

Market and Pay Compression Study

Evergreen Solutions, LLC was retained by Morgan State University (“MSU” or “the University”) to conduct a Compensation Study of staff and faculty positions in the organization. The purpose of this analysis is to provide MSU’s leadership team with an assessment of its current competitive position to the labor market with regards to its compensation practices and structures, as well as identify any internal compensation challenges that may be currently present within the institution. This report is divided in three main sections, a review of the current environment at MSU, the current market conditions, and Evergreen’s recommendations to MSU.

Based on the analysis detailed in this report, Evergreen has provided the following recommendations to MSU:

Area	Recommendation
Structural Recommendations	Recommendation 1: Adopt formal salary range structures for both exempt staff and faculty employees.
	Recommendation 2: Adjust the current non-exempt compensation structure’s salary rates to reflect current market trends.
	Recommendation 3: Perform appropriate one-time salary adjustments to each respective employee group in order to implement the new salary ranges throughout the institution.
Maintenance Recommendations	Recommendation 4: Conduct small-scale salary surveys as needed to assess the market competitiveness and make adjustments to pay grade assignments if necessary.
	Recommendation 5: Conduct a comprehensive classification and compensation study every three to five years.
	Recommendation 6: Revise policies for moving employees’ salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.
	Recommendation 7: Evergreen recommends the University adopt a grid for new hire salary determination.
	Recommendation 8: Implement a standardized promotional pay increase of 10 percent for employees promoted in the proposed plan.
	Recommendation 9: Implement a critical classification program and compensate those classifications that qualify ten percent above their current compensation
	Recommendation 10: Hire, promote or otherwise identify and designate an individual whose primary responsibility will be the upkeep and administration of the University’s compensation and classification program.

In order to support these recommendations, several underlying assumptions were necessary to provide cost estimates for the detailed recommendations. These assumptions include the following:

- MSU set its competitive positioning with regards to compensation at the 50th percentile of the market



- Additionally, the cost estimates are based on the proposed salary ranges Evergreen has provided to MSU. These assignments will require a thorough review from MSU's human resources staff in order to ensure they are internally equitable.
- Finally, that the re-alignment of employee salaries to address compression should be performed on a basis of a 30 year career projection.

1.0 ASSESSMENT OF CURRENT CONDITIONS

The purpose of analyzing the various pay plans used within the University is to help gain an overall perspective of the compensation structures as they currently exist. At the present time, the University possesses a defined pay plan for its non-exempt staff, whereas the exempt positions and faculty do not have a defined compensation structure. While not possessing defined compensation structure with discrete salary ranges is common to find among smaller organizations, it is uncommon to find more complex organization have varying types and levels of work and a larger employee population such as MSU. The lack of a defined set of salary ranges for both the exempt positions as well as the faculty leaves the University vulnerable to a number of challenges and inequities that can arise within a compensation system. As such, one of the primary objectives of this study is to establish a defined pay plan for the exempt and faculty employee groups.

The current non-exempt pay plan that is in use by the University is an open range structure in which positions are assigned to a specific pay range. Open range structures are ones in which employee salaries may fall anywhere between the salary range minimum and maximum, and there are not defined points within that the range that an employee's salary must align with. The salary grades and each respective minimum, midpoint, and maximum are detailed in **Exhibit A**. The range column on the exhibit refers to the range spread between the minimum and the maximum of the salary, and is effectively a percent measure on the width of the salary range.



EXHIBIT A
CURRENT NON-EXEMPT PAY PLAN

Current Non-Exempt Pay Plan				
Grade	Minimum	Midpoint	Maximum	Range
1	\$23,613.00	\$25,018.00	\$26,423.00	12%
2	\$23,826.00	\$28,031.00	\$32,236.00	35%
3	\$24,938.00	\$29,974.00	\$35,010.00	40%
4	\$26,123.00	\$32,053.00	\$37,982.00	45%
5	\$29,320.00	\$34,274.00	\$41,128.00	40%
6	\$29,320.00	\$36,650.00	\$43,980.00	50%
7	\$30,177.00	\$39,191.00	\$48,204.00	60%
8	\$32,268.00	\$41,907.00	\$51,546.00	60%
9	\$33,833.00	\$44,812.00	\$55,791.00	65%
10	\$36,178.00	\$47,919.00	\$59,659.00	65%
11	\$38,686.00	\$51,241.00	\$63,795.00	65%
12	\$41,368.00	\$54,792.00	\$68,216.00	65%
13	\$44,235.00	\$58,590.00	\$72,945.00	65%
14	\$47,302.00	\$62,652.00	\$78,002.00	65%
15	\$50,581.00	\$66,995.00	\$83,409.00	65%
16	\$54,087.00	\$71,639.00	\$89,190.00	65%

2.0 MARKET SUMMARY

The purpose of the market survey is to benchmark the University's compensation practices against that of its market peers, in order to establish how competitive, the University is for employees within its market. A market study is comprised of comparing salary ranges of select benchmark positions that the University possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in salary ranges across all the positions, a reasonable determination is made as to the University's competitive position within the market. It is important to note that actual salaries are not analyzed in this methodology; individual compensation can be affected by a number of variables such as experience and performance. Second, the results of this market study should be considered reflective of the current state of the market at the time the study was performed, as the market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market.

Staff Methodology & Findings

The staff market survey consisted of requesting salary information from peer organizations utilizing a survey tool created by Evergreen Solutions. The survey asked for salary information about 78 classifications across the non-exempt and exempt employee groups. Evergreen Solutions utilized a process called benchmarking to select a subset of MSU's classifications



to be surveyed. The desired outcome of benchmarking is to select a cross-section of MSU's classifications to ensure that the surveyed positions include all areas and pay grades at MSU. This allows the compensation system as a whole to be analyzed.

Evergreen worked with MSU's compensation committee and leadership team to develop a list of comparator organizations for the market comparison. A total of 25 peer institutions were identified through this process, all of which were contacted for participation in the market study. **Exhibit B** lists the 12 organizations that provided relevant salary data for the survey. The respondent organizations represent a strong cross section of organizations that are either comparable to MSU in structure and service offerings, or compete directly with MSU in the immediate greater Baltimore region. Given the geographic distribution of peers, respondent data was adjusted for regional cost of living figures to ensure the comparison was done in terms of the spending power an individual would have in the greater Baltimore area.

