



Florida Gulf Coast University

Staff Compensation and Classification Study

Stakeholder Interview Themes

April 2021

| Agenda

Overview

Stakeholder Interview Themes

Appendix

Overview

- As part of the Staff Compensation and Classification Study, Segal conducted eleven (11) virtual discussions with various stakeholder groups
- Discussions occurred in late March/early April with the purpose of identifying challenges and opportunities with the existing compensation and classification program
- Specific topics covered included:
 - Recruitment and retention factors
 - Markets in which FGCU competes for talent
 - Competitiveness of compensation levels
 - Effectiveness of compensation processes
 - Factors that should influence pay levels

Identifying information that could attribute a comment to a specific individual has been removed to preserve confidentiality. The information presented is a summary of interviewee perceptions and does not represent the opinions of the Segal team.

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Thematic Findings



Low Compensation Levels

- Pay is viewed as low compared to market
- Competitiveness and peer markets vary within the different units of the organization

Need for Clearer Career Paths

- Lack of movement between roles
- Stakeholders struggle to provide a “next step” for their employees
- Movement outside desired function within the University to find new challenges

Inability to Reward Individuals

- Managers feel that it is difficult to provide the pay increases and promotions that help retain high achieving employees

Desire for Defined Compensation Processes and Education

- Stakeholders were interested in clearly-defined procedures relating to salary decisions
- Expressed desire for managers to be able to explain compensation procedures to employees

Culture and Location

- Stakeholders expressed the attractiveness of the University's mission, campus community, and excitement from the leaving their mark on a “newer” institution
- Location is also a recruitment tool

Focus Group Themes

Detail

Low Compensation Levels

- Benefits are generally viewed as valuable, but pay is viewed as low compared to the market
- Some employees have to work second jobs to afford the cost of living
- Some roles have minimum requirements that do not align with the pay being offered
- Some SUS institutions implemented the proposed minimum wage provisions, which boosted pay higher than FGCU
- Concern that the \$15 minimum wage may create challenges in recruiting for entry-level roles and cause compression
- Different departments have different niche markets (e.g., IT, Trades, etc.) and budget considerations (e.g. Campus Life, Athletics, Advancement, etc.)
- Administrative roles were widely noted as having high turnover

Notable Quotes:

“If someone has two offers, we’re the lower one.”

“I have employees looking for second jobs outside of the University.”

“Pay is low, but the benefits make up for it.”

Focus Group Themes

Detail

Need for Clearer Career Paths

- Employees do not often have a “next step” available
- Individuals tend to take similar jobs in other departments or areas of the University for more pay or advancement
- Concern that HR/current process does not factor in scope of responsibility (e.g., departments served, square footage covered, etc.) in determining classifications across departments
- Some departments serve as a “springboard” which allows people entry to their chosen field and then leave the department for advancement elsewhere at FGCU

Notable Quotes:

“I didn’t know there was a Coordinator II title.”

“The upward mobility process is fuzzy.”

Focus Group Themes

Detail

Inability to Reward Individuals

- Struggle to provide promotional opportunities or pay increases for good performance for their employees
- The University's cost of living increases are often the only way to gain an increase unless someone changes roles
- Budget often prevents promotions and increases
- Performance management ratings have no impact on pay increases
- Performance management process is not sufficient to obtain solid ratings for use in the compensation decision process

Notable Quotes:

"I thought there would be more pay increases."

"We tend to pay to the budget."

Focus Group Themes

Detail

Desire for Defined Compensation Processes and Education

- Interest in clearly-defined procedures relating to salary decisions, such as established salary ranges and promotional procedures
- Desire for education to be able to explain compensation and advancement decisions but are not sure how to find that information
- Pay, promotions, and the job posting process seem to vary from unit to unit – unclear on the rules
- Vice Presidents have a lot of leeway in compensation processes, which creates variance from unit to unit
- Concern that not all managers know what services HR can offer them and how best to partner with HR to make decisions

Notable Quotes:

“This is the first place I’ve ever worked that doesn’t have pay grades.”

“I searched the FGCU website and couldn’t find anything helpful on salary increases.”

Focus Group Themes

Detail

Culture and Location

- University's mission and excitement to be part of building something new in a young institution are important factors influencing recruitment and retention
- Collaborative and collegial atmosphere make the university a great place to work
- Small school and continued growth provides opportunities for individuals to shape their roles
- Students are a strong recruiting pool
- People are drawn to Florida, but not necessarily a diverse set of individuals
- Outside of the university, not many social opportunities for young, entry-level employees
- Fort Myers is a unique area, with a lot of retirement-aged individuals and not a lot of big employers

Notable Quotes:

"I came here to help start a university."

