

## RFP UCA-24-036 Questions & Answers

### Huron

1. What UCA staff will be assigned to the project and what is their anticipated level of availability? Have any defined roles for UCA staff been assigned such as steering committee, work team, or advisory groups?

No steering committee or work team has been identified. This will be part of the implementation process once a vendor is selected. The group would likely include Institutional Research, Provost's Office, and HR.

2. Can UCA confirm if 574 full and part-time faculty, and 733 full and part-time staff are in scope for this review, or if the other employee groups listed in the background are also in scope (e.g., graduate assistants, Student workers, etc.).

Graduate assistants, student workers and part-time workers will not be included in this review. Only full time employees will be included in the study. Full time employees do not include temporary full time faculty or adjunct faculty. 12 month administrative faculty are included in the full time staff count listed below.

Full time faculty = 573

Full time staff = 816

3. Are executives in scope for this review? If so, what levels of leadership (i.e., CXO's, VP's, Deans, etc.)?

All full time employees should be included in the review.

4. Are those covered under a collective bargaining agreement in scope for this review?

UCA has no collective bargaining agreements in place for its employees.

5. What job-level information will be available for the consultant to benchmark the in-scope jobs (e.g., position descriptions, leveling criteria, etc.)?

Position descriptions will be available.

6. What market sources, if any, does UCA currently use for compensation analysis? Will this data be available to the consultant?

We have used CUPA data in the past to find comparable information on faculty salaries. The consultant can access this data by paying a fee to CUPA.

7. Does University of Central Arkansas have a current compensation strategy that defines markets (peers/comparisons, geographies) and pay positioning for in-scope employees and roles?

We do not have a current compensation strategy based on positions. We have a multiple year plan for cost of living increases and increasing our minimum salary, but nothing based on position.

8. Do current jobs have market matches or benchmark jobs associated with them?

No.

9. What portion of current positions and/or job titles have market matches or benchmark jobs associated with them?

We will work with the vendor to identify the institutions we want to use to draw the benchmark/comparable positions and their associated salaries.

10. Are expectations set for faculty effort? Is faculty effort tracked?

General expectations for faculty performance are set in the Faculty Handbook. Departments set more specific expectations for faculty performance, especially for tenure and promotion, in terms of teaching, scholarship, and service. According to the Faculty Handbook, the standard teaching load per semester is 12 credit hours, but departments can adjust that load based on programmatic needs and reassignment of other duties. Tracking of faculty performance is done using Digital Measures. Information in Digital Measures is used by the department in annual evaluations of faculty, in tenure and promotion applications, and in school, department, and college annual reports.

11. Are performance- or productivity-based incentives currently used for faculty?

Faculty earn a base increase in salary when they are promoted to a higher rank as follows:

Lecturer/Clinical Instructor I to II = \$2,500

Lecturer/Clinical Instructor II to III = \$4,000

Assistant Professor to Associate Professor = \$4,000

Associate Professor to Professor = \$5,500

Otherwise, we do not currently provide any merit-based increases to faculty base salaries. We do award one-time payments for winning faculty awards for teaching, scholarship, and service.

12. Are CIP codes assigned to all faculty jobs, and will this need to be validated?

Yes, we assign CIP codes to all full-time continuing faculty jobs.

## **CBIZ**

- Can you please provide clarification regarding the scope of work, specifically the statement “UCA does not require recommendations on appropriate levels of compensation for positions. We seek data to guide decisions on UCA salaries by comparing current salaries to the prevailing market rate for each position”?
  - Does this mean that UCA is not looking for an evaluation of or recommendations regarding the pay structure?

*UCA does not want the vendor's recommendations on employee compensation.*

- Does this mean that UCA is not looking for an implementation plan or recommendations to address any employee pay gaps?

*We are not asking for guidance on how to implement an employee pay plan. We are only looking for compensation data for comparable positions.*

- Does this mean that UCA is not looking for any faculty or staff employee presentations?

*We do not need the vendor to present any information to faculty or staff. Administration will determine how information will be shared and then share that as needed.*

- Does UCA have access to any salary survey sources (e.g., CUPA-HR)?

*We have used CUPA data in the past to find comparable information on faculty salaries. We do not currently have access to this data because it must be purchased.*

- Can UCA provide Classification of Instructional Programs (CIP) codes for each faculty member?