EXHIBIT B MARKET PEER ORGANIZATIONS

Respondent Organizations
UMBC
North Carolina University A&T
Portland State University
Georgia State University
University Wisconsin - Mil
University of Missouri - Kansas
UNC Charlotte
University of Mass - Boston
Uni of Illinois - Chicago
Baltimore County
Baltimore City Public Schools

Exhibits B and **C** summarize the salary data from respondent peer organizations by market average for non-exempt and exempt staff, respectively. For each classification, the respondents' average minimum, midpoint, and maximum salary is provided, along with the percent difference between the market and MSU's current minimum, midpoint, and maximum. Classifications listed with a positive percent difference were found to be above the market average, while classifications with a negative percent difference were found to be below the market average. However, because MSU does not currently have defined ranges for exempt employees, no percentage comparison is able to be performed. Additionally, it is important to note that the average salary ranges shown in the following exhibits are representative of market average rates, and are not the sole determining factor for developing salary range recommendations for the University.



EXHIBIT B (CONTINUED)
MARKET AVERAGE RESULTS FOR NON-EXEMPT STAFF

Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
	Average	% Diff	Average	% Diff	Average	% Diff
Accounting Associate	\$39,345.53	-16.3%	\$53,164.72	-18.6%	\$66,983.91	-20.1%
Buyer I	\$38,952.94	-15.1%	\$54,448.10	-21.5%	\$69,943.27	-25.4%
Carpenter	\$49,530.14	-46.4%	\$56,370.50	-25.8%	\$63,210.86	-13.3%
Graphic Artist II	\$38,122.78	-12.7%	\$50,975.88	-13.8%	\$63,828.98	-14.4%
Locksmith	\$44,894.21	-32.7%	\$53,618.46	-19.7%	\$62,342.71	-11.7%
Budget Associate	\$41,192.37	-27.7%	\$60,378.33	-44.1%	\$79,564.30	-54.4%
Office Supervisor	\$35,815.71	-11.0%	\$53,000.21	-26.5%	\$70,184.70	-36.2%
Police Communications Operator	\$34,280.67	-6.2%	\$44,953.68	-7.3%	\$55,626.68	-7.9%
Administrative Assistant I	\$36,009.20	-19.3%	\$48,540.27	-23.9%	\$61,071.33	-26.7%
Human Resources Associate I	\$38,969.48	-29.1%	\$58,537.99	-49.4%	\$78,106.50	-62.0%
IT Computer Operator Senior	\$39,844.71	-32.0%	\$58,820.13	-50.1%	\$77,795.55	-61.4%
Library Technician I	\$33,929.56	-12.4%	\$47,257.79	-20.6%	\$60,586.02	-25.7%
Maintenance Mechanic	\$34,842.09	-15.5%	\$44,501.60	-13.6%	\$54,161.11	-12.4%
Accounting Clerk II	\$34,752.25	-18.5%	\$44,150.87	-20.5%	\$53,549.50	-21.8%
Driver II	\$35,313.71	-20.4%	\$42,620.76	-16.3%	\$49,927.80	-13.5%
Housekeeper Supervisor I	\$36,562.94	-24.7%	\$43,971.91	-20.0%	\$51,380.88	-16.8%
Office Secretary	\$29,379.26	-0.2%	\$38,038.33	-3.8%	\$46,697.39	-6.2%
Storekeeper II	\$33,797.59	-15.3%	\$42,116.10	-14.9%	\$50,434.61	-14.7%



EXHIBIT B (CONTINUED)
MARKET AVERAGE RESULTS FOR NON-EXEMPT STAFF

Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
	Average	% Diff	Average	% Diff	Average	% Diff
Groundskeeper	\$32,273.75	-29.4%	\$39,388.24	-31.4%	\$46,502.72	-32.8%
Service Worker	\$29,562.09	-18.5%	\$36,846.79	-22.9%	\$44,131.49	-26.1%
Office Assistant	\$29,668.64	-24.5%	\$37,156.95	-32.6%	\$44,645.26	-38.5%
Telecommunications Specialist	\$42,443.14	10.3%	\$58,281.83	7.0%	\$74,120.51	5.0%
Multi Trades Supervisor II	\$49,469.82	-11.8%	\$63,713.95	-8.7%	\$77,958.08	-6.9%
Housekeeping Chief	\$43,108.70	-4.2%	\$61,685.66	-12.6%	\$80,262.63	-17.7%
Payroll Processing Supervisor	\$47,841.77	-15.6%	\$68,787.19	-25.5%	\$89,732.61	-31.5%
Structural Trades Supervisor	\$43,207.33	-4.4%	\$56,264.13	-2.7%	\$69,320.94	-1.6%
Automotive Services Technician	\$37,607.95	2.8%	\$52,216.43	-1.9%	\$66,824.91	-4.7%
Collections Coordinator	\$41,225.41	-6.6%	\$64,865.26	-26.6%	\$88,505.11	-38.7%
HVAC Mechanic I	\$44,645.06	-15.4%	\$55,705.67	-8.7%	\$66,766.29	-4.7%
Licensed Practical Nurse	\$41,341.10	-6.9%	\$54,412.49	-6.2%	\$67,483.88	-5.8%
Postal Service Supervisor	\$43,842.56	-13.3%	\$62,316.24	-21.6%	\$80,789.92	-26.6%
Stationary Engineer HT & HP	\$42,453.85	-9.7%	\$53,983.59	-5.4%	\$65,513.33	-2.7%
Steamfitter	\$50,534.38	-30.6%	\$60,642.85	-18.3%	\$70,751.33	-10.9%
Electrician	\$54,153.09	-49.7%	\$61,861.11	-29.1%	\$69,569.13	-16.6%
IT Telecommunications Assistant	\$42,634.58	-17.8%	\$58,535.73	-22.2%	\$74,436.88	-24.8%
Parking Enforcement Supervisor	\$41,773.28	-15.5%	\$57,792.60	-20.6%	\$73,811.92	-23.7%
Plumber	\$48,994.93	-35.4%	\$57,435.74	-19.9%	\$65,876.55	-10.4%
Overall Average		-17.6%		-19.5%		-20.7%