"You can't beat the weather."

"I've never been bored."

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Stakeholder Interview Schedule

Focus Group 1 – ITS (March 23)

- **Barry Austra**, Application Programmer Analyst
- **Luis Ceron**, Associate Director, Infrastructure
- **Jon Corliss**, Director, Business Applications
- **Partha Dhar**, Assistant Director, Systems Analyst
- **Gina Guri**, Application Programmer Analyst II
- **Sven Hahues**, Senior. Director, Infrastructure & Ops
- **Abby Lohman**, Information Security Analyst I
- **Amber Pacheco**, IT Project Manager
- **Cristal Ramos**, IT Support Specialist I
- **Rich Shonak**, Assistant Director, Systems Analyst
- **Christian Sin**, ITS Helpdesk Supervisor
- **Courtney Tully**, Assistant Director, User Services

Focus Group 2 – Managers (March 24)

- **Jeremy Brown**, Associate Dean, University Library (Academic Affairs Department)
- **Maryan Egan**, Director, Procurement Services (Administrative Services Department)
- **Donna Gilmore**, Director, Research & Sponsored Programs (Academic Affairs Department)
- **Timothy Gjini**, Associate Director, International Services (Academic Affairs Department)
- **David Jaeger**, Director, Digital Learning (Academic Affairs Department)
- **Lindsey Johns**, Assistant Dean of Students (SSEM Department)
- **Tiffany Reynolds**, Director, Operations (Office of the President)
- **Suzanne Ries**, Associate Director, Facility Operations (SSEM Department)
- **Anthony Rispoli**, Police Captain (Administrative Services Department)
- **Lauren Strunk**, Director, Prevention & Wellness (Office of the President)

Stakeholder Interview Schedule

Continued

Focus Group 3 – Athletics (March 24)

- **Denise Da Silveira**, Associate Athletics Director
- **Graham Diemer**, Associate Athletics Director
- **Michael Estes**, Senior Associate Athletics Director
- **Keenan Johns**, Assistant Athletics Director
- **Michael Miller**, Associate Athletics Director
- **Nicole Neal**, Assistant Athletics Director
- **Kathy Peterson**, Senior Associate Athletics Director
- **John Sinnett**, Associate Athletics Director

Focus Group 4 – Student Success & Enrollment Management (March 24)

- **Ney Arias**, Senior Director, First Year Experience/Retention Program
- **Cor Bright-Kerrigan**, Director, Adaptive Services
- **Dr. Jon Brunner**, Senior Director, Counseling & Wellness Services
- **Dr. Suzanne Jones**, Senior Director, Academic Support Programs & Services
- **Jorge Lopez**, Assistant VP, Student Enrolment & Financial Services
- **Jameson Moschella**, Director, Housing & Residence Life
- **Marisa Ouverson**, Assistant VP, University Advising
- **Jessica Rhea**, Senior Director, Experiential Learning & Career Devevelopment (Academic Engagement Department)
- **Christopher Saxby**, University Registrar
- **Amy Swingle**, Director, Campus Recreation

Stakeholder Interview Schedule

Continued

Focus Group 5 – WGCU (March 25)

- **Kerry Barnes**, Broadcast Tech Supervisor
- **David Duke**, Director, Finance
- **Pamela Garvey**, Associate Director, Development
- **Pamela James**, Assistant Director, Development
- **Becky Lott**, Traffic Manager II
- **Rachel Peacock**, Media Sales Coordinator II
- **Amy Shumaker**, Associate General Manager
- **Kevin Trueblood**, Associate General Manager

Focus Group 6 – Advancement (March 25)

- **Gerard Carrington**, Associate Vice President, Advancement Finance
- **Barbara Cornellier**, Assistant Director, Advancement Services
- **Jeffrey Garner**, Assistant Vice President, Marketing & Communication
- **Rochelle Jackson**, Assistant Director, Development
- **Nicole Russ**, Director, Events & Spec Proj
- **Kim Wallace**, Director, Alumni Relations
- **Deborah Wiltrout**, Associate VP Mktg & Communications

Stakeholder Interview Schedule

Continued

Focus Group 7 – Staff (March 26)

