

# Harper College Compensation Study

## Project Briefings



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# INTRODUCTION AND BACKGROUND

The background features a dark blue top section. Below it is a large teal shape that tapers from left to right. A horizontal light blue band runs across the middle. At the bottom, a darker teal shape tapers from left to right, mirroring the top teal shape.

# Introduction and Background

## Market Pricing and Benchmark Jobs

- What is market pricing?
  - The process of determining competitive pay levels for specific jobs in a defined external market
- Why do it?
  - Assess pay levels
  - Ensure “fair” pay
  - Develop salary structures
- Why is feedback important?
  - To ensure the best possible data is used within the analysis
- Benchmark jobs typically represent:
  - Multiple functions and levels within the organization
  - High incumbent positions and/or key positions
  - Static and fairly consistent responsibilities (not changing dramatically from year to year)

Benchmark positions are easily understood within the organization (internally) and the market (externally)

# Introduction and Background

## Benchmark Job List – By Employee Group

### CLASSIFIED

- 1 Accounting Associate
- 2 Accounts Payable Clerk II
- 3 Administrative Assistant AEE
- 4 Administrative Secretary car prog
- 5 Bilingual Secretary/Material Asst.
- 6 Child Care Assistant
- 7 Computer Operator
- 8 Copy Center Operator
- 9 Copy Center/Offset Operator
- 10 Executive Assistant EVP
- 11 Financial Aid Assistant Loans
- 12 Food Service Worker II
- 13 Human Resources Assistant ben
- 14 Information Receptionist car ctr
- 15 Instructional Technology Asst
- 16 Lead Payroll Clerk
- 17 Lead Student Account Rep
- 18 Library Assistant I circulation
- 19 Library Technical Assistant
- 20 Mail Clerk
- 21 OSFA Systems Coordinator
- 22 Program Assistant AED
- 23 Purchasing Assistant
- 24 Receptionist HPS
- 25 Records Assistant
- 26 Registration Assistant
- 27 Sales Associate
- 28 Secretary WCA
- 29 Senior Assess/Test Proctor
- 30 Sr. Records Clerk
- 31 Student Account Representative
- 32 Telephone Operator

### SUPERVISORY/MGMT

- 1 Accountant
- 2 Benefits & Comp Specialist/Mgr
- 3 Business Manager
- 4 Chief of Police
- 5 Community Relations Manager
- 6 Coordinator Campus Set Up
- 7 Coordinator of Registration
- 8 Custodial Foreman
- 9 Custodial Supervisor
- 10 Dir, of Annual Giving & Alumni Relations
- 11 Diverse Workforce Recruiter
- 12 Environmental Health & Safety Mgr.
- 13 ERP Systems Tech Mgr.
- 14 Financial Aid Assoc/Client Services
- 15 Financial Aid Associate
- 16 HR Manager, Employee Relations
- 17 Internal Communications Mgr
- 18 Maintenance Foreman
- 19 Manager, Purchasing
- 20 Media Relations Specialist
- 21 Mgr Client Support
- 22 Mgr Student Systems Dev & Support
- 23 Mgr, Applications Support DB Ressources
- 24 Mgr, Budget/Acct & Operational Analysis
- 25 Mgr, Dining/Conference Services
- 26 Mgr, Institutional Research
- 27 Mgr, Oracle Applications DBA
- 28 Mgr, Retail Services
- 29 Supervisor, Child Learning Ctr.
- 30 Supervisor, Tutoring Center
- 31 Systems & Employment Spec/Mgr
- 32 Web Content Manager

### ADMINISTRATORS

- 1 Director, Career Ctr. & Women's Program
- 2 Assoc Exec Dir Foundation/Dir Major Gifts
- 3 Chief Advancement Officer
- 4 Chief Communications Officer
- 5 Chief Human Resources Officer
- 6 Chief Information Officer
- 7 Controller
- 8 Dean, Academic Area MS
- 9 Dean, Continuing Education
- 10 Dean, Resources for Learning
- 11 Dir Disability Services & 504/ADA Coordinator
- 12 Director, Academic Advising & Counseling
- 13 Director of Institutional Research
- 14 Director Student Recruitment & Outreach
- 15 Director, Athletics & Fitness
- 16 Director, IT Enterprise Systems
- 17 Director, Marketing Services
- 18 Director, Physical Plant
- 19 Director, Student Activities
- 20 Director, Student Financial Assistance
- 21 Exec VP Finance/Administrative Services
- 22 President
- 23 Provost

# Introduction and Background

## Benchmark Job List – By Employee Group

### PRO -TECH

- 1 Academic Research Analyst
- 2 Account Executive
- 3 Admissions Associate
- 4 AED Specialist NNL
- 5 Athletic Trainer
- 6 Business Info Analyst (5)
- 7 CE Coordinator music
- 8 Chem Lab Tech
- 9 Coordinator Instructional Media Production
- 10 Curriculum Content Graphic Illustrator
- 11 Data Research Analyst
- 12 Desktop Integration Analyst
- 13 Graphic Designer Prod Spec.
- 14 Inventory & Logistics Spec.
- 15 Lab Assistant Graphic Arts
- 16 Local Area Network Specialist
- 17 Network Specialist
- 18 Operations Analyst
- 19 Program Spec/Grant Writer
- 20 Programmer/Analyst
- 21 Project Manager
- 22 Recruiting Specialist
- 23 Registered Nurse
- 24 Research Analyst
- 25 Staff Interpreter
- 26 Tech Installation Specialist
- 27 Web Developer, Lead
- 28 Writing Center Specialist

### IEA-NEA

- 1 Custodian
- 2 Custodian w/ lead
- 3 Campus Set-Up Crew
- 4 Groundskeeper
- 5 Painter
- 6 Maintenance Mechanic
- 7 Carpenter
- 8 Electrician
- 9 Plumber
- 10 Certified Pool Engineer
- 11 Utilities Mechanic
- 12 Stationary Engineer
- 13 HVAC Mechanic
- 14 Maintenance Helper
- 15 Utilities Helper
- 16 Warehouse/ Driver

### ICOPS

- 1 Police Officer
- 2 Police Officer w/ lead or supervisory
- 3 Police Officer w/ training duties
- 4 Police Officer w/ rank differential
- 5 Community Service Officer
- 6 Community Service Officer w/ dispatch
- 7 Dispatcher

### ADJUNCT

- 1 Adjunct
- 2 Counselor
- 3 Librarian

### OTHER

- 1 Captionist
- 2 Tutor

# Introduction and Background

## Data Sources Collected

- Three primary sources of data were used for the market pricing study: peer college disclosures, peer municipality disclosures and published surveys

### Peer Colleges

Data was requested and collected from the following participants:

- College of Dupage
- Lake County Community College
- Joliet Community College
- Moraine Valley Community College
- Oakton Community College
- Elgin Community College
- Triton Community College

### Local Municipalities

Data was requested and collected from the following municipalities:

- Elgin
- Palatine
- Village of Lake Zurich
- Village of Hoffman Estates
- Town of Barrington
- Mount Prospect
- Schaumburg

### Published Surveys

The study incorporated data from the following survey vendors:

- College and University Personnel Associates (CUPA)
- Mercer
- Towers Watson
- Employer's Group
- American Library Association

Refer to the appendix for the specific surveys utilized in the study as well as participant lists.