**EXHIBIT C
MARKET AVERAGE RESULTS FOR EXEMPT STAFF**

Classification	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average
Accountant	\$49,173.07	\$71,173.54	\$93,174.00
Assistant Athletic Director	\$68,953.04	\$78,205.40	\$93,011.46
Associate VP for Design & Construct	\$125,738.31	\$203,265.81	\$280,793.31
Chief of Police	\$84,040.69	\$119,955.48	\$155,870.27
Clinical Skills Lab Coordinator	\$40,364.14	\$59,507.64	\$78,651.15
Counselor	\$44,826.98	\$60,828.27	\$76,829.56
Customer Relations Supervisor	\$54,047.39	\$75,825.93	\$97,604.47
Deputy CIO	\$126,974.14	\$152,763.25	\$178,552.35
Director Information Services	\$98,755.73	\$131,468.53	\$164,181.33
Director of Community Service	\$69,021.24	\$86,559.95	\$104,098.66
Director of Undergraduate Serve	\$90,975.83	\$134,604.57	\$178,233.31
Director, Student Disability Support Services	\$72,098.11	\$95,720.11	\$119,342.10
Director, Wellness Center & Coordinator	\$45,115.46	\$71,315.51	\$97,515.55
Fiscal Manager	\$68,445.88	\$100,418.17	\$132,390.47
Grant Writer	\$44,398.91	\$58,306.96	\$72,215.01
Human Resources Director	\$112,440.42	\$156,469.95	\$200,499.47
Instruction Developer	\$40,445.86	\$51,474.77	\$62,503.68
Laboratory Technician	\$34,588.23	\$46,267.34	\$57,946.44
Network Topologist	\$54,495.59	\$77,743.03	\$100,990.46
Provost & Senior VP for Academic Affairs	\$216,425.77	\$356,725.48	\$497,025.19
Researcher	\$37,141.80	\$56,053.08	\$74,964.36
Retention Specialist	\$39,080.47	\$61,604.24	\$84,128.01
Room Assignment Coordinator	\$73,216.17	\$92,780.30	\$112,344.42
Staff Assistant	\$35,821.78	\$45,650.57	\$55,479.35
Staff Auditor	\$42,918.96	\$69,570.15	\$96,221.34
System Administrator II	\$62,223.07	\$88,551.53	\$114,879.99
Technical Support Specialist	\$40,658.73	\$56,642.44	\$72,626.15
Vice President Finance & Management	\$214,466.47	\$363,032.50	\$511,598.53
VP for Institutional Advancement	\$215,829.30	\$365,076.75	\$514,324.19
Assistant VP for Planning and Inst	\$174,631.18	\$244,484.26	\$314,337.33
Community Outreach & Engagement Coordinator	\$48,803.51	\$61,030.73	\$73,257.94



Staff Conclusion

Overall, the staff market results for exempt and non-exempt employees revealed the following:

- When compared to the market average, MSU's non-exempt positions are, on average, 17.6 percent below the minimum, 19.5 percent below the midpoint and 20.7 percent below the maximum
- Of the 36 non-exempt classifications surveyed, all but one classification was found to be below the market average at the minimum, midpoint, and maximum of the range.
- The University's market position decays somewhat between the minimum and the maximum of the pay range, indicating it uses somewhat more narrow pay range widths than the average of its peers.
- The University does not have defined salary ranges for its exempt positions, as a result a market position cannot be defined for employee classifications outside of the non-exempt group at this time.

Faculty Methodology & Findings

Due to the respondent organizations being unable to share sufficient salary information for faculty employees, combined with their limitation to provide differentiated salary details on the basis of faculty discipline, Evergreen leveraged a national level salary data for benchmarking against MSU's faculty compensation. As a result of the limitations of the primary market survey, salary information was sourced from the University and University Professional Association for Human Resources (CUPA-HR). Relevant salary information was then pulled from the CUPA-HR's most recent publication for four-year public institutions. Salary comparisons were drawn at both the rank and discipline level, in order to best determine how MSU could set salary ranges that would enable it to compete effectively in the labor market.

Exhibits D, E, F, & G display the market average minimum, midpoint, and maximum for each of the discipline areas that MSU currently employs faculty within, which each respective exhibit details these ranges for a specific faculty rank. Instances in which there is no salary range listed for a specific discipline, this is due to the lack of available salary information for that combination of rank and discipline.



EXHIBIT D
MARKET AVERAGE SALARIES BY DISCIPLINE FOR LECTURER RANK

Discipline	Lecturer			
	Minimum	Midpoint	Maximum	Range
Architecture	-		-	
Biological & Biomedical Sciences	\$34,212.00	\$74,437.00	\$114,662.00	235.15%
Business, Management, & Marketing	\$44,010.00	\$69,016.50	\$94,023.00	113.64%
Social Sciences	-		-	
History	\$34,209.00	\$44,214.00	\$54,219.00	58.49%
English Language & Literature	\$32,634.00	\$45,681.50	\$58,729.00	79.96%
Engineering	-		-	
Foreign Languages, Literatures, & Linguistics	\$33,085.00	\$44,560.00	\$56,035.00	69.37%
Philosophy & Religious Studies	-		-	
Health Professions	-		-	
Psychology	\$34,957.00	\$53,590.50	\$72,224.00	106.61%
Communication & Journalism	\$33,054.00	\$48,027.00	\$63,000.00	90.60%
Mathematics & Statistics	\$33,000.00	\$49,876.50	\$66,753.00	102.28%
Parks, Recreation, Leisure & Fitness	-		-	
Computer & Information Sciences	\$46,610.00	\$68,404.50	\$90,199.00	93.52%
Visual & Performing Arts	-		-	
Family & Consumer Sciences	-		-	
Physics	\$39,264.00	\$64,363.50	\$89,463.00	127.85%
Chemistry	\$41,000.00	\$65,626.50	\$90,253.00	120.13%
Education	\$40,000.00	\$52,500.00	\$65,000.00	62.50%
Overall Average	\$37,169.58	\$56,691.46	\$76,213.33	105.01%



