual pay). This reflects the current methodology.
- Market data for University ranks (representing the 50th percentile of ranks) was adjusted by 0.833.

Academic Faculty (9 Months)- STATE COLLEGE			
Ranks	NSHE Salary Schedule Midpoint	MARKET BASED (CURRENT METHOD) Midpoint*	NSHE Salary Schedule Midpoint v. Market midpoint
Professor	\$108,873	\$97,522	+11.6%
Associate Professor	\$73,804	\$72,042	+2.4%
Assistant Professor	\$64,141	\$60,420	+6.2%
Instructor	\$45,648	\$46,414	-1.7%
Overall Comparison at Schedule Midpoint:			+5.8% (Competitive)

* Market data for University ranks adjusted by 0.833

Summary of Salary Data Comparisons (NEW)

Academic Faculty (State College)- Salary Schedule Comparisons

- For the State College academic faculty salary schedule, we compared the current schedule midpoints with a market based schedule using identified peer group:
 - Compared the current State College schedule against State College market schedule data (representing the 50th and 75th percentiles of ranks).

Academic Faculty (9 Months)- STATE COLLEGE					
Ranks	NSHE Schedule Midpoint	PEER GROUP MARKET BASED Midpoint (50 th Percentile)	% Diff	PEER GROUP MARKET BASED Midpoint (75 th Percentile)	% Diff
Professor	\$108,873	\$84,188	+29.3%	\$96,911	12.3%
Associate Professor	\$73,804	\$70,508	+4.7%	\$83,322	-11.4%
Assistant Professor	\$64,141	\$61,094	+5.0%	\$63,227	1.4%
Instructor	\$45,648	No data	n/a	No data	n/a
Overall Comparison at Structure Midpoint:			+14.4% (Possible Misalignment)	+1.4% (Highly Competitive)	

Summary of Salary Data Comparisons (PRIOR)

Academic Faculty (Community Colleges)- Salary Schedule Comparisons

- For the Community College academic faculty salary schedule, we compared the current salary schedule midpoints to the market based schedule.
- In the below approach we compared the current Community College salary schedule against the adjusted University market schedule data (representing the 50th percentile of ranks for actual pay). This reflects the current methodology:

Academic Faculty (9 Months)- COMMUNITY COLLEGES			
Ranks	NSHE Schedule Midpoint	MARKET BASED (CURRENT METHOD) Midpoint*	% Diff (NSHE Salary Schedule Midpoint vs. Market midpoint)
Grade 5	\$82,162	\$77,644	+5.8%
Grade 4	\$76,685	\$72,467	+5.8%
Grade 3	\$68,468	\$64,703	+5.8%
Grade 2	\$60,252	\$56,939	+5.8%
Grade 1	\$54,775	\$51,762	+5.8%
Overall Comparison at Schedule Midpoint:			+5.8% (Competitive)

* Grade 3 market schedule midpoint= 78% of the University overall market schedule average

Summary of Salary Data Comparisons (NEW)

Academic Faculty (Community Colleges)- Salary Schedule Comparisons

- For the Community College academic faculty salary schedule, we compared the current schedule midpoints with a market based schedule using identified peer group:
 - Compared the current Community College schedule against Community College market schedule data (representing the 50th percentile for combined ranks across all disciplines). Grade 3 market schedule midpoint is an aggregated 50th percentile of Community College peer group. We retained NSHE current approach to calculate grades 1, 2, 4, and 5.
 - Grade 5 Median = 1.20 x Grade 3 Median
 - Grade 4 Median = 1.12 x Grade 3 Median
 - Grade 2 Median = 0.88 x Grade 3 Median
 - Grade 1 Median = 0.80 x Grade 3 Median

Academic Faculty (9 Months)- COMMUNITY COLLEGES			
Ranks	NSHE Schedule Midpoint	PEER GROUP MARKET BASED Midpoint (50 th Percentile)*	% Diff
Grade 5	\$82,162	\$71,974	+14.2%
Grade 4	\$76,685	\$67,176	+14.2%
Grade 3	\$68,468	\$59,978	+14.2%
Grade 2	\$60,252	\$52,781	+14.2%
Grade 1	\$54,775	\$47,983	+14.2%
Overall Comparison at Structure Midpoint:			+14.2% (Possible Misalignment)

* CUPA 2YR faculty data does not provide 75th percentile information.