# Introduction and Background

## Understanding the Statistics

- The 25th and 75th, percentiles reflect the dispersion of the data
- The 25th, 50th, and 75th percentiles divide the data into quarters
- The 25th and 75th percentiles are sometimes called the 1st and 3rd quartiles
- The 50<sup>th</sup> %ile (or median) is the primary statistic utilized in the competitive analysis

<b>Lowest =</b>	32,000
	32,750
	32,900
	33,000
	33,500
<b>50th %ile =</b>	33,800
	34,200
	34,250
	35,000
	35,500
<b>Highest =</b>	35,750
75th %ile	34,625
<i>Median (50th %ile)</i>	33,800
25th %ile	32,950
Mean =	33,877
Cases (n=)	11



# COMPETITIVE ANALYSIS

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# Competitive Analysis

## Executive Summary

- Harper College has a competitive total remuneration pay program that is consistent with their compensation philosophy

### Compensation

- Harper's pay ranges are competitive
  - “Competitive” means within +/- 10% of market (96% of market on average)
- “Market” includes comparisons to
  - Peer colleges
  - Local municipalities
  - Published salary surveys which include data for both education and general industry organizations in the Palatine area
- On average, Harper employees are paid at 109% of their range midpoint which translates to 106% of market
- While the pay structure and employee pay are competitive on average, the competitiveness of individual jobs and individual employees varies greatly, both above and below market

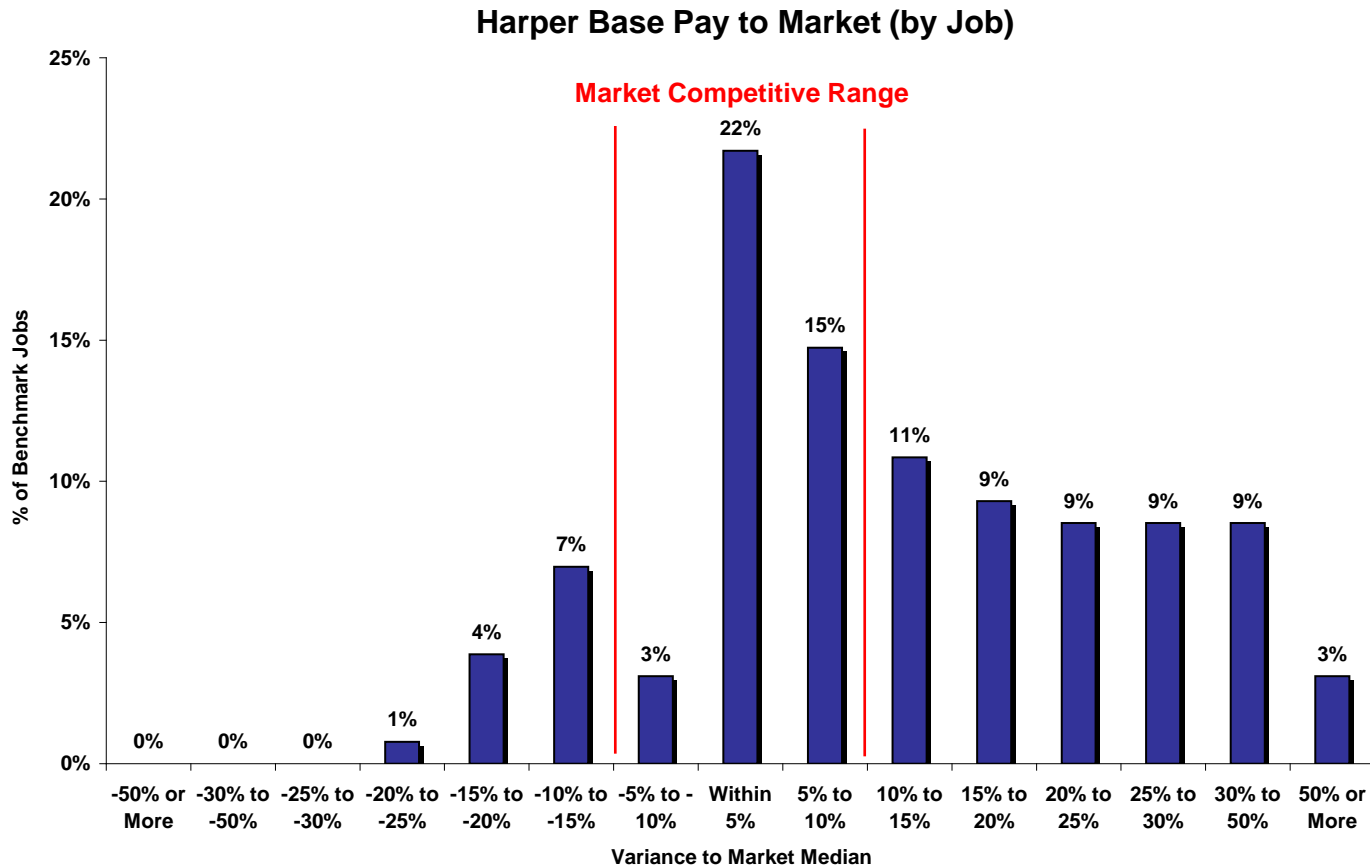
### Benefits

- Harper's health plans are strongly competitive to the market when compared nationally to colleges and universities as well as the peer group of local community colleges
- Harper is also strongly competitive to market relative to Life and LTD as compared to the peer group of local community colleges. Harper's LTD plan is superior to peers in that it does not require disability benefits to be paid out of the pension plan first (unlike the majority of peers)
- Refer to separate report provided for full detail of benefits competitiveness

# Competitive Analysis

## Distribution of Base Pay Market Indices by Job

- Overall, of the 129 benchmark positions\*, 51 positions (40%) were within a market competitive range of 10%, 63 (49%) were above the 10% range, and 15 positions (12%) were below the 10% range



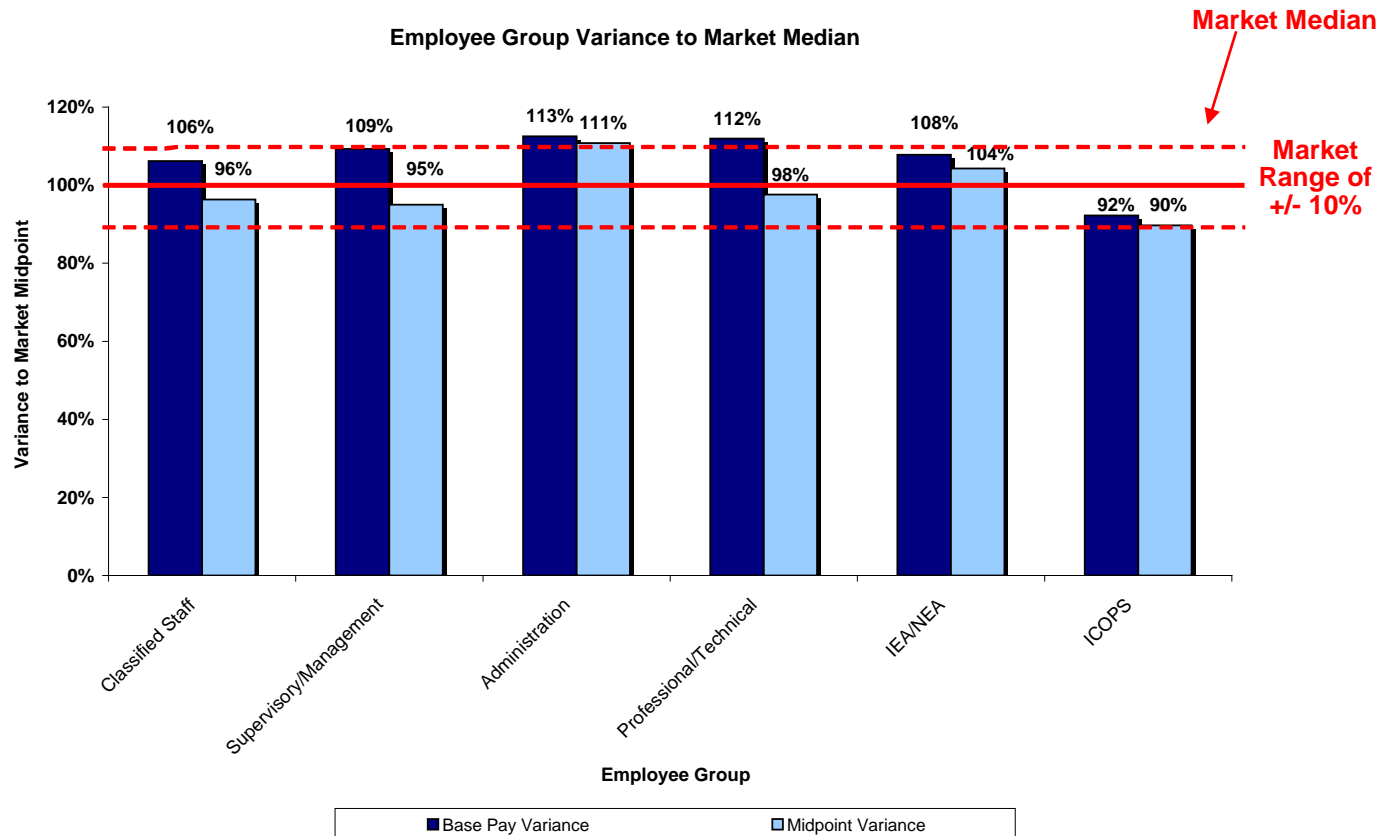
\*Note: 4 Positions were excluded from this analysis due to vacancy and 10 positions were benchmarked for comparative purposes only (and thus no Harper pay data was available)