EXHIBIT E
MARKET AVERAGE SALARIES BY DISCIPLINE FOR ASSISTANT PROFESSOR RANK

Discipline	Assistant Professor			
	Minimum	Midpoint	Maximum	Range
Architecture	\$51,075.00	\$68,840.50	\$86,606.00	69.57%
Biological & Biomedical Sciences	\$44,035.00	\$92,319.50	\$140,604.00	219.30%
Business, Management, & Marketing	\$47,117.00	\$112,683.50	\$178,250.00	278.31%
Social Sciences	\$44,067.00	\$73,171.50	\$102,276.00	132.09%
History	\$38,658.00	\$138,214.50	\$237,771.00	515.06%
English Language & Literature	\$40,921.00	\$59,802.50	\$78,684.00	92.28%
Engineering	\$54,540.00	\$74,257.00	\$93,974.00	72.30%
Foreign Languages, Literatures, & Linguistics	\$44,000.00	\$62,962.00	\$81,924.00	86.19%
Philosophy & Religious Studies	\$48,815.00	\$66,322.50	\$83,830.00	71.73%
Health Professions	\$48,233.00	\$72,160.50	\$96,088.00	99.22%
Psychology	\$43,360.00	\$67,868.00	\$92,376.00	113.04%
Communication & Journalism	\$40,879.00	\$64,124.50	\$87,370.00	113.73%
Mathematics & Statistics	\$44,359.00	\$74,785.00	\$105,211.00	137.18%
Parks, Recreation, Leisure & Fitness	\$49,936.00	\$63,969.50	\$78,003.00	56.21%
Computer & Information Sciences	\$55,480.00	\$85,953.50	\$116,427.00	109.85%
Visual & Performing Arts	\$44,829.00	\$57,660.00	\$70,491.00	57.24%
Family & Consumer Sciences	\$47,824.00	\$64,862.00	\$81,900.00	71.25%
Physics	\$47,221.00	\$102,956.50	\$158,692.00	236.06%
Chemistry	\$45,236.00	\$66,802.00	\$88,368.00	95.35%
Education	\$44,630.00	\$64,229.50	\$83,829.00	87.83%
Overall Average	\$46,260.75	\$76,697.23	\$107,133.70	135.69%



EXHIBIT F
MARKET AVERAGE SALARIES BY DISCIPLINE FOR ASSOCIATE PROFESSOR RANK

Discipline	Associate Professor			
	Minimum	Midpoint	Maximum	Range
Architecture	\$64,587.00	\$86,752.50	\$108,918.00	68.64%
Biological & Biomedical Sciences	\$49,375.00	\$79,647.00	\$109,919.00	122.62%
Business, Management, & Marketing	\$55,029.00	\$123,857.50	\$192,686.00	250.15%
Social Sciences	\$52,276.00	\$74,917.00	\$97,558.00	86.62%
History	\$43,226.00	\$71,271.00	\$99,316.00	129.76%
English Language & Literature	\$45,725.00	\$72,668.00	\$99,611.00	117.85%
Engineering	\$56,082.00	\$85,725.50	\$115,369.00	105.71%
Foreign Languages, Literatures, & Linguistics	\$46,363.00	\$76,781.00	\$107,199.00	131.22%
Philosophy & Religious Studies	\$55,138.00	\$74,899.00	\$94,660.00	71.68%
Health Professions	\$52,444.00	\$80,619.50	\$108,795.00	107.45%
Psychology	\$52,023.00	\$97,545.50	\$143,068.00	175.01%
Communication & Journalism	\$52,044.00	\$82,505.00	\$112,966.00	117.06%
Mathematics & Statistics	\$47,710.00	\$79,625.00	\$111,540.00	133.79%
Parks, Recreation, Leisure & Fitness	\$57,838.00	\$73,623.50	\$89,409.00	54.59%
Computer & Information Sciences	\$35,090.00	\$87,759.50	\$140,429.00	300.20%
Visual & Performing Arts	\$50,992.00	\$66,862.50	\$82,733.00	62.25%
Family & Consumer Sciences	\$53,710.00	\$74,806.00	\$95,902.00	78.56%
Physics	\$52,747.00	\$91,646.00	\$130,545.00	147.49%
Chemistry	\$48,780.00	\$109,839.50	\$170,899.00	250.35%
Education	\$51,343.00	\$83,171.50	\$115,000.00	123.98%
Overall Average	\$51,126.10	\$83,726.10	\$116,326.10	131.75%



EXHIBIT F (CONTINUED)
MARKET AVERAGE SALARIES BY DISCIPLINE FOR PROFESSOR RANK

Discipline	Professor			
	Minimum	Midpoint	Maximum	Range
Architecture	\$65,080.00	\$111,026.50	\$156,973.00	141.20%
Biological & Biomedical Sciences	\$54,715.00	\$176,820.50	\$298,926.00	446.33%
Business, Management, & Marketing	\$61,782.00	\$160,398.50	\$259,015.00	319.24%
Social Sciences	\$55,000.00	\$113,895.00	\$172,790.00	214.16%
History	\$50,061.00	\$129,278.50	\$208,496.00	316.48%
English Language & Literature	\$55,575.00	\$104,330.50	\$153,086.00	175.46%
Engineering	\$73,409.00	\$175,631.50	\$277,854.00	278.50%
Foreign Languages, Literatures, & Linguistics	\$51,150.00	\$116,883.00	\$182,616.00	257.02%
Philosophy & Religious Studies	\$66,480.00	\$96,333.50	\$126,187.00	89.81%
Health Professions	\$79,361.00	\$115,110.50	\$150,860.00	90.09%
Psychology	\$54,191.00	\$148,741.00	\$243,291.00	348.95%
Communication & Journalism	\$55,276.00	\$123,293.00	\$191,310.00	246.10%
Mathematics & Statistics	\$57,768.00	\$104,359.00	\$150,950.00	161.30%
Parks, Recreation, Leisure & Fitness	\$68,258.00	\$132,364.50	\$196,471.00	187.84%
Computer & Information Sciences	\$61,203.00	\$127,573.50	\$193,944.00	216.89%
Visual & Performing Arts	\$59,774.00	\$89,408.50	\$119,043.00	99.16%
Family & Consumer Sciences	\$64,603.00	\$95,328.00	\$126,053.00	95.12%
Physics	\$62,798.00	\$119,509.00	\$176,220.00	180.61%
Chemistry	\$56,742.00	\$126,164.50	\$195,587.00	244.70%
Education	\$57,516.00	\$107,882.00	\$158,248.00	175.14%
Overall Average	\$60,537.10	\$123,716.55	\$186,896.00	214.21%