*Yes, we assign CIP codes to all full-time continuing faculty jobs.*

## **Segal**

Segal has reviewed RFP# UCA-24-036 Faculty and Staff Salary Study and would like to submit the following questions:

- Of the 573 full-time faculty, what types of faculty will the study include: tenured/tenured track, non-tenured / professional track? Can you please provide a breakout by headcount?

The study will include all full-time continuing faculty-- full time temporary faculty and adjunct faculty will not be included. We have 488 full-time continuing faculty. Non tenure-track headcount is 148, Tenure/Tenure-track headcount is 340

- Of the 758 full-time staff, how many titles are included in the study?

166 State titles, which includes 516 different working titles

- How current/accurate are position/job descriptions today? Would you like the consultant to assist in updating position/job descriptions?

Position descriptions will be available and do not need to be updated as part of the scope.

- What is UCA's current compensation philosophy? As part of the scope, are you looking for a review/validation of the compensation philosophy?

We are not asking for review/validation of a compensation philosophy. We are only looking for compensation data for comparable positions.

Our current compensation policy includes a focus on providing cost-of-living increases, increasing the minimum salary for full time employees, identifying compression issues and addressing those in a targeted manner. We will use the data collected through this project to identify a market salary for each position, and set targets for getting employees up to a certain percentage of that market salary. UCA will set the market salary based on the data provided.

- What are the labor/talent markets/peer groups for used today for salary benchmarking? How does this vary by staff vs. faculty? What are the rationale for creating these labor markets?

In 2021 there was a salary study completed for staff. Local universities were used for benchmarking. CUPA data was used in the past to find comparable information on staff and faculty salaries.

- Does UCA utilize the CUPA-HR suite of surveys for benchmarking compensation? Are other surveys utilized as well?

We have used CUPA data in the past to find comparable information on faculty salaries, but do not currently have access to CUPA-HR survey data.

- Does UCA have existing salary structures? If so, how many? Would you like the consultant to assist in updating the salary structure based on changes to the market assessment?

We do not have a current salary structure, and we are not requesting assistance with creating a salary structure.

- Would you like the consultant to review and update existing pay guidelines?

No.

- Are there known internal equity or pay compression issues that exist today? If so, can you provide any details?

Yes, there are concerns with internal equity and compression. We have a multiple year plan for cost of living increases and increasing our minimum salary, but nothing based on position. The focus on increasing the minimum salary for our employees has caused some compression concerns.

- Are you facing any turnover or recruiting challenges for specific positions or functional areas?

Yes, similar to other universities nationwide.

- Does UCA need help with developing communications for this study? If so, what level of support does UCA require?

No.

- What are the key stakeholder groups that will be involved in this study within UCA?

Key stakeholder groups include Faculty Senate and Staff Senate. These groups will likely be represented in the implementation process once a vendor is selected.

- Regarding forms, it appears Attachment 4 is the EO Policy and Attachment 6 is a Contract and Grant Disclosure and Certification Form. Can you please advise if the Contract and Grant Disclosure and Certification Form is required for this submission? **Yes, the Contract & Grant Disclosure is required with the submission.**

- The RFP indicates including exceptions to the terms and conditions. Are there additional terms we need to review beyond what is included in the RFP? **No,**

**additional terms to review, there can be negotiated terms and conditions included within the resulting contract.**

- We note the RFP asks for hard copies and 7 thumb drives as a submission and that no email copies will be accepted. Does the University have a portal or client site where proposals can be uploaded since 7 electronic copies are required? **No, a quantity of (7) USB thumb drives/flash drives should be mailed with your sealed proposal. A quantity of (1) redacted flash drive should be mailed with your sealed proposal.** Segal is striving to be as green as possible and reduce our carbon footprint so we wanted to inquire if there are optional electronic means of submitting the proposal. **No.**
  - If hard copies are required, how many copies of the cost proposal are requested? **One (1) hard copy.** Are any separate USBs for the cost proposal being requested? **The cost proposal must be submitted separately on a USB flash drive or hard copy** or are the USBs exclusively for technical proposals? **All documentation with the exception of the “cost proposal” which must be submitted separately should be on USB’s. See proposal instructions below:**

**Submit one (1) ORIGINAL hard copy, seven (7) electronic copies on flash drives (excluding the cost proposal), and one (1) redacted copy on flash-drives of all proposal documents. Flash drives must clearly identify the company name**

**COST PROPOSAL MUST BE INCLUDED UPON SUBMISSION, BUT SEALED SEPARATELY.** Cost proposal must be enclosed in a separate sealed envelope and marked as such.