Percentages may not add to 100% due to rounding

# Competitive Analysis

## Market Variances by Employee Group

- The chart below shows how the different employee groups compare to the market median for actual pay (dark blue) and range midpoints (light blue)
  - All groups are within or above a competitive range



# Competitive Analysis

## Classified Staff Employee Group

- In aggregate, actual pay is competitive relative to the market composite (106% of market median) but there is variation by job (85% to 146%) and by employee
- Pay ranges are within the + / – 10% definition of competitive at 96% of the market median

Benchmark Job Title	Grade	# of Ees	Avg. Base Rate (000's)	Current Midpoint (000's)	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Compa- Ratio	Market Index					Market Ratio Current Midpoint / Market Composite
										Base Rate / Current Midpoint	Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	
Food Service Worker II	FS2	1	\$28.6	\$24.5	\$22.8	--	\$22.8	\$22.8	117%	126%	--	126%	126%	107%	
Executive Assistant EVP	9	7	\$51.9	\$46.9	\$60.2	\$60.5	\$61.6	\$60.7	111%	86%	86%	84%	86%	77%	
Instructional Technology Asst	9	1	\$52.5	\$46.9	\$56.6	--	\$67.6	\$62.1	112%	93%	--	78%	85%	75%	
Lead Payroll Clerk	9	1	\$54.5	\$46.9	\$46.0	\$44.7	\$49.9	\$46.3	116%	118%	122%	109%	118%	101%	
Accounting Associate	9	1	\$56.8	\$46.9	\$40.9	\$42.4	\$44.8	\$42.6	121%	139%	134%	127%	133%	110%	
Computer Operator	9	1	\$51.2	\$46.9	\$35.6	\$51.3	\$42.6	\$45.2	109%	144%	100%	120%	113%	104%	
Administrative Assistant AEE	8	15	\$47.7	\$43.0	\$43.8	\$45.3	\$52.9	\$46.8	111%	109%	105%	90%	102%	92%	
Sr. Records Clerk	8	1	\$52.1	\$43.0	\$53.0	--	--	\$53.0	121%	98%	--	--	98%	81%	
OSFA Systems Coordinator	8	1	\$38.8	\$43.0	\$40.9	--	--	\$40.9	90%	95%	--	--	95%	105%	
Lead Student Account Rep	8	1	\$42.8	\$43.0	\$39.7	\$39.2	--	\$39.4	100%	108%	109%	--	109%	109%	
Copy Center/Offset Operator	8	1	\$52.1	\$43.0	\$39.2	--	\$32.2	\$35.7	121%	133%	--	162%	146%	120%	
Administrative Secretary car prog	7	15	\$44.9	\$39.4	\$40.7	\$38.9	\$51.8	\$42.6	114%	110%	116%	87%	106%	93%	
Program Assistant AED	7	5	\$47.6	\$39.4	\$44.5	\$41.0	--	\$41.9	121%	107%	116%	--	113%	94%	
Registration Assistant	7	1	\$47.6	\$39.4	\$41.6	\$40.5	--	\$40.8	121%	114%	117%	--	117%	97%	
Financial Aid Assistant Loans	7	6	\$40.1	\$39.4	\$40.9	\$48.4	--	\$46.5	102%	98%	83%	--	86%	85%	
Bilingual Secretary/Material Asst.	7	1	\$39.7	\$39.4	\$44.8	--	--	\$44.8	101%	89%	--	--	89%	88%	
Purchasing Assistant	7	1	\$46.9	\$39.4	\$38.6	\$43.3	\$45.0	\$42.5	119%	121%	108%	104%	110%	93%	
Human Resources Assistant ben	7	1	\$47.5	\$39.4	\$38.2	\$47.6	\$41.0	\$43.6	120%	124%	100%	116%	109%	90%	
Student Account Representative	7	4	\$35.1	\$39.4	\$38.0	--	\$41.2	\$39.6	89%	92%	--	85%	89%	100%	
Accounts Payable Clerk II	7	2	\$40.9	\$39.4	\$35.7	\$42.0	\$39.3	\$39.8	104%	115%	97%	104%	103%	99%	
Senior Assess/Test Proctor	7	1	\$41.6	\$39.4	\$35.6	\$37.8	--	\$37.3	105%	117%	110%	--	112%	106%	
Records Assistant	6	1	\$36.8	\$36.2	\$40.3	\$38.5	--	\$38.9	102%	91%	96%	--	95%	93%	
Secretary WCA	6	10	\$41.2	\$36.2	\$37.0	\$32.4	\$45.2	\$36.8	114%	111%	127%	91%	112%	98%	
Library Technical Assistant	6	1	\$38.5	\$36.2	\$33.3	\$29.3	\$44.1	\$34.0	106%	115%	131%	87%	113%	106%	
Copy Center Operator	5	1	\$34.2	\$33.2	\$35.6	\$36.7	\$29.3	\$34.6	103%	96%	93%	117%	99%	96%	
Child Care Assistant	5	3	\$41.6	\$33.2	\$33.9	\$34.8	--	\$34.6	125%	123%	119%	--	120%	96%	
Telephone Operator	5	2	\$33.4	\$33.2	\$31.8	\$30.7	\$34.4	\$31.9	101%	105%	109%	97%	105%	104%	
Library Assistant I circulation	5	10	\$35.6	\$33.2	\$29.8	\$28.6	--	\$28.9	107%	120%	125%	--	123%	115%	
Receptionist HPS	5	3	\$34.2	\$33.2	\$29.6	\$26.6	\$31.5	\$28.6	103%	116%	129%	109%	120%	116%	
Information Receptionist car ctr	3	5	\$30.9	\$27.9	\$29.6	--	\$31.5	\$30.6	110%	104%	--	98%	101%	91%	
Mail Clerk	3	2	\$31.0	\$27.9	\$29.0	\$36.8	\$27.0	\$32.4	111%	107%	84%	115%	95%	86%	
Sales Associate	3	1	\$33.5	\$27.9	\$25.8	--	\$28.5	\$27.2	120%	130%	--	118%	123%	103%	
<b>Overall</b>									<b>110%</b>	<b>110%</b>	<b>108%</b>	<b>103%</b>	<b>106%</b>	<b>96%</b>	

More than 20% deviation from market median index

Note: The Food Service Worker was benchmarked but this job is on a separate structure for food service. This was the only job benchmarked on this structure, and as a result, Mercer does not have sufficient information available to separately assess the ranges for the entire structure.