Faculty Conclusion

The rates shown in these exhibits represent the market average ranges of compensation for a given discipline and rank of a faculty member. Due to MSU's lack of defined salary ranges, no immediate comparison can be made against these rates, however, this information is used to help build the proposed compensation structures discussed in the recommendations section of this report.

3.0 RECOMMENDATIONS

After reviewing the information provided in the preceding sections of this report, Evergreen Solutions developed recommendations to improve MSU's current compensation structure and its administration and maintenance.



Compensation

Finding:

MSU currently lacks any formalized compensation structure for the majority of its employees, and as a result, it is difficult for the University to determine the state of internal equity amongst its employee salaries. Furthermore, this lack of formal structure means the University is unable to properly gauge its competitiveness with regards to employee salary offerings.

Recommendation 1: Adopt formal salary range structures for both exempt staff and faculty employees.

Evergreen has developed new pay plan structures for MSU's exempt staff and faculty employee groups, respectively. For the exempt staff, Evergreen has developed two alternative structures for MSU's consideration.

The first pay plan is an open range banded structure, which consists of eight unique salary bands that have their own defined salary minimum and maximum. The bands are designed to with the intention to group positions together which have similar levels of responsibility, complexity, and market demand. The details of the exempt staff banded plan are shown in **Exhibit G**.

EXHIBIT G FIRST PROPOSED PLAN FOR EXEMPT STAFF EMPLOYEES

Salary			
Bands	Minimum	Midpoint	Maximum
R1	\$35,821.00	\$55,410.50	\$75,000.00
R2	\$42,510.00	\$62,418.00	\$82,326.00
P1	\$47,585.00	\$71,881.00	\$96,177.00
D1	\$64,344.00	\$83,647.00	\$102,950.00
D2	\$72,151.00	\$113,641.90	\$155,132.80
E1	\$160,000.00	\$172,500.00	\$185,000.00
E2	\$175,000.00	\$202,500.00	\$230,000.00
E3	\$205,000.00	\$240,000.00	\$275,000.00

The alternative plan developed for exempt staff is a conventional open range pay plan. The plan is made up of 25 unique salary grades, in which all exempt staff would be assigned. This plan, relative to the banded plan described above, results in a more structurally custom approach to assigning ranges to positions, as the ranges are narrower and designed for a smaller grouping of classifications per grade. The details of the alternative proposed pay plan are shown in **Exhibit H**.



EXHIBIT H
SECOND PROPOSED PLAN FOR EXEMPT STAFF EMPLOYEES

Proposed Exempt Pay Plan				
Grade	Minimum	Midpoint	Maximum	Range
201	\$35,821.00	\$46,567.30	\$57,313.60	60%
202	\$38,500.00	\$50,050.00	\$61,600.00	60%
203	\$40,152.00	\$52,197.60	\$64,243.20	60%
204	\$42,510.00	\$55,263.00	\$68,016.00	60%
205	\$44,928.00	\$58,406.40	\$71,884.80	60%
206	\$47,585.00	\$61,860.50	\$76,136.00	60%
207	\$51,454.00	\$66,890.20	\$82,326.40	60%
208	\$55,875.00	\$72,637.50	\$89,400.00	60%
209	\$60,111.00	\$78,144.30	\$96,177.60	60%
210	\$64,344.00	\$83,647.20	\$102,950.40	60%
211	\$68,252.00	\$88,727.60	\$109,203.20	60%
212	\$72,151.00	\$93,796.30	\$115,441.60	60%
213	\$76,525.00	\$99,482.50	\$122,440.00	60%
214	\$80,952.00	\$105,237.60	\$129,523.20	60%
215	\$85,658.00	\$111,355.40	\$137,052.80	60%
216	\$91,185.00	\$118,540.50	\$145,896.00	60%
217	\$96,958.00	\$126,045.40	\$155,132.80	60%
218	\$102,987.00	\$133,883.10	\$164,779.20	60%
219	\$109,878.00	\$142,841.40	\$175,804.80	60%
220	\$155,757.00	\$202,484.10	\$249,211.20	60%
301	\$160,000.00	\$208,000.00	\$256,000.00	60%
302	\$175,000.00	\$227,500.00	\$280,000.00	60%
303	\$190,000.00	\$247,000.00	\$304,000.00	60%
304	\$205,000.00	\$266,500.00	\$328,000.00	60%
305	\$215,000.00	\$279,500.00	\$344,000.00	60%

While a thorough review will need to be performed by MSU's human resources staff prior to implementing them, Evergreen has developed preliminary pay band or grade assignments for each of the University's exempt classifications under both alternatives. The primary determinants for Evergreen's assignments was a combination of the results of the market study and experience with other higher education compensation hierarchies.

The faculty pay plan, while also open range in structure, was designed to differentiate compensation for all faculty on two primary factors, faculty rank and discipline area. Based on the faculty market results, unique salary ranges were developed for each of the University's 20 core disciplines in which instruction is currently offered. Each of the disciplines has four salary ranges as well, to account for the four levels of faculty rank: Professor, Associate Professor, Assistant Professor, Lecturer. The resulting compensation structure is shown in Exhibit I.