## **Bolton**

1. What was the date of the last study completed? Was it of the same scope as the current request? Did it include updated job descriptions?

In 2021 we conducted an internal study identifying market matches for staff at other institutions of higher education in Arkansas. It included updated job descriptions.

2. Was the study completed internally or with the assistance of an outside firm? Who was the outside firm if one was used?

Internally. We want the selected vendor to duplicate the internal process that we previously used in 2021.

3. How many admin and how many faculty unique job titles do you support/maintain?

There are 516 Staff titles. We will share a list of faculty CIP codes once the project is awarded.

## **Brown & Brown**

- Please provide a list of all unique job titles for both Faculty and Staff positions to be included in the study. Additionally, and if possible, please break them out by Deliverable.

There are 516 staff titles. We will provide a list of faculty titles, including CIP code and rank, upon selection of a vendor.

Do any Faculty and/or Staff work remotely? If so, how many remote locations and which Faculty and/or Staff works remotely (Position/Title and Deliverable)?

Yes, we do have a limited number of faculty and staff who work remotely. We do not currently track, on an institutional level, which of our employees work remotely and where.

- Would UCA like to see the market data for all Faculty and Staff organized into a consolidated structure for streamlined administration (Faculty in Deliverable 1 and Staff into Deliverable 2), or is the preference to have a unique salary range assigned to each position? In either scenario, the pure market data for each position would be provided.

We want to see raw data on comparable positions and those positions' salaries for each position. We do not want a recommendation on what the market salary will be for each

position. We would like two deliverables, with faculty being the first deliverable and staff being the second.

- Would UCA like a competitive analysis conducted to measure how each incumbent sits compared to the market data provided?

No.

- While Brown & Brown will provide market data for salary benchmarks, any existing surveys utilized by UCA can also be incorporated. Are any surveys currently being utilized which UCA would want to be included? If so, which survey houses (Ex: CUPA) are utilized by UCA?

We have used CUPA data in the past to find comparable information on faculty salaries, but nothing is currently being used.

### **Compensation Resources**

- Do job descriptions exist for all positions? Are updated job descriptions an expected deliverable of this project?

Position descriptions for staff will be available and do not need to be updated as part of the scope. We will work to update those job descriptions in advance of the salary review to ensure they are accurate.

- For faculty positions, does the University currently distinguish between disciplines with respect to salaries? Is the expectation that the compensation study will provide market findings by rank and discipline?

We want the final deliverable to include comparable market salaries for each faculty position on campus. Therefore, discipline and rank should be considered for each faculty position.

- For staff positions, can you please clarify how many full-time staff job titles will be included in the compensation study (Section 3.0 discusses that the consulting firm will be experienced in evaluating up to 1,500 positions, but does not specify the actual number at UCA)?

There are 516 staff job titles.

- Can you please provide a listing of all staff job titles?

Yes, the list is provided on a separate attachment for both faculty and staff.



· Under Deliverable 2, "using similar institutions and local markets," is it UCA's desire to conduct a custom compensation survey to gather data directly from these peers? Are published surveys an acceptable alternative to a custom survey?

- If a custom survey is to be conducted, does UCA have an established peer group of colleges/universities to be included in the survey?

We want to use a combination of a custom survey and published salary surveys. Ideally, we would get comparable market salaries for three in-state institutions (to be identified by the UCA team that works with the vendor), one comparable out-of-state institution that is of comparable size and scope, and CUPA data. We acknowledge that not every position will have comparable data points for all institutions or salary surveys and we will work internally to decide how we will identify salary comparables for those positions.

· Does UCA currently utilize CUPA-HR or any other local surveys for both faculty and staff positions?

- If so, are you willing to provide access to the consultant for utilization during the compensation study?

We have used CUPA data in the past to find comparable information on faculty salaries, but nothing is currently being used.

· Does the University have current salary grades and ranges in place for faculty and staff positions? **No**

- If so, when were they last updated?
- Is a review/update/design of new ranges an expected deliverable of the compensation study?

· Has UCA previously utilized an outside consultant to provide compensation support? If so, has this consultant been invited to bid on this study? **No.**

· Does UCA have an estimated budget range for Deliverable 1 and Deliverable 2? **No.**