# Competitive Analysis

## Supervisory/Management Employee Group

- In aggregate, actual pay is within the + / - 10% of market definition of competitive (109% of market median) but there is variation by job (80% to 163%) and by employee. Actual pay is more competitive relative to the education and peer groups (109% and 119% respectively), than compared to the local market (90%)
- Pay ranges are competitive at 95% of the market median. There is variation by job and employee

Benchmark Job Title	Grade	# of Ees	Avg. Base Rate (000's)	Current Midpoint (000's)	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Market Index				Current Midpoint / Market Composite
									Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	
Dir. of Annual Giving & Alumni Relations	CFN5	1	\$83.2	\$74.1	\$84.0	\$60.9	--	\$66.6	99%	137%	--	125%	111%
Business Manager	CFN5	1	\$88.8	\$74.1	\$61.7	--	\$77.5	\$69.6	144%	--	115%	128%	106%
Mgr, Oracle Applications DBA	15	1	\$126.4	\$98.2	\$111.8	--	\$119.4	\$115.6	113%	--	106%	109%	85%
ERP Systems Tech Mgr.	14	1	\$94.3	\$85.9	\$120.0	--	\$115.5	\$117.8	79%	--	82%	80%	73%
Mgr, Applications Support DB Resources	14	1	\$109.8	\$85.9	\$97.2	\$82.2	\$119.4	\$95.2	113%	134%	92%	115%	90%
Mgr Client Support	14	1	\$96.1	\$85.9	\$95.7	\$97.2	\$109.1	\$99.8	100%	99%	88%	96%	86%
Mgr Student Systems Dev & Support	14	1	\$97.5	\$85.9	\$95.7	\$94.4	\$109.1	\$98.4	102%	103%	89%	99%	87%
HR Manager, Employee Relations	14	1	\$81.7	\$85.9	\$82.3	\$63.0	\$91.8	\$75.0	99%	130%	89%	109%	115%
Mgr, Retail Services	14	1	\$102.6	\$85.9	\$78.1	--	--	\$78.1	131%	--	--	131%	110%
Mgr, Budget/Acct & Operational Analysis	13	1	\$93.3	\$74.9	\$96.0	\$68.5	\$107.4	\$85.1	97%	136%	87%	110%	88%
Internal Communications Mgr	13	0	--	\$74.9	\$89.2	--	\$86.1	\$87.7	--	--	--	--	85%
Environmental Health & Safety Mgr.	13	1	\$92.8	\$74.9	\$84.9	\$78.4	\$100.4	\$85.5	109%	118%	92%	109%	88%
Chief of Police	13	1	\$92.2	\$74.9	\$79.5	\$99.9	--	\$94.8	116%	92%	--	97%	79%
Community Relations Manager	13	1	\$71.8	\$74.9	\$73.2	\$61.3	\$101.1	\$74.2	98%	117%	71%	97%	101%
Mgr, Institutional Research	13	1	\$80.1	\$74.9	\$63.3	\$60.4	--	\$61.1	127%	133%	--	131%	123%
Benefits & Comp Specialist/Mgr	12	1	\$80.5	\$62.6	\$77.0	\$58.7	\$100.6	\$73.8	105%	137%	80%	109%	85%
Media Relations Specialist	12	1	\$72.3	\$62.6	--	\$49.2	--	\$49.2	--	147%	--	147%	127%
Systems & Employment Spec/Mgr	12	1	\$80.6	\$62.6	\$83.1	--	\$109.0	\$96.1	97%	--	74%	84%	65%
Maintenance Foreman	12	1	\$80.6	\$62.6	\$75.0	\$60.2	\$84.8	\$70.0	108%	134%	95%	115%	89%
Web Content Manager	12	1	\$77.1	\$62.6	\$71.6	\$66.4	--	\$67.7	108%	116%	--	114%	92%
Financial Aid Associate	12	0	\$48.0	\$62.6	\$40.9	\$41.8	--	\$41.5	117%	115%	--	115%	151%
Mgr, Dining/Conference Services	12	1	\$69.2	\$62.6	\$66.6	--	--	\$66.6	104%	--	--	104%	94%
Manager, Purchasing	12	1	\$68.7	\$62.6	\$66.5	\$61.1	\$70.1	\$64.7	103%	112%	98%	106%	97%
Coordinator of Registration	12	1	\$80.6	\$62.6	\$64.7	\$56.7	--	\$58.7	125%	142%	--	137%	107%
Custodial Supervisor	12	1	\$80.2	\$62.6	\$60.9	\$45.3	--	\$49.2	132%	177%	--	163%	127%
Supervisor, Tutoring Center	12	1	\$80.6	\$62.6	\$56.6	\$65.4	--	\$63.2	142%	123%	--	128%	99%
Diverse Workforce Recruiter	11	1	\$56.1	\$52.3	\$60.5	--	--	\$60.5	93%	--	--	93%	86%
Accountant	11	1	\$62.3	\$52.3	\$48.5	\$55.0	\$57.8	\$54.1	129%	113%	108%	115%	97%
Financial Aid Assoc/Client Services	11	1	\$44.0	\$52.3	\$40.9	\$40.7	--	\$40.8	108%	108%	--	108%	128%
Coordinator Campus Set Up	10	1	\$46.6	\$50.4	\$49.9	\$49.4	--	\$49.5	93%	94%	--	94%	102%
Custodial Foreman	10	2	\$56.5	\$50.4	\$49.8	\$56.4	--	\$54.8	113%	100%	--	103%	92%
Supervisor, Child Learning Ctr.	10	1	\$49.4	\$50.4	\$44.7	\$63.2	--	\$58.6	110%	78%	--	84%	86%
<b>Overall</b>									<b>109%</b>	<b>119%</b>	<b>90%</b>	<b>109%</b>	<b>95%</b>

More than 20% deviation from market median index

Note: Two jobs were benchmarked which are on a separate structure for CFN. These were the only two jobs benchmarked on this structure, and as a result, Mercer does not have sufficient information available to separately assess the ranges for the entire structure.

# Competitive Analysis

## Administrative Employee Group

- In aggregate, actual pay exceeds the + / - 10% definition of competitive (113% of market median) but there is wide variation by job (95% to 143%)
- In aggregate, pay ranges are competitive relative to the market composite (111% of median) but there is wide variation by job (93% to 158%)