EXHIBIT I
PROPOSED PAY PLAN FOR FACULTY EMPLOYEES (PROFESSOR)

Discipline	Professor			
	Min	Mid	Max	Range
Architecture	\$68,430.77	\$111,200.00	\$153,969.23	125%
Biological & Biomedical Sciences	\$58,030.77	\$94,300.00	\$130,569.23	125%
Business, Management, & Marketing	\$75,753.85	\$123,100.00	\$170,446.15	125%
Social Sciences	\$57,046.15	\$92,700.00	\$128,353.85	125%
History	\$55,200.00	\$89,700.00	\$124,200.00	125%
English Language & Literature	\$53,661.54	\$87,200.00	\$120,738.46	125%
Engineering	\$73,342.15	\$119,181.00	\$165,019.85	125%
Foreign Languages, Literatures, & Linguistics	\$55,815.38	\$90,700.00	\$125,584.62	125%
Philosophy & Religious Studies	\$56,738.46	\$92,200.00	\$127,661.54	125%
Health Professions	\$61,723.08	\$100,300.00	\$138,876.92	125%
Psychology	\$58,584.62	\$95,200.00	\$131,815.38	125%
Communication & Journalism	\$56,184.62	\$91,300.00	\$126,415.38	125%
Mathematics & Statistics	\$56,676.92	\$92,100.00	\$127,523.08	125%
Parks, Recreation, Leisure & Fitness	\$57,292.31	\$93,100.00	\$128,907.69	125%
Computer & Information Sciences	\$70,892.31	\$115,200.00	\$159,507.69	125%
Visual & Performing Arts	\$49,907.69	\$81,100.00	\$112,292.31	125%
Family & Consumer Sciences	\$55,015.38	\$89,400.00	\$123,784.62	125%
Physical Sciences	\$61,232.00	\$99,502.00	\$137,772.00	125%
Chemistry	\$60,620.31	\$98,508.00	\$136,395.69	125%
Education	\$57,969.23	\$94,200.00	\$130,430.77	125%



EXHIBIT I (CONTINUED)
PROPOSED PAY PLAN FOR FACULTY EMPLOYEES (ASSOCIATE PROFESSOR)

Discipline	Associate Professor			
	Min	Mid	Max	Range
Architecture	\$52,823.23	\$81,876.00	\$110,928.77	110%
Biological & Biomedical Sciences	\$45,771.61	\$70,946.00	\$96,120.39	110%
Business, Management, & Marketing	\$64,449.68	\$99,897.00	\$135,344.32	110%
Social Sciences	\$43,099.35	\$66,804.00	\$90,508.65	110%
History	\$43,662.58	\$67,677.00	\$91,691.42	110%
English Language & Literature	\$42,986.45	\$66,629.00	\$90,271.55	110%
Engineering	\$57,216.13	\$88,685.00	\$120,153.87	110%
Foreign Languages, Literatures, & Linguistics	\$44,103.87	\$68,361.00	\$92,618.13	110%
Philosophy & Religious Studies	\$44,549.03	\$69,051.00	\$93,552.97	110%
Health Professions	\$51,121.94	\$79,239.00	\$107,356.06	110%
Psychology	\$46,950.32	\$72,773.00	\$98,595.68	110%
Communication & Journalism	\$45,087.10	\$69,885.00	\$94,682.90	110%
Mathematics & Statistics	\$46,233.55	\$71,662.00	\$97,090.45	110%
Parks, Recreation, Leisure & Fitness	\$45,755.48	\$70,921.00	\$96,086.52	110%
Computer & Information Sciences	\$60,552.26	\$93,856.00	\$127,159.74	110%
Visual & Performing Arts	\$41,796.77	\$64,785.00	\$87,773.23	110%
Family & Consumer Sciences	\$47,371.61	\$73,426.00	\$99,480.39	110%
Physical Sciences	\$49,079.35	\$76,073.00	\$103,066.65	110%
Chemistry	\$47,683.23	\$73,909.00	\$100,134.77	110%
Education	\$45,359.35	\$70,307.00	\$95,254.65	110%



EXHIBIT I (CONTINUED)
PROPOSED PAY PLAN FOR FACULTY EMPLOYEES (ASSISTANT PROFESSOR)

Discipline	Assistant Professor			
	Min	Mid	Max	Range
Architecture	\$47,597.24	\$69,016.00	\$90,434.76	90%
Biological & Biomedical Sciences	\$43,827.59	\$63,550.00	\$83,272.41	90%
Business, Management, & Marketing	\$59,620.69	\$86,450.00	\$113,279.31	90%
Social Sciences	\$39,896.55	\$57,850.00	\$75,803.45	90%
History	\$40,293.10	\$58,425.00	\$76,556.90	90%
English Language & Literature	\$39,486.90	\$57,256.00	\$75,025.10	90%
Engineering	\$53,793.10	\$78,000.00	\$102,206.90	90%
Foreign Languages, Literatures, & Linguistics	\$40,146.21	\$58,212.00	\$76,277.79	90%
Philosophy & Religious Studies	\$43,060.69	\$62,438.00	\$81,815.31	90%
Health Professions	\$45,351.72	\$65,760.00	\$86,168.28	90%
Psychology	\$42,748.28	\$61,985.00	\$81,221.72	90%
Communication & Journalism	\$40,240.00	\$58,348.00	\$76,456.00	90%
Mathematics & Statistics	\$43,937.93	\$63,710.00	\$83,482.07	90%
Parks, Recreation, Leisure & Fitness	\$41,753.79	\$60,543.00	\$79,332.21	90%
Computer & Information Sciences	\$57,420.69	\$83,260.00	\$109,099.31	90%
Visual & Performing Arts	\$38,448.28	\$55,750.00	\$73,051.72	90%
Family & Consumer Sciences	\$42,498.62	\$61,623.00	\$80,747.38	90%
Physical Sciences	\$46,234.48	\$67,040.00	\$87,845.52	90%
Chemistry	\$44,300.69	\$64,236.00	\$84,171.31	90%
Education	\$42,546.21	\$61,692.00	\$80,837.79	90%



