

**WINTHROP UNIVERSITY  
FACULTY AND STAFF CLASSIFICATION AND PAY STUDY  
FREQUENTLY ASKED QUESTIONS**

- 1) **What is a pay study?**  
Pay studies determine the "going rate" for positions by comparing and matching their job duties and responsibilities with similar positions at peer institutions and, in some cases, the general marketplace. The Winthrop pay study involved market data from the College and University Professional Association (CUPA) and, when appropriate, CompAnalyst, as well as a review of similar internal positions (see question #5 for more information).
- 2) **What is a "benchmark" job?**  
Benchmark jobs are those positions whose duties and responsibilities are substantively comparable to positions found at other higher education institutions and/or in the general labor market.
- 3) **Were non-salary benefits considered in the recent pay study?**  
Not formally, although non-salary benefits, such as retirement, health benefits, paid leave, and others, played a role in the university's decision on how close to the "market" value we want our base wages to be (based on the competitive market range).
- 4) **Did the study include a review of temporary and/or adjunct faculty pay?**  
It did not. Academic Affairs uses a per-credit-hour rate based on the discipline and academic credentials of the employee to determine adjunct pay. Human Resources reviews pay for non-adjunct temporary positions using pay for FTE positions with similar duties and responsibilities as a baseline.
- 5) **To which businesses or universities did we compare our salaries during the pay study?**  
Winthrop benchmarked faculty and staff salaries against the markets within which it competes for talent using data from the College and University Professionals Association (CUPA) and CompAnalyst (general labor and some higher education). The markets include national and regional public and private doctoral and master's institutions of similar size, local and regional higher education competitors, aspirational institutions, and national general industry for jobs that exist outside of higher education. Within CUPA, Winthrop established three peer lists: one national, one regional, and one for athletics.
- 6) **When do we use the national peer group?**  
The national peer group comprises institutions across the nation that are most like Winthrop—doctoral and master's institutions whose indicators are comparable in the areas of total expenses, student retention rate, tuition and fees as a percentage of core revenue, total student headcount, number of regular staff employees, number of regular faculty, and graduation rate. This group is used when the university conducts a national search for certain positions, including deans, faculty, directors, and positions that report directly to the President.
- 7) **What is a pay philosophy?**  
A pay philosophy is a formal statement documenting the university's position on employee pay. It documents pay strategy and the reasoning behind it, creates a foundation for consistency, and

supports the university's strategic plan, initiatives, goals, competitive outlook, and operating objectives.

8) **What are pay administration guidelines?**

The pay administration guidelines serve as a framework for implementing Winthrop's pay programs. The guidelines provide detailed information regarding Winthrop's commitment to establishing, implementing and maintaining fair, competitive, and equitable pay for all employees.

9) **What were the results of the study?**

As expected, the study identified employee salaries that need to be adjusted to be more competitive with the market. The study determined Winthrop would need to identify approximately \$2.5 million over the next five years to bring all employees to a competitive pay level resulting in a commitment from Winthrop's administration and Board of Trustees to address employee pay. Over a five-year period, the salaries of some employees will be adjusted to a more competitive level.

In FY 2021-2022, Winthrop's administration and Board of Trustees allotted \$400,000 (including fringe benefit cost) to address annual salaries that were identified in the study as needing the greatest adjustment.

In FY 2022-2023, \$500,000 (including fringe benefit cost) was allotted to address annual salaries that were identified in the Year 2 analysis as needing the greatest adjustment.

And in FY 2023-2024, \$500,000 (including fringe benefit cost) was allotted to address annual salaries that were identified in the Year 3 analysis as needing the greatest adjustment.

10) **Will everyone whose salary is found to be lower than the minimum of the structure or a competitive market range receive a salary increase?**

Given current workforce and market data, the five-year plan assumes that the availability of approximately \$2.5 million will allow us to bring all employees to the minimum of the structure or the minimum of the competitive market range for their positions. Winthrop is committed to this implementation and will evaluate the funding needed each year based on available information, including current market and workforce data and unforeseen changes that would affect the availability of funding. At the end of the five years, we will reassess the employee and market data to determine whether we have reached our goal.

11) **How many employees received the increase in Year 3? What about previous years?**

The \$500,000 (including fringe benefits cost) budgeted for the pay study resulted in 131 pay adjustments for faculty and staff in Year 3. Year 2 resulted in 122 pay adjustments while 71 faculty and staff received pay adjustment in Year 1.

12) **How will I know where my individual pay falls within the pay structure?**

Faculty and Unclassified - The pay administration guidelines include the target salary bands for faculty and unclassified staff.

Classified Staff - The State of South Carolina identifies and maintains the state pay bands for classified staff. This information is available in the pay administration guidelines. As a state agency, Winthrop must defer to the state pay structure for classified staff.

However, because we recognize that the state pay bands are broad and the minimum of a band may not be competitive, we have, through the pay study, identified competitive market pay ranges for all classified positions based on job duties. These competitive market pay ranges will be reviewed in making determinations about pay rates for classified employees. In determining which staff were eligible for pay adjustments in Year 1 and in Years 2 through 5, competitive market pay amounts were and will be considered for classified staff rather than relying on the state pay band minimum.

13) **Will I be informed of the competitive market pay range that was identified by the study for my individual position?**

No, employees will not be provided data at this granular level. While we are committed to providing as much information as possible, competitive range is only one data point in determining an individual's pay and would provide an incomplete picture. Other data points include internal equity (the pay of other employees in similar positions), which cannot be shared for obvious reasons; time in rank and salary tier (for faculty); and available funding.

Classified staff can view their classification and state pay band on their position description in PeopleAdmin.

Unclassified staff can find their pay band by viewing Appendices D and E in the Pay Administration Guidelines.