Benchmark Job Title	Grade	# of Ees	Avg. Base Rate (000's)	Current Midpoint (000's)	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Compa- Ratio		Market Index				Market Ratio
									Base Rate / Current Midpoint	Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	Current Midpoint / Market Composite	
President	11	1	\$248.4	--	\$221.0	\$230.6	--	\$228.2	--	112%	108%	--	109%	--	
Exec VP Finance/Administrative Services	10	1	\$186.3	--	\$194.9	\$165.0	\$199.5	\$181.1	--	96%	113%	93%	103%	--	
Provost	10	1	\$191.5	--	\$153.3	\$152.6	--	\$152.7	--	125%	126%	--	125%	--	
Chief Communications Officer	10	1	\$144.9	--	\$139.5	\$106.3	--	\$114.6	--	104%	136%	--	126%	--	
Chief Advancement Officer	10	1	\$162.1	--	\$158.4	--	--	\$158.4	--	102%	--	--	102%	--	
Chief Human Resources Officer	9	1	\$140.0	\$145.7	\$138.0	\$108.6	\$152.4	\$126.9	96%	101%	129%	92%	110%	115%	
Controller	9	1	\$144.9	\$145.7	\$128.9	\$107.8	--	\$113.1	99%	112%	134%	--	128%	129%	
Chief Information Officer	9	1	\$144.9	\$145.7	\$137.7	\$154.5	\$142.4	\$147.3	99%	105%	94%	102%	98%	99%	
Dean, Resources for Learning	8	1	\$114.5	\$113.6	\$118.3	\$121.1	--	\$120.4	101%	97%	95%	--	95%	94%	
Director, Marketing Services	8	1	\$128.1	\$113.6	\$114.0	\$81.8	--	\$89.9	113%	112%	157%	--	143%	126%	
Director, Physical Plant	8	0	\$112.0	\$113.6	\$109.8	\$100.8	--	\$103.0	99%	102%	111%	--	109%	110%	
Dean, Continuing Education	8	1	\$114.4	\$113.6	\$105.4	\$107.1	--	\$106.7	101%	109%	107%	--	107%	106%	
Director, IT Enterprise Systems	8	1	\$133.0	\$113.6	\$113.2	\$102.5	\$115.5	\$108.4	117%	117%	130%	115%	123%	105%	
Dean, Academic Area MS	8	1	\$110.0	\$113.6	\$100.1	\$116.9	--	\$112.7	97%	110%	94%	--	98%	101%	
Director Student Recruitment & Outreach	7	1	\$106.9	\$101.4	\$101.0	\$68.8	--	\$76.8	105%	106%	155%	--	139%	132%	
Director of Institutional Research	7	1	\$106.3	\$101.4	\$92.5	\$94.7	--	\$94.2	105%	115%	112%	--	113%	108%	
Dir Disability Services & 504/ADA Coord	7	1	\$83.0	\$101.4	\$79.2	\$59.1	--	\$64.1	82%	105%	140%	--	129%	158%	
Director, Academic Advising & Counseling	6	1	\$92.0	\$90.6	\$101.1	\$88.6	--	\$91.8	102%	91%	104%	--	100%	99%	
Assoc Exec Dir Foundation/Dir Major Gifts	6	1	\$115.1	\$90.6	\$96.9	--	--	\$96.9	127%	119%	--	--	119%	93%	
Director, Student Financial Assistance	6	1	\$88.0	\$90.6	\$82.1	\$89.1	--	\$87.4	97%	107%	99%	--	101%	104%	
Director, Athletics & Fitness	6	1	\$89.3	\$90.6	\$79.9	\$84.1	--	\$83.1	99%	112%	106%	--	107%	109%	
Director, Career Ctr. & Womens's Prograr	6	1	\$90.5	\$90.6	\$74.1	\$68.9	--	\$70.2	100%	122%	131%	--	129%	129%	
Director, Student Activities	6	1	\$91.5	\$90.6	\$70.5	\$86.4	--	\$82.4	101%	130%	106%	--	111%	110%	
<b>Overall</b>									<b>102%</b>	<b>108%</b>	<b>116%</b>	<b>99%</b>	<b>113%</b>	<b>111%</b>	

More than 20% deviation from market median index

- The Director of Disability Services was excluded from the structure analysis given that it is an outlier (market median is more than 10% below the current range minimum). Mercer recommends this job be reviewed in further detail to ensure job matching is appropriate

# Competitive Analysis

## Professional/Technical Employee Group

- In aggregate, actual pay exceeds the + / - 10% definition of competitive (112% of median) but there is wide variation by job (81% to 159%) and employee. While actual pay is higher relative to the education and peer groups (119% and 123% respectively), it is at market when compared to the local market (100% of the market median)
- Pay ranges are in aggregate at market (98% of the market median)

Benchmark Job Title	Grade	# of Ees	Avg. Base Rate (000's)	Current Midpoint (000's)	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Compa- Ratio	Market Index				Market Ratio
									Base Rate / Current Midpoint	Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	Current Midpoint / Market Composite
Network Specialist	8	0	--	\$42.2	\$59.2	\$69.2	\$65.9	\$65.9	--	--	--	--	--	64%
Lab Assistant, Graphic Arts	8	1	\$45.7	\$42.2	\$40.3	--	\$45.4	\$42.9	108%	113%	--	101%	107%	98%
Account Executive	5	2	\$77.0	\$70.9	\$86.1	--	--	\$86.1	109%	89%	--	--	89%	82%
Project Manager	5	1	\$85.1	\$70.9	\$78.7	--	\$92.3	\$85.5	120%	108%	--	92%	99%	83%
Web Developer, Lead	5	1	\$85.1	\$70.9	\$78.1	\$57.8	\$99.2	\$73.2	120%	109%	147%	86%	116%	97%
Business Info Analyst (1-5)	5	2	\$80.9	\$70.9	\$77.2	\$74.5	\$84.6	\$77.7	114%	105%	109%	96%	104%	91%
Coord Instr Media Production	5	1	\$85.1	\$70.9	\$67.4	--	--	\$67.4	120%	126%	--	--	126%	105%
Inventory & Logistics Spec.	4	1	\$78.0	\$65.0	\$80.6	--	--	\$80.6	120%	97%	--	--	97%	81%
CE Coordinator music	4	1	\$78.0	\$65.0	\$73.7	--	--	\$73.7	120%	106%	--	--	106%	88%
Programmer/Analyst	4	2	\$71.8	\$65.0	\$61.8	\$68.4	\$73.5	\$68.0	110%	116%	105%	98%	106%	96%
Local Area Network Specialist	4	1	\$78.0	\$65.0	\$60.7	--	\$64.5	\$62.6	120%	129%	--	121%	125%	104%
Desktop Integ Analyst (1-5)	3	11	\$59.7	\$59.7	\$73.6	--	--	\$73.6	100%	81%	--	--	81%	81%
Curr Content Graphic Illustrato	3	1	\$71.6	\$59.7	\$60.1	\$47.9	\$70.2	\$56.5	120%	119%	149%	102%	127%	106%
Admissions Associate	3	2	\$70.1	\$59.7	\$53.2	\$53.5	--	\$53.5	118%	132%	131%	--	131%	112%
Tech Installation Specialist	3	1	\$67.2	\$59.7	\$42.4	--	\$60.5	\$51.5	113%	159%	--	111%	131%	116%
Program Spec/Grant Writer	2	1	\$65.7	\$54.7	\$54.6	\$53.3	--	\$53.6	120%	120%	123%	--	122%	102%
Operations Analyst	2	1	\$62.8	\$54.7	\$61.8	--	--	\$61.8	115%	102%	--	--	102%	89%
Registered Nurse	2	1	\$68.1	\$54.7	\$52.1	\$53.7	\$69.7	\$57.3	124%	131%	127%	98%	119%	96%
Academic Research Analyst	2	1	\$52.7	\$54.7	\$51.0	\$62.4	--	\$59.6	96%	103%	84%	--	88%	92%
Data Research Analyst	2	1	\$52.7	\$54.7	\$51.0	--	--	\$51.0	96%	103%	--	--	103%	107%
Research Analyst	2	1	\$52.7	\$54.7	\$51.0	--	--	\$51.0	96%	103%	--	--	103%	107%
Writing Center Specialist	2	1	\$65.7	\$54.7	\$46.2	\$40.7	--	\$42.1	120%	142%	161%	--	156%	130%
Graphic Designer Prod Spec.	2	2	\$60.9	\$54.7	\$45.1	\$52.8	\$52.6	\$50.8	111%	135%	115%	116%	120%	108%
Staff Interpreter	2	2	\$70.1	\$54.7	\$45.0	\$43.7	--	\$44.0	128%	156%	160%	--	159%	124%
Athletic Trainer	2	1	\$53.8	\$54.7	\$41.4	\$54.1	--	\$50.9	98%	130%	100%	--	106%	107%
Chem Lab Tech	2	2	\$58.6	\$54.7	--	\$47.7	--	\$47.7	107%	--	123%	--	123%	115%
AED Specialist NNL	1	2	\$57.7	\$50.2	\$46.2	--	--	\$46.2	115%	125%	--	--	125%	109%
Recruiting Specialist	1	4	\$53.0	\$50.2	\$44.9	\$46.7	--	\$46.2	106%	118%	114%	--	115%	109%
<b>Overall</b>									<b>113%</b>	<b>119%</b>	<b>123%</b>	<b>100%</b>	<b>112%</b>	<b>98%</b>