- **Jaclyn Chastain**, Coordinator, Undergraduate Scholarship
- **Mark Chew**, Lab Manager, Engineering
- **Krystie Corbitt**, Coordinator, Space Inventory (Facilities Planning)
- **Marie-Josée Hall**, Assistant Director, Campus Reservations
- **Tricia Zicht**, Data Management Analyst I (Institutional Research)
- **Tasha Ziegler**, Assistant Director, Academic Success (Center for Academic Achievement)

Focus Group 8 – HR Business Partners (March 26)

- **Amy Andrews**, Assistant Director, Institute for Entrepreneurship
- **Mary Berzak**, Business Manager I (ITS Department)
- **Andi Clemons**, Director, Operations (Academic Affairs Department)
- **Lauren Freeman**, Assistant Athletics Director, Financial Operations (Athletics Department)
- **Anne Hansen**, Business Manager II (Marieb College of Health and Human Services)
- **Vikki McConnell**, Associate Director, Business Operations (Physical Plant)
- **Maya Mirzoeva**, Business Manager II (Lutgert College of Business)
- **Jena Padilla**, Business Manager II (College of Arts and Sciences)
- **Iris Perez**, Business Manager II (College of Education)
- **Donna Vasquez**, Associate Director for Library Business Services

Stakeholder Interview Schedule

Continued

Focus Group 9 – Leadership (March 26)

- **Mary Banks**, Associate VP & CIO (Administrative Services)
- **Dr. Tony Barringer**, Associate Provost/Associate VP
- **Dr. Andrew Cinoman**, Associate VP, Academic Engagement
- **Dr. Elizabeth Elliot**, Director/Chair/Professor
- **Dr. Brian Fisher**, Associate VP, Student Engagement
- **Jim Hehl**, Assistant VP, Physical Plant
- **Dr. Chuck Lindsey**, Dean/Associate Professor
- **Joe McDonald Jr.**, Associate Vice President, Administrative Services & Finance
- **Jim Slapp**, Assistant Director / Police Captain

Focus Group 10 – Compensation Project Advisory Committee (March 29)

- **Lisa Banks**, Assistant Director, Mgmt Info Resources
- **Dr. Vivek Bhargava**, Associate Dean
- **Andi Clemons**, Director, Operations (Academic Affairs Department)
- **Dr. Brian Fisher**, Associate VP, Student Engagement
- **Lauren Freeman**, Assistant Athletics Director, Financial Operations (Athletics Department)
- **Rose Fuller**, Director, Career Development Services
- **Jessica Homer**, Assistant Director, Dep Title IX Coordinator
- **Pat Newman**, Administrative Specialist
- **Kirsten Thompson**, Assistant Director, Compensation & Classification
- **Kevin Trueblood**, Associate General Manager (WGCU)
- **Sara Wood**, Assistant Controller, Payroll (Administrative Services)
- **Norman Walker**, Assistant Director, Business Operations

Stakeholder Interview Schedule

Continued

Focus Group 11 – Senior Leadership (April 1)

- **Bill Foster**, Director, Internal Audit
- **Katherine Green**, VP, Advancement
- **Ken Kavanagh**, Director of Athletics
- **Vee Leonard**, VP & General Counsel
- **Monique McKay**, University Ombuds
- **Dr. Aysegul Timur**, Vice President and Vice Provost for Strategy and Program Innovation
- **David Vazquez**, Vice President, Administrative Services and Finance & Executive Director, Financing Corporation

Stakeholder Discussion Guide Questions

Recruiting Talent

- What attracted you to FGCU? Why do you continue to stay?
- From where does FGCU typically recruit staff? Where do people go when they leave? Does this differ by role, level, or area/department?
- How successful is FGCU in attracting and retaining qualified talent? Are there any populations that you are especially concerned about losing or have trouble hiring?

Compensation and Benefits

- Describe the current total compensation strategy as you perceive it. Do you agree with its intent? How well is it executed?
- What works and what doesn't with the current approach to compensation and benefits? How do staff perceive their compensation and benefits?
- How competitive are today's pay and benefits programs?
- How should pay and benefits be positioned relative to the competitive market? To what extent should this differ by role, level, or job family?
- To what extent should pay differ by length of service, performance, or other factors?

Process and Communication

- To what extent do staff understand the compensation program?
- How well do you think the current processes for making pay decisions (e.g., starting salaries, promotional increases, etc.) work? How do you think they are perceived and understood by staff?