FINDINGS & ANALYSIS

Actual Pay Competitiveness- Market Comparison

Summary of Salary Data Comparisons (NEW)

Administrative Faculty - Actual Pay Comparisons

- Comparisons made at the 50th and 75th percentile of market actual to current actual pay are provided below.

Administrative Faculty				
Comparison Groups	NSHE Actual Pay v. Market 50 th Percentile	Market Competitiveness	NSHE Actual Pay v. Market 75 th Percentile	Market Competitiveness
Overall Comparison	+1.9%	Highly Competitive	-11.2%	Possible Misalignment
College of Southern Nevada	+1.6%	Highly Competitive	-11.0%	Possible Misalignment
Desert Research Institute	-3.2%	Highly Competitive	-23.4%	Misalignment
Great Basin College	+3.2%	Highly Competitive	-8.1%	Competitive
Nevada State College	+6.1%	Competitive	-6.7%	Competitive
System Administration	-7.8%	Competitive	-21.2%	Misalignment
Truckee Meadows Community College	+7.0%	Competitive	-5.6%	Competitive
University of Nevada, Las Vegas	+1.9%	Highly Competitive	-11.5%	Possible Misalignment
University of Nevada, Reno	+2.6%	Highly Competitive	-9.9%	Competitive
Western Nevada College	+10.9%	Possible Misalignment	-1.3%	Highly Competitive

Summary of Salary Data Comparisons (NEW)

Academic Faculty - Actual Pay Comparisons

- For the academic faculty positions, we compared the 50th and the 75th percentile of market actual pay to current actual pay shown below:

Academic Faculty (9 Months)				
Comparison Groups*	NSHE Actual Pay v. Market 50 th Percentile	Market Competitiveness	NSHE Actual Pay v. Market 75 th Percentile	Market Competitiveness
College of Southern Nevada**	+15.4%	Misalignment	No data***	No data***
Desert Research Institute	Data not available			
Great Basin College**	+11.7%	Possible Misalignment	No data***	No data***
Nevada State College	+13.2%	Possible Misalignment	+4.4%	Highly Competitive
Truckee Meadows Community College**	+17.6%	Misalignment	No data***	No data***
University of Nevada, Las Vegas	-2.6%	Highly Competitive	-12.8%	Possible Misalignment
University of Nevada, Reno	+4.2%	Highly Competitive	-2.9%	Highly Competitive
Western Nevada College**	+12.9%	Possible Misalignment	No data***	No data***

*All 12-month faculty have been adjusted to 9-month salaries using the CUPA-HR conversion ratio of 0.82.

** CUPA 2 YR does not provide data by rank for Community College. We have used the combined market 50th percentile for all disciplines to compare against the current 50th percentile of all actual pay.

*** CUPA 2YR faculty data does not provide 75th percentile information.

Summary of Salary Data Comparisons (NEW)

Academic Faculty - Actual Pay Comparisons

- The following table provides a **comparison by ranks** by actual pay in the market for Universities, State College, and Community College:

Academic Faculty (9 Months)- Actual Pay Comparison by Rank						
Ranks	UNIVERSITIES		STATE COLLEGE		COMMUNITY COLLEGE	
	NSHE Actual Pay v. Market 50th Percentile	NSHE Actual Pay v. Market 75th Percentile	NSHE Actual Pay v. Market 50th Percentile	NSHE Actual Pay v. Market 75th Percentile	NSHE Actual Pay v. Market 50th Percentile	NSHE Actual Pay v. Market 75th Percentile
Professor	+7.4% (Competitive)	-21.1% (Misalignment)	+10.4% (Possible Misalignment)	-4.1% (Highly Competitive)	No data	No data
Associate Professor	+2.7% (Highly Competitive)	-5.8% (Competitive)	+19.6% (Misalignment)	+1.2% (Highly Competitive)	No data	No data
Assistant Professor	-5.8% (Competitive)	-15.4% (Misalignment)	+11.2% (Possible Misalignment)	+7.4% (Competitive)	No data	No data
Instructor	-8.9% (Competitive)	-11.7% (Possible Misalignment)	No data	No data	No data	No data