Note: Because Desktop Integration Analyst (1-5) spans multiple grades, Grade 3 was used for the purpose of this analysis  
 More than 20% deviation from market median index

- The Network Specialist was excluded from the structure analysis given that it is an outlier (market median is more than 10% above the current range maximum). Mercer recommends this job be reviewed in further detail to ensure job matching is appropriate



# Competitive Analysis

## IEA/NEA Employee Group

- In aggregate, the pay ranges and actual pay are competitive at 108% and 104% of the market median, respectively. There is some variation by job and employee

Benchmark Job Title	# of Ees	Avg. Base Rate (000's)	Target Market Step Amount	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Compa- Ratio	Market Index				Market Ratio
								Base Rate / Current Target Market Step	Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	Target Market Step / Market Composite
Warehouse/ Driver	1	\$43.7	\$35.9	\$30.1	--	\$32.8	\$31.5	122%	145%	--	133%	139%	114%
Utilities Mechanic	0	--	\$40.5	\$42.3	--	\$60.4	\$51.4	--	--	--	--	--	79%
Campus Set-Up Crew	6	\$36.9	\$21.7	\$42.4	--	--	\$42.4	170%	87%	--	--	87%	51%
Painter	4	\$41.2	\$38.2	\$43.7	\$42.4	\$60.7	\$47.3	108%	94%	97%	68%	87%	81%
Maintenance Mechanic	10	\$63.2	\$56.1	\$42.3	\$58.2	\$60.4	\$54.8	113%	150%	109%	105%	116%	102%
Maintenance Helper	0	--	\$37.1	\$34.8	\$32.1	\$47.4	\$36.6	--	--	--	--	--	101%
Custodian w/ lead	2	\$41.9	\$38.7	\$30.5	\$39.0	--	\$36.9	108%	137%	107%	--	114%	105%
HVAC Mechanic	9	\$67.6	\$56.1	\$49.5	\$73.0	\$58.7	\$63.5	121%	137%	93%	115%	106%	88%
Groundskeeper	1	\$40.9	\$34.7	\$36.0	\$40.1	\$41.4	\$39.4	118%	114%	102%	99%	104%	88%
Custodian	5	\$40.9	\$36.6	\$27.7	\$37.3	\$31.4	\$33.4	112%	148%	110%	130%	122%	110%
<b>Overall</b>								<b>118%</b>	<b>125%</b>	<b>102%</b>	<b>104%</b>	<b>108%</b>	<b>104%</b>

- Mercer recommends additional review of the set-up crew position as the market composite is more than 10% above the range maximum. However, actual employee pay is below the + / - 10% of market definition of competitive (87% of the market median). The majority of incumbents in this job are in a grandfathered step rate which is higher than the current range
- Additional market rates for comparison only are shown below:

Benchmark Job Title	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)
Electrician	\$61.1	--	\$64.8	\$63.0
Plumber	\$51.3	--	--	\$51.3
Carpenter	\$50.5	--	\$55.8	\$53.2
Stationary Engineer	\$46.2	--	--	\$46.2
Utilities Helper	\$34.8	--	\$47.4	\$41.1
Certified Pool Engineer	\$32.2	--	\$50.1	\$41.2

# Competitive Analysis IEA/NEA Employee Group

- The table below shows differences in market rates for the IEA/NEA jobs when comparing union versus non-union organizations
- Harper pay is competitive relative to the union organizations at 108% of the market median

Harper Job Title	Harper Average Pay	All Institutions (Median Base - 000's)	All Union Institutions (Median Base - 000's)	All Non-Union Institutions (Median Base - 000's)	Union All Orgs / Non-Union All Orgs	Union All Orgs / Non-Union All Orgs	Harper Avg Pay / Union Edu Market
Warehouse/ Driver	\$43.7	\$29.4	\$30.2	\$29.3	103%	103%	145%
Utilities Mechanic	--	\$51.0	\$65.4	\$49.7	132%	128%	-
Campus Set-Up Crew	\$36.9	--	--	--	--	--	-
Painter	\$41.2	\$39.1	\$53.4	\$39.4	136%	137%	77%
Maintenance Mechanic	\$63.2	\$51.0	\$65.4	\$49.7	132%	128%	97%
Maintenance Helper	--	\$41.6	\$53.9	\$40.6	133%	130%	-
Custodian w/ lead	\$41.9	\$27.5	\$33.7	\$25.5	132%	122%	125%
HVAC Mechanic	\$67.6	\$46.9	\$65.2	\$46.2	141%	139%	104%
Groundskeeper	\$40.9	\$27.8	\$36.8	\$27.2	135%	132%	111%
Custodian	\$40.9	\$25.0	\$30.6	\$23.2	132%	122%	134%
					<b>131%</b>	<b>128%</b>	<b>108%</b>

Note: Data represents Mercer survey data only (other published survey vendors utilized in this study did not report data by union representation)

- Jobs that were benchmarked for additional market comparisons are also provided below:

Benchmark Job Title	All Institutions (Median Base - 000's)	All Union Institutions (Median Base - 000's)	All Non-Union Institutions (Median Base - 000's)	Union All Orgs / Non-Union All Orgs	Union All Orgs / Non-Union All Orgs
Carpenter	\$48.0	\$64.6	\$44.7	145%	135%
Electrician	\$57.6	\$65.3	\$54.1	121%	113%
Plumber	\$49.3	\$68.2	\$46.7	146%	138%
Stationary Engineer	--	--	--	--	--
Certified Pool Engineer	\$28.8	\$35.2	\$26.7	132%	122%
Utilities Helper	\$41.6	\$53.9	\$40.6	133%	130%

# Competitive Analysis ICOPS Employee Group

- In aggregate, actual pay is competitive at 92%, but competitiveness varies. Harper is competitive relative to the education data and peer colleges (107% and 100% of market median, respectively), but lags the market relative to local municipalities at 72% of the market median
  - For the police officer position, actual pay is competitive (107% of market median) and pay ranges are at market (99% of market median)
  - For the community service officer position, actual pay and pay ranges are just outside the competitive range (89% of market median)
  - For the dispatcher position, actual pay and pay ranges are below competitive (77% and 80% of the market median, respectively)

Benchmark Job Title	Avg. Base Rate (000's)	Current Midpoint (000's)	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)	Market Index				Market Ratio
							Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite	Current Midpoint / Market Composite
Police Officer	\$53.6	\$49.4	\$39.0	\$45.2	\$70.7	\$50.0	137%	119%	76%	107%	99%
Community Service Officer	\$33.6	\$33.4	\$34.4	\$35.9	\$44.7	\$37.7	98%	94%	75%	89%	89%
Dispatcher	\$32.3	\$33.4	\$37.8	\$38.9	\$51.8	\$41.8	86%	83%	62%	77%	80%
<b>Overall</b>							<b>107%</b>	<b>100%</b>	<b>72%</b>	<b>92%</b>	<b>90%</b>

More than 20% deviation from market median index

Note: Local data above represents local municipality data rather than published survey data. Published survey data was not available for these positions

- Mercer confirmed that the police departments of all 7 peer colleges employed sworn officers with full police authority. Additionally, Mercer used benchmarks for armed and certified police officers only from the published surveys
- Additional market rates for comparison only were collected:

Benchmark Job Title	Market Median (Education) (000's)	Market Median (Peer) (000's)	Market Median (Local) (000's)	Composite Market Data (000's)
Police Officer w/ lead or supervisory	\$42.9	\$56.2	\$72.1	\$56.8
Police Officer w/ training duties	\$42.9	--	\$72.1	\$57.5
Police Officer w/ rank differential	\$42.9	--	\$72.1	\$57.5
Community Service Officer w/ dispatch	\$37.8	--	\$44.7	\$41.3

# Competitive Analysis

## Adjunct Employee Group

- Adjunct faculty pay is very competitive relative to the peer organizations at 111% of the market median, 147% of an extended group of 2-year organizations, and 74% as compared to private 4-year colleges providing data:

	Harper Median Range Rate	Peer Colleges (Median)	Extended Sample (2 Year)	Extended Sample (4- Year)	Market Index		
					Harper Median Rate / Peer	Harper Median Rate / Ext. 2 Year	Harper Median Rate / Ext. 4 Year
Pay Rate per Credit Hour	\$931	\$839	\$635	\$1,253	111%	147%	74%

Note: Robert Morris University excluded from table above, as they pay based on a 10-week term (rather than per credit hour). The rate per term is \$500 - \$1,000.

