

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 is a dark teal shape that tapers from left to right, mirroring the teal shape above.

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 50th %ile (or median) is the primary statistic utilized in the competitive analysis

Lowest =	32,000
	32,750
	32,900
	33,000
	33,500
50th %ile =	33,800
	34,200
	34,250
	35,000
	35,500
Highest =	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

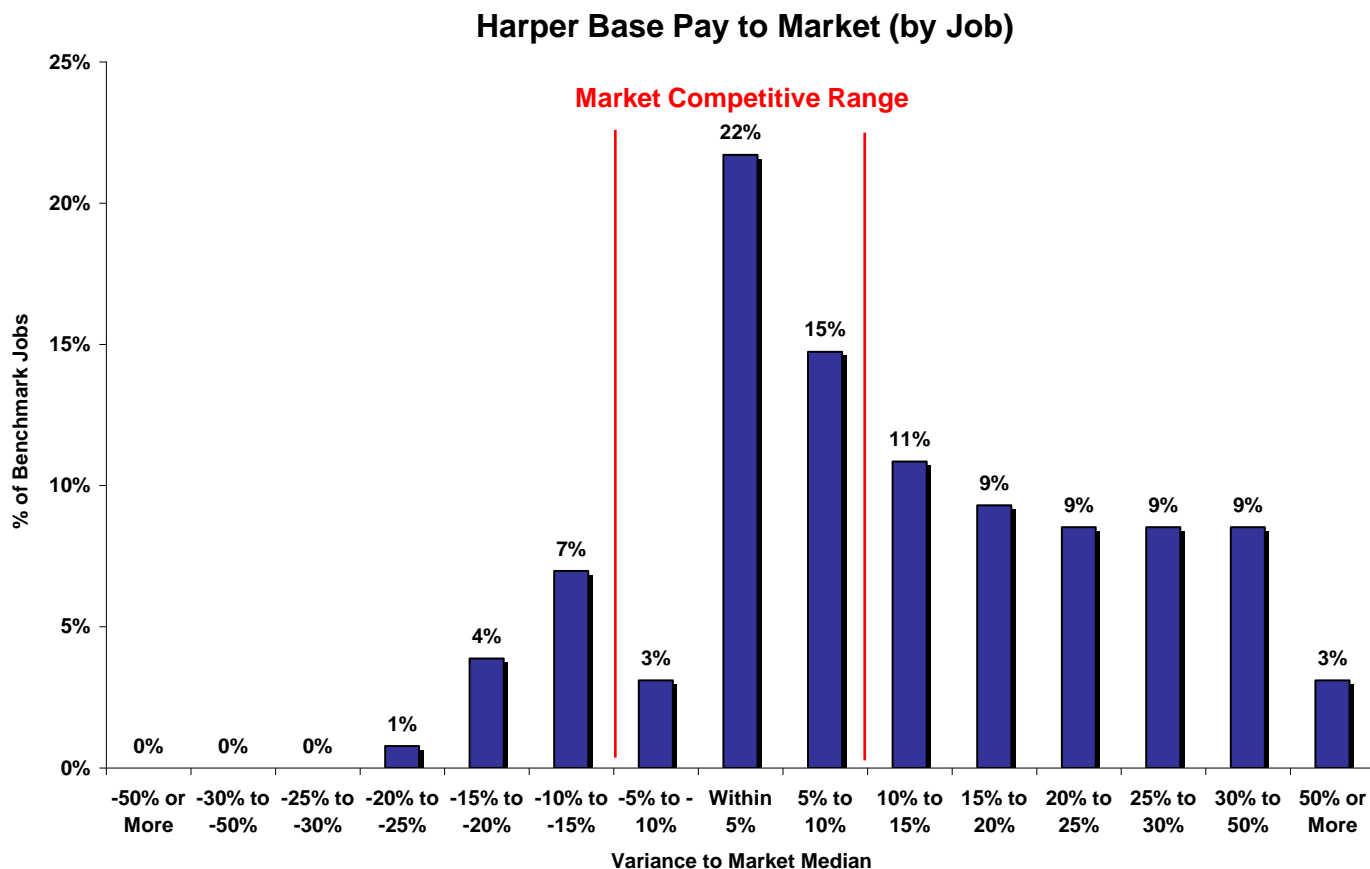
Benefits

- 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



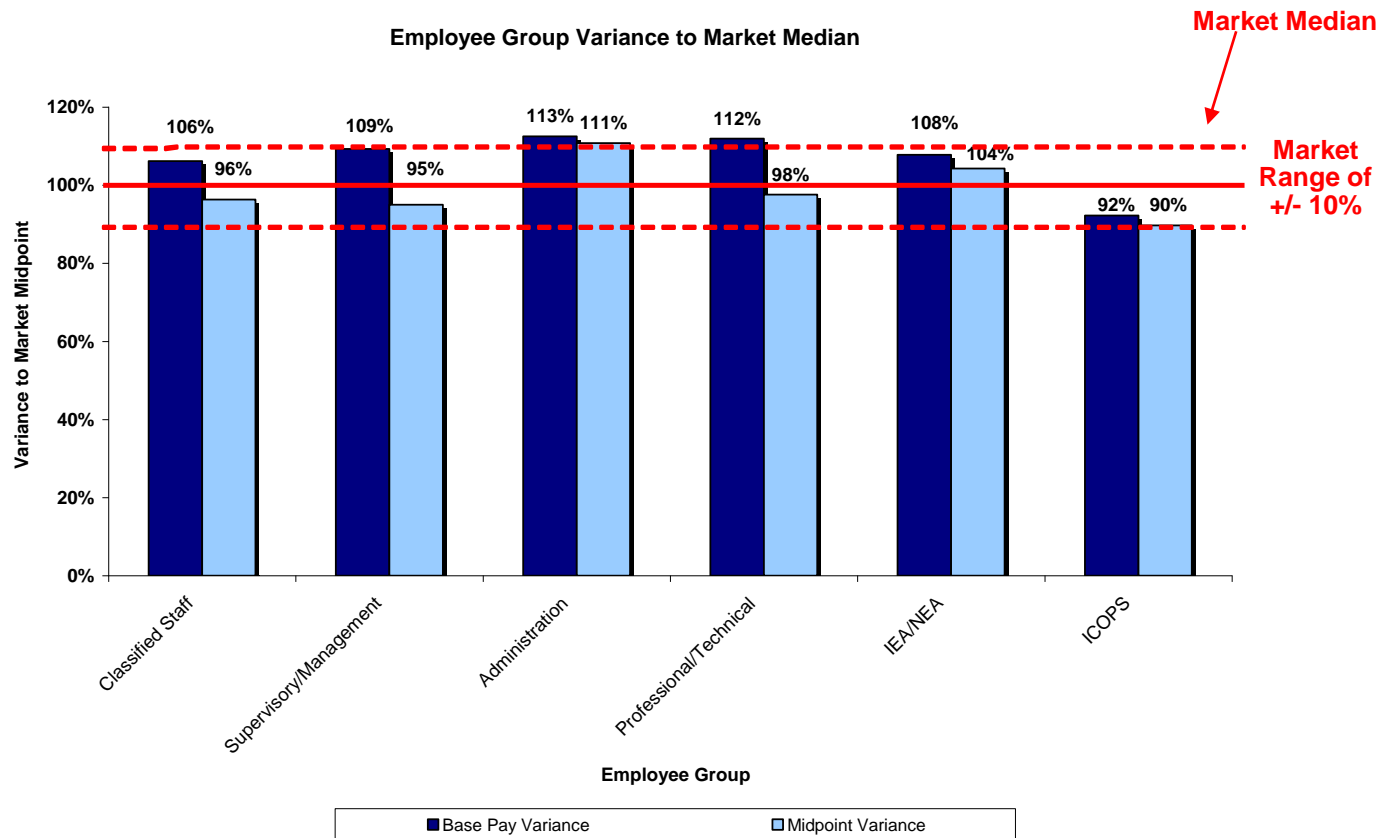
*Note: 4 Positions were excluded from this analysis due to vacancy and 10 positions were benchmarked for comparative purposes only (and thus no Harper pay data was available)

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%	
Overall									110%	110%	108%	103%	106%	96%	

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				Market Ratio
									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	\$69.9	--	\$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%
Overall									109%	119%	90%	109%	95%

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%
Overall									102%	108%	116%	99%	113%	111%

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	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%
Overall									113%	119%	123%	100%	112%	98%

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%
Overall								118%	125%	102%	104%	108%	104%

- 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%
					131%	128%	108%

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%
Overall							107%	100%	72%	92%	90%

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%
Overall						109%	210%	--	138%

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

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 is a dark teal shape that tapers from left to right, mirroring the teal shape above.

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
Envestnet, 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