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline) - Actual Pay Comparisons

- Following table provides comparisons made at the overall market 50th and 75th percentile of market actual pay to current actual pay for the specific disciplines at the Universities:

Academic Faculty (9 Months)				
University Discipline*	University of Nevada, Las Vegas (UNLV)		University of Nevada, Reno (UNR)	
	NSHE Actual Pay v. Market 50th Percentile	NSHE Actual Pay v. Market 75th Percentile	NSHE Actual Pay v. Market 50th Percentile	NSHE Actual Pay v. Market 75th Percentile
Business- Finance	+8.6% (Competitive)	-3.4% (Highly Competitive)	+8.7% (Competitive)	+0.6% (Highly Competitive)
Economics	+12.7% (Possible Misalignment)	-1.1% (Highly Competitive)	0.0% (Highly Competitive)	-10.8% (Possible Misalignment)
Engineering	+5.8% (Competitive)	+14.5% (Possible Misalignment)	+4.5% (Highly Competitive)	+18.3% (Misalignment)
Marketing, Management, Prod/Ops, HR, Int'l, MIS	-1.9% (Highly Competitive)	-11.0% (Possible Misalignment)	-0.3% (Highly Competitive)	-7.0% (Competitive)
Law	+4.0% (Highly Competitive)	-20.4% (Misalignment)	No positions	n/a
Dental Medicine	+10.4% (Possible Misalignment)	-4.9% (Highly Competitive)	No positions	n/a

* All 12-month faculty have been adjusted to 9-month salaries using the CUPA-HR conversion ratio of 0.82.

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline) - Actual Pay Comparisons

- Following table provides comparisons made at the overall market 50th percentile of market actual pay by ranks to current actual pay for the specific disciplines at the Universities:

Academic Faculty (9 Months) NSHE Actual Pay v. Market 50th Percentile						
Ranks	Business-Finance	Economics	Engineering	Marketing, Management, Prod/Ops, HR, Int'l, MIS	Law	Dental Medicine
Professor	+2.3% (Highly Competitive)	+9.9% (Competitive)	+10.4% (Possible Misalignment)	-3.2% (Highly Competitive)	+5.1% (Competitive)	+12.2% (Possible Misalignment)
Associate Professor	+21.1% (Misalignment)	+0.9% (Highly Competitive)	+2.9% (Highly Competitive)	+1.0% (Highly Competitive)	+5.4% (Competitive)	+15.4% (Misalignment)
Assistant Professor	-0.6% (Highly Competitive)	-2.5% (Highly Competitive)	-2.1% (Highly Competitive)	-3.7% (Highly Competitive)	-18.8% (Misalignment)	+3.8% (Highly Competitive)
Instructor	+6.6% (Competitive)	+17.5% (Misalignment)	0.0% (Highly Competitive)	+6.3% (Competitive)	No positions	n/a

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline) - Actual Pay Comparisons

- Following table provides comparisons made at the **overall market 75th percentile** of market actual pay **by ranks** to current actual pay for the specific disciplines at the Universities:

Academic Faculty (9 Months) NSHE Actual Pay v. Market 75th Percentile						
Ranks	Business-Finance	Economics	Engineering	Marketing, Management, Prod/Ops, HR, Int'l, MIS	Law	Dental Medicine
Professor	-8.5% (Competitive)	-4.2% (Highly Competitive)	+20.0% (Misalignment)	-12.7% (Possible Misalignment)	No data	-2.9% (Highly Competitive)
Associate Professor	+9.6% (Competitive)	-8.4% (Competitive)	+14.2% (Possible Misalignment)	-5.8% (Competitive)	No data	+2.3% (Highly Competitive)
Assistant Professor	-7.7% (Competitive)	-12.2% (Possible Misalignment)	+11.2% (Possible Misalignment)	-9.7% (Competitive)	-20.4% (Misalignment)	-13.1% (Possible Misalignment)
Instructor	-9.9% (Competitive)	+4.1% (Highly Competitive)	+17.0% (Misalignment)	-7.2% (Competitive)	No positions	n/a

Summary of Salary Data Comparisons (NEW)

Administrative Faculty - Overall Comparison

- Overall, NSHE is above or highly competitive with the market in actual pay, as well as salary schedule (mid-point vs. market actual 50th percentile). However range comparison for executives might be subject to each individual case, thus not as reflective as the staff comparison.