- The organizations providing data for the extended samples are shown below. These comparisons are provided for reference only and are not intended to represent a peer group. Additional data has been requested from other universities, but this represents all data received to date:
  - Public 2-year organizations: Parkland College, Heartland Community College, Morton College, Waubensee Community College, Illinois Central College, Carl Sandburg College, Lake Land College and McHenry County College
  - Private 4-year organizations: Robert Morris University, Loyola University, Roosevelt University and Aurora University
- Harper adjunct rates are highly competitive relative to the range reported by the CUPA survey for adjunct faculty pay for 2-year institutions. The median minimum to maximum range reported was \$569 - \$778, based on approximately 130 organizations who reported data nationally. For 4-year institutions, the median range reported was \$740 - \$1,000 per credit hour for undergraduate instruction, based on approximately 450 organizations who reported data nationally

# Competitive Analysis

## Adjunct Employee Group

- Counselor and librarian annual pay is highly competitive based on the market results. However, there is significant variation within the Peer group and among different organization types reported in published surveys. Further research to explain these differences is warranted

Benchmark Job Title	Avg. Range Rate (Hourly)	Market Median (Education) (Hourly)	Market Median (Peer) (Hourly)	Market Median (Local) (Hourly)	Composite Market Data (Hourly)	Market Index			
						Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite
Librarian	\$39.96	\$29.28	\$36.38	\$29.42	\$32.87	136%	110%	136%	122%
Counselor	\$39.96	\$27.31	\$37.76	--	\$35.15	146%	106%	--	114%

# Competitive Analysis

## Other

- Captionist and Tutor pay is highly competitive relative to the market results

Benchmark Job Title	Avg. Base Rate (Hourly)	Market Median (Education) (Hourly)	Market Median (Peer) (Hourly)	Market Median (Local) (Hourly)	Composite Market Data (Hourly)	Market Index			
						Base Rate / Market Median (Education)	Base Rate / Market Median (Peer)	Avg Base Rate / Market Median (Local)	Avg Base Rate / Market Composite
Captionist	\$28.00	\$22.21	--	--	\$22.21	126%	--	--	126%
Tutor	\$20.63	\$22.21	\$9.84	--	\$12.93	93%	210%	--	160%
<b>Overall</b>						<b>109%</b>	<b>210%</b>	--	<b>138%</b>

Note: Tutor average base rate is based on the average of the 2010/2011 tutoring pay scale; the captionist rate represents the average rate of employees

- Mercer noted significant differences between the peer data reported and the education data for the tutor position which may warrant further investigation

# SUMMARY

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## In Summary: Key Messages

- Harper's benefits program is strongly competitive
- Harper's pay ranges are competitive (96% of market)
- On average employee pay is competitive (106% of market)
- No employees are paid below their range minimum
- Pay varies by Employee group but on average all groups are within or above the + or – 10% definition of “competitive”
- While pay is competitive *on average*, pay for individual employees and jobs vary greatly
- Next steps include further review of:
  - Benchmark jobs with range midpoints significantly above or below market
  - Individual jobs and employees paid significantly below and above market



# APPENDIX

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# Published Survey Sources

- The following published surveys were used to collect compensation data for all positions:
  - College and University Personnel Associates (CUPA): 2010 Administrative Compensation Survey
  - College and University Personnel Associates (CUPA): 2010 Mid-Level Administrative Professional Salary Survey
  - Mercer, *2011 US Global Premium Executive Remuneration Suite (GPERS)*
  - Mercer, *2011 US Benchmark Database*
  - American Library Association: 2010 ALA –APA Salary Survey
  - Employers Group: 2010 The National Information Technology and Engineering Compensation Survey
  - Towers Watson, *2010 Top Management Compensation Survey*
  - Towers Watson, *2010 Top Office and Business Support Compensation Survey*
  - Towers Watson, *2010 Survey Report on Professional Administrative Services Personnel Compensation*
  - Towers Watson, *2010 Survey Report on Technician and Skilled Trades Personnel Compensation*
  - Towers Watson, *2010 Survey Report on Information Technology and e-Commerce Personnel Compensation*
  - Towers Watson, *2010 Survey Report on Supervisory Management Compensation*
  - Towers Watson, *2010 Survey Report on Middle Management Compensation*
  - Towers Watson, *2010 Survey Report on Professional Specialized Services Personnel*
- Participating organizations are provided on the subsequent pages for the CUPA and Mercer surveys. Other surveys have similar participant profiles and full participant listings are available upon request.

# CUPA Survey

## Participating Associate's Institutions

Aims Community College  
Alamo Community College District Central Office  
Alexandria Technical College  
Anne Arundel Community College  
Anoka Technical College  
Anoka-Ramsey Community College  
Arapahoe Community College  
Arizona Western College  
Asheville - Buncombe Technical Community College  
Austin Community College  
Bellevue College  
Bismarck State College  
Black River Technical College  
Bossier Parish Community College  
Brookdale Community College  
Brookhaven College  
Broward College  
Bucks County Community College  
Bunker Hill Community College  
Butler County Community College  
Cascadia Community College  
Cedar Valley College  
Central Arizona College  
Central Lakes College  
Central New Mexico Community College  
Central Ohio Technical College  
Central Virginia Community College  
Central Wyoming College  
Century College  
Chattanooga State Community College  
Chipola College

City Colleges of Chicago  
Cleveland State Community College  
Clovis Community College  
Cochise College  
Coconino County Community College  
College of DuPage  
College of Southern Nevada  
Collin County Community College District  
Colorado Community College System  
Colorado Mountain College  
Columbus State Community College  
Community College of Allegheny Country  
Community College of Philadelphia  
Community College of Rhode Island  
Community College System of New Hampshire  
Cottey College  
Cuyahoga Community College  
Dakota County Technical College  
Dallas County Community College District Office  
Davis Applied Technology College  
Dean College  
Del Mar College  
Delaware Tech & Com College System Summary  
Delgado Community College  
Eastfield College  
Edison State Community College  
El Centro College  
El Paso Community College  
Flathead Valley Community College  
Fond du Lac Tribal and Community College  
Georgia Perimeter College

Good Samaritan College of Nursing and Health Science  
Greenville Technical College  
Harrisburg Area Community College  
Heartland Community College  
Hennepin Technical College  
Hibbing Community College,  
Highland Community College  
Hillsborough Community College  
Holyoke Community College  
Houston Community College System Summary  
Howard College  
Illinois Central College  
Inver Hills Community College  
Itasca Community College  
James A. Rhodes State College  
John Wood Community College  
Johnson County Community College  
Joilet Junior College  
Kalamazoo Valley Community College  
Kansas City Kansas Community College  
Kirkwood Community College  
Kirtland Community College  
L.E. Fletcher Technical Community College  
Lake Region Sate College  
Lake Superior College  
Lakeland Community College  
Lamar State College-Orange  
Landmark College  
Lane Community College  
Latter-Day Saints Business College

