

St. John's University
Faculty, Administrator, and Staff Compensation Study
Frequently Asked Questions

1. Why Segal?

[The Segal Group, Inc.](#) has been a leading, independent firm of benefit, compensation, and human resources consultants since its founding in 1939. Segal's Higher Education Practice has a dedicated team of consultants who have advised and partnered with colleges and universities for more than 60 years in the following areas: organizational effectiveness, compensation and career strategies, retirement, health, and communications. Segal has worked with more than 300 institutions and typically conducts approximately 30–40 compensation studies a year.

2. What are the key objectives of the study?

- a. Develop a strategic, achievable, and fiscally responsible total compensation philosophy.*
- b. Create a compensation system that promotes competitive salaries, ensuring St. John's ability to retain and attract high quality faculty, administrators, and staff.*
- c. Provide sustainable, competitive, and transparent compensation structure(s) and guidelines.*
- d. Ensure internal equity.*
- e. Help to establish a multiyear financial plan to support approved recommendations from the study.*

3. How will the study align with St. John's mission and vision?

It is critical for the compensation study to align with the University's [strategic plan](#), including its vision, [mission](#), and [core values](#). To be able to attract, retain, and engage the necessary faculty, administrators, and staff that the University needs to thrive, it will be important for St. John's to have a competitive compensation program that reflects the values and perspectives of its employees.

4. What is a compensation philosophy?

A total compensation philosophy is a formal statement documenting the University's position about employee compensation and benefits. It documents pay strategy and explains the "why" behind employee pay and benefits. It also creates a framework for consistency. A well-designed compensation philosophy supports the University's strategic plan and initiatives, goals, competitive outlook, operating objectives, and compensation and total reward strategies.

5. How will a peer or comparator group be defined? Will we also look at an aspirant group?

A significant component of defining St. John's total compensation philosophy is the development of the appropriate comparison market(s) and peer groups for compensation benchmarking. Segal will work with St. John's to identify and define the broader comparison

market(s) (e.g., higher education, general industry, nonprofit, medicine, etc.) and the scope of these markets (e.g., employee/staff/faculty size, revenues, expenses, etc.) for each survey used in the assessment. These comparison markets will also consider local or regional geographic differences and, potentially, employee level and functional area.

Segal will review the University's current peer groups and work with St. John's to identify separate peer group(s) to be used for the market compensation assessment for faculty, administrators, and staff. We will consider both peer and aspirant institutions in these peer groups and review key qualitative and quantitative factors of each of the potential peers. Factors that may be considered in developing the higher education peer group include

- *Carnegie classification*
- *Affiliation (private/public)*
- *Academic disciplines/programs*
- *Operating budget/expenses*
- *Staff, faculty, and student full-time equivalent*
- *Geographic location*
- *Funding sources*

6. Which positions will be studied?

The scope of the study is expected to cover 60 to 70 percent of the administrator and staff positions and a majority of faculty positions.

7. Will my salary change due to this study? If the study suggests that my pay is too high, will my compensation be reduced? How will the results of this study impact my compensation?

No one will see a pay reduction as a result of this study. A salary adjustment (meaning increase) may be warranted depending on considerations such as market levels, each individual's skills, knowledge and expertise, years in position, internal wage compression, equity, and performance relative to the market results. These adjustments would be in addition to any annual salary increase budgeted for the year.

The Faculty, Administrator and Staff Compensation Study is designed to provide a competitive pay system. The proposed system provides a structure and methodology for delivering pay. This systematic program allows and encourages transparency. Employees can expect that their compensation and their position in the salary structure will be reviewed annually.

8. How will the study take into consideration positions/jobs and what an employee brings to the role?

The study will focus on the evaluation of the position/job based on the role's primary responsibilities and minimum required qualifications as compared to similar positions in the external market. After a compensation structure (faculty, administrator, and staff salary grades and ranges) has been developed and each job has been assigned a specific pay range,

the next step will be to review individual employee factors to determine the appropriate pay within the range. Key factors that may be considered are employee qualifications, time in role, etc.

9. Will any jobs be added or eliminated as a result of this study?

No jobs will be added or eliminated as a result of this study. The study will analyze St. John's current compensation levels relative to the market, but no staffing or organizational structure decisions will be made as a result of this study. It is possible that some titles may change and be consolidated to reflect market practices and accurate job levels and job descriptions, but these activities will not result in adding or eliminating any jobs.

10. How will the campus community be engaged?

The campus community will be informed about the key project phases, deliverables, and estimated timing at the beginning of the study. Progress updates will be provided throughout the project. Key stakeholders will be involved in different phases of the study.

11. How will faculty, administrators, and staff learn about and engage in this process?

There will be information sessions held, as well as email/memos sent to the St. John's community throughout the project. Updated information and announcements related to the project will be posted and archived on the [Office of Human Resources](#) webpage. In addition, key stakeholders will be involved in various phases of the study. We strongly encourage you to participate in any and all surveys that you may receive during the course of this study. Your participation is meaningful and will be anonymous.

12. How long will this process take?

A comprehensive study of this nature typically takes between 12 to 14 months to complete. Although we originally expected that the study would be completed within 12-14 months, due to the comprehensive nature of the study, it remains ongoing. Implementation of the study results will likely be a multi-year/phase process based on the total costs and financial resources available.

13. Whom should I contact if I have questions about the study?

You can reach out to Patricia Dorrian, Associate Director of Compensation, at dorrianp@stjohns.edu or 718-990-8191. We expect that there will be questions as we go through the process of collecting and analyzing data and developing a competitive pay system.