Administrative Faculty				
Comparison Groups	NSHE Actual Pay v. Market 50 th Percentile	NSHE Current Schedule Midpoint v. Market 50 th Percentile	NSHE Actual Pay v. Market 75 th Percentile	NSHE Current Schedule Midpoint v. Market 75 th Percentile
Overall Comparison	+1.9% (Highly Competitive)	+10.4% (Possible Misalignment)	-11.2% (Possible Misalignment)	-3.9% (Highly Competitive)
College Staff (A-E)	+4.1% (Highly Competitive)	+30.2% (Misalignment)	-8.4% (Competitive)	+14.6% (Possible Misalignment)
University Staff (A-E)	+2.4% (Highly Competitive)	+6.9% (Competitive)	-10.4% (Possible Misalignment)	-6.5% (Competitive)
Community College Executive*	+5.8% (Competitive)	+27.5% (Misalignment)	-4.8% (Highly Competitive)	+14.7% (Possible Misalignment)
NSHE Executive	-14.4% (Possible Misalignment)	-10.9% (Possible Misalignment)	-34.4% (Misalignment)	-31.7% (Misalignment)
State College Executive**	+17.6% (Misalignment)	+52.8% (Misalignment)	+5.3% (Competitive)	36.9% (Misalignment)
University Executive	-2.1% (Highly Competitive)	+0.2% (Highly Competitive)	-16.0% (Misalignment)	-14.0% (Possible Misalignment)

* Community College Executive comparison represents only five employees and comparisons should be considered at an individual level.

**State College Executive comparison represents only three employees and comparisons should be considered at an individual level.

Summary of Salary Data Comparisons (NEW)

Academic Faculty- Overall Comparison

- Overall, the academic faculty actual pay and salary schedule midpoints are above or competitive with the market.

Academic Faculty (9 Months)				
Comparison Groups	NSHE Actual Pay v. Market 50 th Percentile	NSHE Current Schedule Midpoint v. Market 50 th Percentile	NSHE Actual Pay v. Market 75 th Percentile	NSHE Current Schedule Midpoint v. Market 75 th Percentile
Community Colleges	+18.1% (Misalignment)	+14.2% (Possible Misalignment)	No Data	No Data
State College	+13.2% (Possible Misalignment)	+14.4% (Possible Misalignment)	+4.4% (Highly Competitive)	+1.4% (Highly Competitive)
Universities	+0.7% (Highly Competitive)	+5.8% (Competitive)	-8.2% (Competitive)	-2.7% (Highly Competitive)

Summary of Salary Data Comparisons (NEW)

Academic Faculty (University Discipline)- Overall Comparison

- The following table provides an overall summary of the actual salary, and salary schedule comparison with the market 50th and 75th percentile of actual pay:

Academic Faculty- University Discipline (9 Months)				
University Disciplines	NSHE Actual Pay vs. Market 50 th Percentile	NSHE Salary Schedule Midpoint v. Market 50 th Percentile	NSHE Actual Pay v. Market 75 th Percentile	NSHE Schedule Midpoint vs. Market 75 th Percentile
Business- Finance	+8.7% (Competitive)	-14.8% (Possible Misalignment)	-1.9% (Highly Competitive)	-23.3% (Misalignment)
Economics	+6.2% (Competitive)	-12.5% (Possible Misalignment)	-6.0% (Competitive)	-22.3% (Misalignment)
Engineering	+5.1% (Competitive)	-10.6% (Possible Misalignment)	+16.5% (Misalignment)	-17.4% (Misalignment)
Marketing, Management, Prod/Ops, HR, Int'l, MIS	-1.2% (Highly Competitive)	-12.4% (Possible Misalignment)	-9.2% (Competitive)	-19.9% (Misalignment)
Law	+4.0% (Highly Competitive)	+10.2% (Possible Misalignment)	-20.4%* (Misalignment)	+18.4%* (Misalignment)
Dental Medicine	+10.4% (Possible Misalignment)	+1.2% (Highly Competitive)	-4.9% (Highly Competitive)	-12.6% (Possible Misalignment)

* 75th percentile information available for Assistant Professor only

Summary of Salary Data Comparisons

Academic Faculty (University Discipline)- Overall Comparison

- Current salary schedule midpoints for most disciplines Business, Economics, Engineering, and Marketing/Management are below the market 50th percentile of actual pay indicating possible misalignment with the market.
- The current actual salary is above or competitive with the market for Marketing, Engineering, Law disciplines at the market 50th percentile.