# CUPA Survey

## Participating Associate's Institutions

Los Angeles Community College District Office  
Louisiana Delta Community College  
Louisiana State University at Eunice  
Lower Columbia College  
Marymount College  
Mercer County Community College  
Maricopa Cty Cmty Col District System Summary  
Mesabi Range Community and Technical College  
Mesalands Community College  
Metropolitan Community College  
Miami Dade College  
Minneapolis Community and Technical College  
Minnesota State College - Southeast Technical  
Minnesota State Community and Technical College  
Minnesota West Community and Technical College  
Missouri State University - West Plains  
Monroe Community College  
Montana State University - Great Falls College of Tech.  
Montgomery County Community College  
Moraine Park Technical College  
Morgan Community College  
Mott Community College  
Mount Wachusett Community College  
Mountain View College  
Mt. Hood Community College  
New Mexico Junior College  
New Mexico State University at Alamogordo  
New Mexico State University at Carlsbad  
Normandale Community College  
North Central Texas College  
North Dakota State College of Science

North Hennepin Community College  
North Idaho College  
North Lake College  
Northampton Country Area Community College  
Northeast State Technical Community College  
Northern Essex Community College  
Northern Wyoming Community College District  
Northland Community and Technical College  
Northshore Technical College  
Northwest Florida State College  
Northwest State Community College  
Northwest Technical College  
Northwestern Business College  
Northwestern Michigan College  
Nunez Community College  
Oakland Community College  
Oakton Community College  
Oklahoma City Community College  
Olympic College  
Ouachita Technical College  
Owens Community College  
Palm Beach State College  
Pellissippi State Community College  
Pennsylvania Highlands Community College  
Peralta Community Colleges District Office  
Pine Technical College  
Pittsburgh Technical Institute  
Portland Community College  
Rainy River Community College  
Reading Area Community College  
Richland College

Richland Community College  
Ridgewater College  
River Parishes Community College  
Riverland Community College  
Roane State Community College  
Rochester Community and Technical College  
Rowan-Cabarrus Community College  
Saint Cloud Technical College  
Saint Louis Community College Center  
Saint Paul College  
Salt Lake Community College  
San Jacinto College System Summary  
Santa Fe College  
Santa Fe Community College  
Schoolcraft College  
Seminole State College of Florida  
Sinclair Community College  
Snow College  
South Central College  
South Texas College  
Southern State Community College  
Southern West Virginia Community and Technical College  
Southwest Tennessee Community College  
Spartanburg Methodist College  
St. Vincent's College  
State College of Florida, Manatee-Sarasota  
Tarrant County College District  
Treasure Valley Community College  
Trocaire College  
Tulsa Community College  
University of Arkansas Community College at Morrilton

# CUPA Survey

## Participating Associate's Institutions

University of Hawaii Community College  
University of Hawaii Hawaii Community College  
University of Hawaii Honolulu Community College  
University of Hawaii Kapiolani Community College  
University of Hawaii Kauai Community College  
University of Hawaii Leeward Community College  
University of Hawaii Maui College  
University of Hawaii Windward Community College  
Valencia Community College  
Vermillion Community College  
Virginia Community College System Office  
Volunteer State Community College  
Walters State Community College  
Washtenaw Community College  
Weatherford College  
Wenatchee Valley College  
Western Nebraska Community College  
Western Nevada College  
Western Technical College  
Westmoreland County Community College  
William Rainey Harper College  
Yavapai College

# Mercer Benchmark Database Survey

## Participating Education Institutions

Austin Community College  
Babson College  
Baylor College of Medicine  
Bentley University  
Boston College  
Bridgepoint Education, Inc.  
Capella Education Company  
Career Education Corporation  
Carleton College  
Carnegie Mellon University  
College of DuPage  
College of William & Mary  
Cornell University  
Dallas County Community College District  
DePaul University  
DeVry, Inc.  
Drexel University  
Education Management Corporation  
Educational Testing Service (ETS)  
Emory University  
Georgetown University  
Georgia Institute of Technology  
Hampshire College  
Harvard University  
Houston Independent School  
Indiana University  
Jefferson County Public Schools  
Kent State University  
Knowledge Learning Corporation

Knowledge Learning Corporation - Champions  
Knowledge Learning Corporation - Children's Creative Learning Centers  
Knowledge Learning Corporation - KinderCare Learning Centers  
Laureate Education, Inc.  
Laureate Education, Inc. - College of Santa Fe  
Laureate Education, Inc. - Kendall College  
Laureate Education, Inc. - Laureate Higher Education Group  
Laureate Education, Inc. - Laureate Higher Education Group  
Laureate Education, Inc. - Laureate Latin America  
Laureate Education, Inc. - National Hispanic University  
Laureate Education, Inc. - New School of Architecture and Design  
Laureate Education, Inc. - Walden University  
Learning Care Group, Inc  
Los Angeles Community College District  
Los Angeles Unified School District  
Loyola University Chicago  
Massachusetts Institute of Technology  
Medical College of Wisconsin  
Mount Holyoke College  
National-Louis University  
New York University  
Northern Arizona University  
Northwestern University  
Randolph-Macon College  
Stanford University  
Texas State University-San Marcos  
The Johns Hopkins University

The Ohio State University  
The University of Arizona  
The University of Chicago  
The University of Texas System  
The University of Texas System - University of Texas Health Science Center  
The University of Texas System - University of Texas Southwestern Medical Center  
Transylvania University  
Tufts University  
University at Buffalo  
University of Alabama at Birmingham  
University of Central Florida  
University of Houston  
University of Illinois at Chicago  
University of Louisville  
University of Michigan  
University of Minnesota  
University of Minnesota - Crookston  
University of Minnesota - Duluth  
University of Minnesota - Morris  
University of Notre Dame  
University of Pennsylvania  
University of Southern California  
Washington University  
Weill Cornell Medical College  
Westwood College  
Wheaton College  
William Marsh Rice University  
Yeshiva University

# Mercer Benchmark Database Survey

## Participating Chicago Institutions

Access Community Health Network  
Akzo Nobel, Inc.  
American Medical Association  
Barry Callebaut USA LLC  
Bovis Lend Lease - Chicago  
Bovis Lend Lease - MultiSite  
Chicago Transit Authority  
Classified Ventures, LLC  
CME Group Inc.  
CNA Financial Corporation  
DePaul University  
Investnet, Inc.  
Equity Residential  
Equity Residential - Equity Corporate Housing  
Exelon Corporation  
Federal Reserve Bank of Chicago  
Fox Networks Group - Big Ten Network  
Freeman Companies - Freeman Electrical  
GATX Corporation  
GKN America Corporation  
Grant Thornton LLP  
Harris Associates L.P.  
Harris N.A.  
Health Care Service Corporation  
Heidrick & Struggles International, Inc.  
Hu-Friedy Manufacturing Company, Inc.  
Huron Consulting Group  
Hyatt Hotels Corporation  
James Hardie Industries, SE  
Jones Lang LaSalle

Jones Lang LaSalle - Americas  
Kohler Company - Interiors Group  
Laureate Education, Inc. - Kendall College  
Loyola University Chicago  
Lyric Opera of Chicago  
MillerCoors LLC  
National Futures Association  
Navigant Consulting, Inc.  
Northern Trust Corporation  
OSI Industries, LLC - Chicago Campus Facility  
PrivateBancorp, Inc.  
Quest Diagnostics - Wooddale  
Rush University Medical Center  
S&C Electric Company  
Sidley Austin, LLP  
SMART Technologies Corporation  
The Boeing Company  
The Options Clearing Corporation  
The University of Chicago  
The University of Chicago Medical Center  
TTX Company  
U.S. Foodservice - SYMPC Chicago  
Union Tank Car Company  
United States Cellular Corporation  
University of Illinois at Chicago  
Veolia Water North America  
William Blair & Company, LLC  
Wm. Wrigley Jr. Company  
Wm. Wrigley Jr. Company - North America  
Wm. Wrigley Jr. Company - US  
YMCA of the USA