EXHIBIT I (CONTINUED)
PROPOSED PAY PLAN FOR FACULTY EMPLOYEES (LECTURER)

Discipline	Lecturer			
	Min	Mid	Max	Range
Architecture	\$45,174.11	\$62,114.40	\$79,054.69	75%
Biological & Biomedical Sciences	\$41,596.36	\$57,195.00	\$72,793.64	75%
Business, Management, & Marketing	\$54,181.82	\$74,500.00	\$94,818.18	75%
Social Sciences	\$37,865.45	\$52,065.00	\$66,264.55	75%
History	\$38,241.82	\$52,582.50	\$66,923.18	75%
English Language & Literature	\$37,476.65	\$51,530.40	\$65,584.15	75%
Engineering	\$51,054.55	\$70,200.00	\$89,345.45	75%
Foreign Languages, Literatures, & Linguistics	\$38,102.40	\$52,390.80	\$66,679.20	75%
Philosophy & Religious Studies	\$40,868.51	\$56,194.20	\$71,519.89	75%
Health Professions	\$43,042.91	\$59,184.00	\$75,325.09	75%
Psychology	\$40,572.00	\$55,786.50	\$71,001.00	75%
Communication & Journalism	\$38,191.42	\$52,513.20	\$66,834.98	75%
Mathematics & Statistics	\$41,701.09	\$57,339.00	\$72,976.91	75%
Parks, Recreation, Leisure & Fitness	\$39,628.15	\$54,488.70	\$69,349.25	75%
Computer & Information Sciences	\$54,497.45	\$74,934.00	\$95,370.55	75%
Visual & Performing Arts	\$36,490.91	\$50,175.00	\$63,859.09	75%
Family & Consumer Sciences	\$40,335.05	\$55,460.70	\$70,586.35	75%
Physical Sciences	\$43,880.73	\$60,336.00	\$76,791.27	75%
Chemistry	\$42,045.38	\$57,812.40	\$73,579.42	75%
Education	\$40,380.22	\$55,522.80	\$70,665.38	75%

Finding:

MSU's non-exempt employee group is assigned to a defined, well developed salary structure; however, it was found that this structure's rates currently lag behind the market average by a considerable margin. As a result, adjustment is necessary in order for MSU to ensure it is competitive in recruiting and retaining high quality talent among its non-exempt staff.

Recommendation 2: Adjust the current non-exempt compensation structure's salary rates to reflect current market trends.

Evergreen recommends MSU move the non-exempt pay plan by roughly 17 percent in order to close the observed gap between its current rates and the average of its peers' institutions. Additionally, it was found that a number of grades in the lower ranges of the pay plan were unoccupied by any employees, and no classifications were assigned to these ranges. As a result, Evergreen also recommends adjustments to the number, and consequently the naming of the salary grades as well. The details of the proposed adjusted structure are shown in Exhibit I.



EXHIBIT I
PROPOSED PAY PLAN FOR NON-EXEMPT STAFF

Proposed Non-Exempt Pay Plan				
Grade	Minimum	Midpoint	Maximum	Range
101	\$29,177.46	\$37,201.26	\$45,225.06	55%
102	\$30,563.91	\$38,968.99	\$47,374.06	55%
103	\$34,304.40	\$43,738.11	\$53,171.82	55%
104	\$34,304.40	\$43,738.11	\$53,171.82	55%
105	\$35,307.09	\$45,016.54	\$54,725.99	55%
106	\$37,753.56	\$48,135.79	\$58,518.02	55%
107	\$39,584.61	\$50,470.38	\$61,356.15	55%
108	\$42,328.26	\$53,968.53	\$65,608.80	55%
109	\$45,262.62	\$57,709.84	\$70,157.06	55%
110	\$48,400.56	\$61,710.71	\$75,020.87	55%
111	\$51,754.95	\$65,987.56	\$80,220.17	55%
112	\$55,343.34	\$70,562.76	\$85,782.18	55%
113	\$59,179.77	\$75,454.21	\$91,728.64	55%

In order to fully implement the proposed plan above, MSU would need to perform salary adjustments to employees in order to ensure all employees possess a salary that falls within their assigned salary range. Evergreen has developed five different methods in which MSU could perform this step, which are detailed below with their associated costs. It is important to note that no employee receives a salary decrease in any of these scenarios, and the costs shown represent the salary cost alone and do not account for any benefit costs. The costs detailed in the following implementation options represent the cost to implement the proposed exempt staff and faculty plans, and do not include cost estimates for MSU to adopt the non-exempt structure.

Recommendation 3: Perform appropriate one-time salary adjustments to each respective employee group in order to implement the new salary ranges throughout the institution.

Upon establishing the proposed salary ranges, Evergreen was then able to review the state of salary compression amongst MSU's employee groups relative to the proposed ranges. Salary compression can best be as a case in which an employee's salary is highly compressed or very similar to another's, despite significant differences in years of experience in their respective roles. Evergreen reviewed the degree to which the University possessed compression in both exempt staff and the faculty employee groups. To do so, a 30-year career projection was used to divide up each salary range, and then consequently place an employee along their range based on how long they'd been in either their classification (in the case of exempt staff) or their current rank (in the case of faculty), this amount of time is commonly referred to as class time.

Based on the class time of employees, the projected salary can then be determined for all employees, and the difference between the projected salary serves as a proxy for measuring



the degree to which an employee's salary is compressed. While some employees did exceed their projection, no action short of lowering an employee's salary can change these instances, and as a result if someone exceeded their projection, no adjustment is recommended. However, for those employee's whose salary falls below the class time parity projection, Evergreen recommends the following adjustments for each respective employee group:

- **Exempt Staff –**
 - **Banded Plan:** Due to the large width of the salary ranges in the banded structure, Evergreen recommends MSU adopt a modified approach to adjusting employees to their class parity projection salary. Employee salaries are projected based on their total amount of time in their current classification, and allowed adjustment in salary up to the 25th percentile of the proposed banded range. This adjustment would affect a total of 178 exempt staff employees, for an estimated cost of \$2,439,952.58.
 - **Open Range Plan:** Under a similar methodology, in which employee salaries are re-aligned with a class parity in the open range structure and capped at the 25th percentile, the cost to implement for exempt staff total of \$3,188,431.76, affecting a total of 218 employees.
- **Faculty –** Similar to the adjustments recommended for exempt staff, faculty would also have a class parity adjustment to remedy the existing salary compression. However, due to the narrower structure of the salary ranges, adjustment for faculty would be allowed up to the 50th percentile (or midpoint) of the salary range. This adjustment would affect a total of 48 employees for an estimated cost of \$410,851.25.