RECOMMENDATIONS

Implementation / Next Steps

Implementation

Actual and Salary Schedule

- Overall, NSHE is above market or competitive in both actual salary and salary schedule for both administrative and general academic faculty.
 - There is possible misalignment with respect to salary schedule midpoint versus market 50th percentile of actual pay for specific university disciplines (Business, Economics, Engineering, and Marketing/Management).
- Based on 2017-18 *World@Work* Salary Budget survey, the projected trend for actual salary increase for educational services in Nevada is 2.0%, and 3.8% for structure adjustment.
- Based on the market trend:
 - For any schedule that is currently more than 3.8% above the market, we recommend NSHE keep the current range, and use the *World@Work* 2018-19 to determine if an adjustment will be necessary in next year.
 - For any schedule that is above the market by less than 3.8%, we recommend NSHE keep the current range for this year and use the *World@Work* 2018-19 trend for next year's adjustment.
 - For any schedule that is below the market, we recommend NSHE adjust the range to match the market median.

Implementation

Pay Compression Consideration

- Pay Compression occurs when there is only a small difference in pay between employees regardless of their skills, experience, or level. Common types of pay compression are:
 - Type 1: Supervisor and subordinate;
 - Type 2: Positions at same or adjacent pay grades;
 - Type 3: Experienced and newly hired persons in the same job/grade.
- With the on-going structure adjustment, NSHE will need to allocate employees in appropriate place within the range, and keep the in-range movement to avoid the Type-3 compression.
 - We listed the estimated cost of moving employee to range minimum and appropriate range penetration based on years in current position in the following slides as reference. (With current Administrative Faculty and general faculty range, and updated University discipline range.) Coach positions were excluded from the estimation.
- We recommend a seniority-based method to determine the reasonable range penetration for each employee.
 - It is common practice for public sector organizations to have employees reach range mid-point within 6-8 years in the position, and then 12-16 more years from mid-point to range max. Absence of this pattern will lead to compression.
- Newly hired persons may still be close or above current employees if the market is moving fast. In this type of cases, NSHE should consider review and re-adjustment the range accordingly to keep up with the market.

Implementation Cost (Administrative Faculty)

- Estimation for Administrative Faculty used the current salary range as NSHE is highly competitive or above market median.
- The Years-in-Position RP method assumed that employees should reach range mid-point with 7 years in position, and 14 more to reach range max.

Company	# of EE	Current Base Pay	Cost (Bring to Min)	Cost (Years in Position RP)
College of Southern Nevada	289	\$20,953,038	\$454	\$5,829,649
Desert Research Institute	55	\$5,887,793	\$2,546	\$635,306
Great Basin College	68	\$4,565,713	\$6,059	\$1,790,847
Nevada State College	98	\$7,207,224	\$525	\$1,325,688
System Administration	132	\$13,097,013	\$0	\$1,610,045
Truckee Meadows Community College	157	\$10,954,446	\$11,326	\$1,896,311
University of Nevada, Las Vegas	1284	\$103,951,398	\$48,180	\$13,610,933
University of Nevada, Reno	1011	\$78,711,646	\$7,998	\$10,432,578
Western Nevada College	71	\$5,280,459	\$0	\$1,279,444
Total	3165	\$250,608,730	\$77,088 (0.03%)	\$38,410,801 (15.33%)

Implementation Cost (Academic Faculty)

- Estimation for Academic Faculty used the current salary range for general faculty group as NSHE is highly competitive or above market median, and used market median as proposed range mid-point for Finance, Economics, Engineering, and Marketing/Management as NSHE is behind market median in these areas.
- The Years-in-Position RP method assumed that employees should reach range mid-point with 7 years in position, and 14 more to reach range max.

