

Julie Hawk

From: Bill Destler [wwdpro@rit.edu]
Sent: Monday, September 24, 2012 11:43 AM
To: All RIT Managers
Subject: Compensation Initiatives

From: Bill Destler, President, RIT
To: All RIT Managers and Supervisors
Subject: Compensation Initiatives

On March 10, 2011 in a letter to all faculty and staff, Provost Haefner and I articulated RIT's compensation philosophy and goals as follows:

“RIT has maintained a long-standing commitment to competitive salaries for faculty and staff. Throughout the years we have used a set of peer institutions to guide salary decisions towards a goal of achieving RIT faculty salaries that match the 50th percentile salary for faculty across the peer institutions. We have established similar goals for both exempt and non-exempt staff using the market band framework to guide our progress.”

There are a number of compensation initiatives underway to assist us in achieving our goals and maintaining our competitive market position.

1. Review of Peer Universities

We recently completed a review of our peer universities (our “benchmark” schools), utilizing the following criteria for our evaluation: membership in AITU, cross-applicant schools, IPEDS data, enrollment, endowment, Carnegie classification and aspirational schools. Our process was reviewed with our external compensation consultant (Towers Watson) to ensure it was robust. The updated list, which was approved by the Executive Compensation Subcommittee of the Board of Trustees, is shown below.

2. Review of All Staff Positions

The Human Resource team is driving this initiative and will work with managers and supervisors throughout the process as appropriate. We anticipate the results of this effort will be communicated in late 2012. The goals are to:

- Assess our wage grade structures (market bands) to ensure we continue to align competitively with the external labor market. This assessment will entail a review of our current employee salaries and our salary ranges against both national and local labor market data.
- Develop a more robust internal job assessment framework to evaluate staff positions.

3. New Wage/Salary Approval Process

I have asked Human Resources to assume the role of steward for all compensation processes (faculty and staff) to ensure consistency of application across the university and alignment with RIT's philosophy and goals. Going forward any wage /salary change proposal must be reviewed and approved by Human Resources prior to implementation/communication. This includes but is not limited to promotions, transfers, new hires, special assignment payments over \$1,000, “add pay” over \$1,000, and our annual merit review process. More information regarding the specifics of this new process will be communicated by Human Resources next week. (Preapproval from HR will not be required for faculty overload pay, faculty summer salary and adjunct pay.)

4. Faculty Market Benchmark Data – Discipline Level

Human Resources is working with Provost Haefner and the Dean’s Council to develop a more robust process for collecting more specific market data at the discipline level for all faculty positions (adjunct, lecturer, Assistant, Associate and Professor). This data will be used to provide additional insight into the labor market and will support our ability to sustain our competitive position.

These initiatives provide the foundation for achieving our compensation philosophy and goals. I will continue to rely on your support of these efforts.

Thank you.

Peer Universities

Carnegie Mellon University
Case Western Reserve University
Clarkson University
Cornell University
Drexel University
Gallaudet University
Illinois Institute of Technology
Kettering University
Lehigh University
Massachusetts Institute of Technology
New York University
Northeastern University
Pace University, NY*
Polytechnic Institute of New York University
Purdue University* – Main Campus
Rensselaer Polytechnic Institute
Rose-Hulman Institute of Technology
Stevens Institute of Technology
NYS University at Buffalo
Syracuse University
Virginia Polytechnic Institute and State University
Worcester Polytechnic Institute

*New to the list

The following schools were removed from the list based on our stated criteria: Cooper Union, Embury-Riddle Aeronautical University, Ithaca College, Milwaukee School of Engineering, Penn State, SUNY Albany, Binghamton, and Stony Brook.