System Administration

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

Recommendation 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plans as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the University should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

Recommendation 5: Conduct a comprehensive classification and compensation study every three to five years.



While small-scale salary surveys can improve the market position of specific classifications, it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the University. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the University in a poor position for recruiting and retaining quality employees. Furthermore, as Evergreen established the initial pay grade assignments for the University's exempt staff, this was done without a thorough review of each classification's complexity and requirements. As a result, it is important that the University perform a thorough classification review in the near future in order to better finalize its assignments of exempt staff to pay bands.

While the previous two recommendations are intended to maintain the competitiveness over time of the classification and compensation structure as a whole, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

Recommendation 6: Revise policies for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, demotions, and transfers depends largely on an organization's compensation philosophy. However, it is important for the University to have established guidelines for each of these situations, and that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

As outlined above, Evergreen recommends University perform the implementation of the new pay plans, which would involve a one-time salary adjustment for employees to ensure they are placed in the proper position within their range. While this major adjustment should be performed when the University has the financial resources to do so, the University should continue to adjust salaries annually when financially feasible. Based on the feedback from the University leadership, Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels.

- **Structural:** Adjustment to the all three compensation structures should be performed annually and with the aim of adjusting for the changes in cost of living. Evergreen recommends the University tie the annual band movement to the local change in the Consumer-Price-Index (CPI). This annual adjustment will ensure the University's bands do not rapidly fall out of line with that of its peers; however, when conducting the small-scale surveys referenced above, the University should also collect pay plan movement and anticipated movement from its peers to gauge if market movement is keeping pace with CPI movement.
- **Classification:** As a result of the market surveys, the University may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay levels should be considered when this occurs.



Alternatively, if the University identifies classifications that have become hard to recruit and retain, pay level reassignment should also be considered to ensure the University is competitive. For faculty, discipline ranges may need individual adjustment if market pressures arise for a given area.

- **Individual:** To tie into the adjustment of the structure, Evergreen recommends the University adjust employee salaries annually based on individual performance and movement in the cost-of-living. If an employee receives a performance evaluation score of average, he or she would receive the value of the CPI plus one percent. Moreover, based on the feedback from employees and the University's desire to recruit and retain a high-quality workforce, Evergreen recommends the University grant a higher adjustment to employees who receive above average performance evaluations. The University should exercise a differentiated percentage for high performers that meets the financial constraints of the budget but while still providing a meaningful incentive for high performance.

New Hires

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary. Once the University has performed the initial implementation adjustment for current employee salaries, new employee starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

Recommendation 7: Evergreen recommends the University adopt a grid for new hire salary determination.

A hiring grid can be used to determine new hire salaries based on years of related experience that an employee possesses that is above the minimum requirements for the position. Each new hire application or resume would be reviewed and the appropriate placement determined. The table below summarizes the percentage placement between the minimum of the salary range and the midpoint of the salary range. For example, if a position required two years of experience, and a candidate possessed four years of relevant experience, the candidate would receive credit for two years of additional experience and their starting salary would be at the eleventh percentile between the minimum and the midpoint of the positions salary range. The hiring grid was designed with the same years of experience assumption utilized in the parity implementation option, meaning it assumes a career length total of 30 years, with 15 years being required to meet midpoint. The hiring grid is a more deterministic



approach to determining starting salaries, and does not leave a large degree of flexibility to the University when offering compensation to its candidates.

**EXHIBIT J
PROPOSED HIRING GRID**

Years of Experience	Salary Percent
1	3.3%
2	6.7%
3	10.0%
4	13.3%
5	16.7%
6	20.0%
7	23.3%
8	26.7%
9	30.0%
10	33.3%
11	36.7%
12	40.0%
13	43.3%
14	46.7%
15	

Promotions/Demotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moves the salary into the new pay grade, and ensures internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. Regardless of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved.

Recommendation 8: Implement a minimum increase of ten percent of base salary for employees receiving promotion. However, the employee's salary should always be increased to at least the minimum of the new salary range. In the case of demotions, Evergreen recommends a minimum salary decrease of ten percent, except in cases where this percent decrease would reduce the employee's salary below the new range minimum. If the employee's salary exceeds the new range maximum after the pay decrease, the employee should be capped from receiving any salary adjustments until the pay moves upward to allow for increases.

Transfers



An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

Critical Classifications

The University's human resources staff should assess all classifications each year to determine those that should be categorized as "critical" based on market data collected for that year and University turnover. In the first year, we recommend that the critical class supplement be ten percent for those found to be in classifications with more than 30 percent turnover and a market rate percent difference of 20 percent or more.

Recommendation 9: Evergreen recommends the University implement a critical classification program and compensate those classifications that qualify ten percent above their current compensation

In order to assure the University is able to administer and maintain the recommendations included within this report, it is important to have dedicated human resources staff tasks with the oversight of this responsibility. In conversations with the University's executive team, it was found that there is currently no dedicated individual to the administration and maintenance of the compensation program.

Recommendation 10: Evergreen recommends the University hire, promote or otherwise identify and designate an individual whose primary responsibility will be the upkeep and administration of the University's compensation and classification program.

4.0 SUMMARY

MSU should be commended for its desire and commitment to provide competitive and fair compensation for its employees. The recommendations in this report establish a new competitive pay plan, externally competitive pay grade assignments, and system administration practices that will provide MSU with a responsive compensation system for years to come. While the upkeep of this recommended system will require concrete effort, MSU will find that having a competitive compensation system that encourages strong recruitment and employee retention is worth this commitment.