Company	# of EE	Current Base Pay	Cost (Bring to Min)	Cost (Years in Position RP)
College of Southern Nevada	504	\$36,885,170	\$0	\$8,692,377
Desert Research Institute	122	\$15,493,658	\$9,755	\$1,265,898
Great Basin College	69	\$4,854,695	\$0	\$654,805
Nevada State College	74	\$5,336,810	\$0	\$174,628
Truckee Meadows Community College	159	\$12,330,328	\$0	\$1,821,662
University of Nevada, Las Vegas	1071	\$107,887,916	\$187,354	\$20,647,942
University of Nevada, Reno	940	\$90,900,658	\$108,040	\$14,766,178
Western Nevada College	58	\$4,000,753	\$5,348	\$981,392
Grand Total	2997	\$277,689,989	\$310,497 (0.11%)	\$49,004,881 (17.65%)

Concerns on NSHE Compensation System

Administrative Salary Schedule

- Job Descriptions:
 - Missing, or not appropriate names, job descriptions for approximately 45% of the 3200 administrative positions.
 - Content and structure of job descriptions are inconsistent and not updated recently.
 - Job descriptions were written for employee and not the job title.
- Matches to CUPA-HR benchmark jobs are inconsistent and inaccurate:
 - Supervisor and employee matched to same CUPA-HR benchmark job.
 - Same/similar job titles matched to different benchmark jobs.
 - NSHE jobs matched to inappropriate CUPA-HR benchmark job.
 - We reduced the number of valid CUPA-HR matches from 312 to 249, representing approximately 1,000 NSHE administrative employees (excluding coaches).
- Five salary ranges covering over 3,000 employees is not sufficient:
 - Approximately 60% of employees would change salary grade assignment based on the market data (referenced from the sample size of 1,000 employees matched to CUPA-HR benchmark jobs).
 - Five grades will result in supervisor and employee in the same pay grade, and related internal equity issues.
 - Range spread of over 100% may result in pay compression and paying significantly above market rates.
 - Consider development of multiple salary structures for job families and levels of job (i.e. non-exempt, exempt).
- Salary grade progression:
 - We identified inconsistent pay progression for employees within a range (i.e. employee with 5 years experience is further in the range than employee with over 10 years of experience in the same or similar salary range).

Concerns on NSHE Compensation System

Academic Salary Schedule

- Peer Institutions:
 - NSHE should expand the peer institutions to over 50 to ensure valid and defensible data can be collected.
 - Utilize model presented or similar to identify peer institutions to ensure accuracy and consistency.
- Revise method for calculating State College and Community College salary schedules:
 - Ratios between State College/Community Colleges and University salary schedules are not appropriate.
 - Sufficient data is available from various published survey sources to develop a salary schedule that reflects the market for Universities, State College, and Community Colleges.
 - Improve availability of faculty market data across NSHE institutions (i.e. received one page from OSU survey when requested from Universities).
- Salary comparisons include all disciplines:
 - While NSHE has some discipline specific salary ranges, we were requested not to evaluate the need or competitiveness of additional discipline specific ranges.
 - NSHE should continue the use of current specific discipline salary schedules.

Salary Schedule Adjustments

We recommend two types of salary schedule adjustments to maintain competitiveness with the market:

- Annual Updates
 - In order to reflect necessary increases in the minimum, job rates and maximums appropriate for each job, the salary schedule should be reviewed annually. HRCC can provide NSHE with the average percentage increases for employee salaries and salary schedules on an annual basis representing the geographic area and the higher education industry, or NSHE may use a labor market index.
 - It is recommended that the respective starting rates, job rates and maximums be increased by a **percentage** that reflects the market trends and NSHE's hiring experience. The use of a dollar amount would compress the schedule over time.
- Long-Term Updates
 - NSHE should reevaluate the overall salary schedules at regular intervals (e.g., 3 to 5 years depending upon market movement) to ensure that its salary levels are consistent with the marketplace.
 - This would involve conducting a market salary study, such as was conducted here, every 3 to 5 years (depending on the economy) to make sure that NSHE's and all institutions salary schedules and employee salaries remain competitive.

Thank You

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