



ASU Faculty and Staff,

Earlier this year, I shared the *Standard*, ASU's new strategic plan. Goal four of the *Standard* is Leadership Development and Employee Engagement. It is important that we begin our strategic journey by evaluating the competitiveness and equity of compensation for our faculty and staff. With that goal in mind, we have begun a full review of compensation levels, practices and administration for ASU faculty and staff as part of the *Faculty and Staff Compensation and Classification Study*.

An equitable, sustainable, and flexible compensation program is a critical component in maintaining, attracting, and developing an excellent workforce. A well-developed workforce is integral to the success of ASU. Segal is a nationally recognized human resources consulting firm, which has worked with a number of University System of Georgia (USG) schools using this same process.

A study of this kind will help to ensure our compensation structure is reflective of the current market environment. This effort will produce the first comprehensive ASU compensation plan since the consolidation of our two institutions.

This study will examine the compensation and classification plans and pay levels for our institution. This will result in a comprehensive study based on all ASU faculty and staff members (excluding adjuncts). The overall goal is to create an institutional value proposition that will help to attract, recruit and retain best in class talent.

Specifically, as part of the process, we will be able to:

- Evaluate and market internal structure alignment
- Develop current job and position descriptions
- Develop a single pay structure
- Identify paths for career progression
- Review minimum qualifications for each position
- Provide a competitive salary market assessment
- Implement comprehensive pay administration guidelines

To facilitate a collaborative approach, we will solicit continuous stakeholder involvement throughout the study. The collaborative process will be led by Mr. Larry Johnson, interim chief human resources officer (CHRO) and supported by Mr. Shawn McGee, vice president for administration and fiscal affairs. The project team, which is responsible for serving as the day-to-day contact with Segal, providing data and input into the process and recommendations, is comprised of Mr. McGee, Mr. Johnson, Dr. Mark Thomas, Mr. Veon Williams, Mr. A.L. Fleming, members of the Segal team, and a project management and a communications consultant.

The Compensation Advisory Committee will be made up of faculty and staff members and is responsible for providing guidance and support to the compensation initiative process, and providing input and feedback on products and deliverables.

Compensation is important to everyone. We depend on our pay to raise our families and for our livelihood. We want to ensure that we are making every effort to engage employees in this process. It is important that we set expectations so that we can be as transparent as possible throughout the entire project.

Here are some key points:

- The project will not be completed within a few months. We expect the review to take up to a full calendar year to complete.
- Individual pay adjustments are anticipated. Once the study is completed and available from Segal, we will determine the process and timing for any adjustments. From there, a multi-year project plan, which will be aligned with available funding, will be created to implement the agreed upon recommendations from the study.
- This project will create a standard for consistent and equitable compensation of similar positions across the institution.
- Our commitment is that no one will be adversely impacted by recommendations made in the report.

We look forward to your participation throughout the project. If you have questions, email larry.johnson@asurams.edu.

Yours for ASU,

Marion Ross Fedrick
President