



SAN DIEGO COMMUNITY COLLEGE DISTRICT

2005 Management Salary Survey

Final Report

April 22, 2005

HayGroup

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Introduction

- San Diego Community College District (SDCCD) engaged Hay Group to conduct a salary survey of 24 select management positions among comparable Community College Districts in California.
- This survey focuses on base pay, including longevity pay.
- This report summarizes our survey methodology and findings.

Executive Summary

- Hay conducted a salary survey for management positions, covering 24 benchmark jobs, and to which 13 California community college districts of similar size and complexity participated.
- We collected information on base salary and longevity pay.
- The survey data is effective as of February 2005.
- Overall, SDCCD salary range minimums are 9% below the peer group average.
- Overall, SDCCD salary range maximums without longevity are 7% below the peer group average.
- Overall, SDCCD salary range maximums with longevity are 5% below the peer group average.

Executive Summary (Cont'd.)

- We found that titling for certain positions differ between the peer group and SDCCD. In the peer group, Assistant Chancellors tend to be titled Vice Chancellors, and a number of Managers are titled Directors.
- For Director of Administrative Services; we found 3 participants with Vice President titles, and the other 6 participants matching to this job have either Director, Senior Director or Dean title.
- Hay recommends that SDCCD sets a base salary policy that compares to the average of the peer group. In other words, SDCCD's maximums should be competitive with the market average range maximum without longevity.

Methodology

- Fourteen Community College Districts were identified by SDCCD as a peer group, and were invited to submit data for this survey. We received responses from 12 participants, and were able to access salary information on-line for another participant. In total, the survey counts 13 participants, as follows:

Coast Community College District

Contra Costa Community College District

Foothill-DeAnza Community College District

Grossmont-Cuyamaca Community College District

Kern Community College District

Los Angeles Community College District

Rios Community College District

MiraCosta Community College District

North Orange County Community College District

Rancho Santiago Community College District

San Mateo County Community College District

Southwestern Community College District

Ventura County Community College District

Methodology (Contd.)

- Survey participants were requested to match their jobs to the survey job based on summary descriptions developed from SDCCD's existing job descriptions. Where information was retrieved on-line by Hay Group, jobs were also matched based on job content (with the exception of North Orange County Community College District, where only job titles were available to perform the job matching).
- Data was submitted for the monthly range minimum, the monthly range maximum with longevity and without longevity.
- For the purposes of even comparisons, we calculated longevity to a maximum of 15 years for each participant.
- Respondents were also requested to disclose whether or not the District pays the employee PERS.
- The survey displays the averages and medians of all survey respondents.
- To ensure significant statistics, we provide medians where 5 or more participants reported data, and we provide averages where 3 or more participants reported data.
- Survey data is effective February 2005. HayGroup

Survey Highlights

- We obtained 5 or more matches for each job included in the survey.
- Overall, SDCCD salary range minimums are 9% below the peer group average.
- Overall, SDCCD salary range maximums without longevity are 7% below the peer group average.
- Overall, SDCCD salary range maximums with longevity are 5% below the peer group average.
- The base salary for Chancellor is reported as being negotiated by all but one participant, and therefore no range is provided for this position.

Survey Highlights (Cont'd)

- Regarding titles, we found some common trends among the survey participants; in the table below, we highlight the SDCCD job titles where we found general differences with the peer group title:

SDCCD Title	Typical Title among Peer Group
Assistant Chancellors	Vice Chancellors (might be preceded by "Executive," "Associate," "District")
Director of Administrative Services	Vice President, Director or Dean
Diversity & EEO Compliance Manager	Director
Employee Relations Manager	Director
EOPS Officer	Coordinator, Supervisor, Manager or Director
Facilities & Operations Manager	Director
Purchasing & Contracts Manager	Director

- The tables on the next pages present the summary of results..

Summary Survey Results

Salary Survey Results Compared to SDCCD

Job #	Survey Title	ANNUAL RANGE MINIMUM					ANNUAL RANGE MAXIMUM					ANNUAL RANGE MAXIMUM WITH LONGEVITY				
		# Reporting	Average	Median	SDCCD	SDCCD vs. Average	# Reporting	Average	Median	SDCCD	SDCCD vs. Average	# Reporting	Average	Median	SDCCD	SDCCD vs. Average
M-01	Assistant Chancellor, Business Services	12	\$117,770	\$115,100	\$96,240	82%	10	\$144,200	\$138,250	\$124,368	86%	6	\$146,730	\$139,040	\$137,112	93%
M-02	Assistant Chancellor, HR & Administrative Services	11	\$128,850	\$136,030	\$96,240	75%	8	\$145,940	\$145,250	\$124,368	85%	4	\$149,730		\$137,112	92%
M-03	Assistant Chancellor, Instructional Services, Planning & Technology	7	\$109,030	\$104,420	\$96,240	88%	7	\$130,540	\$127,240	\$124,368	95%	5	\$137,340	\$134,930	\$137,112	100%
M-04	Assistant Chancellor, Student Services	5	\$101,200	\$103,260	\$96,240	95%	5	\$125,690	\$123,290	\$124,368	99%	3	\$128,930		\$137,112	106%
M-05	Associate Dean	6	\$80,350	\$80,020	\$65,352	81%	6	\$100,550	\$101,110	\$83,400	83%	4	\$100,420		\$91,956	92%
M-06	Chancellor	10	\$194,093	\$194,226	\$199,271	103%										
M-07	Chief of Police	9	\$75,580	\$72,100	\$75,000	99%	9	\$92,080	\$88,190	\$95,736	104%	7	\$101,860	\$98,830	\$105,552	104%
M-08	College President	11	\$137,680	\$136,030	\$102,696	75%	7	\$153,200	\$152,160	\$132,744	87%	4	\$154,410		\$146,364	95%
M-09	Controller	12	\$80,530	\$82,610	\$91,512	114%	12	\$104,930	\$104,540	\$118,272	113%	8	\$112,110	\$114,740	\$130,392	116%
M-10	Dean - Instruction	12	\$87,110	\$86,060	\$75,000	86%	12	\$112,710	\$106,140	\$95,736	85%	9	\$120,620	\$113,390	\$105,552	88%
M-11	Dean - Student Development	9	\$87,970	\$88,580	\$75,000	85%	9	\$107,440	\$104,650	\$95,736	89%	7	\$112,420	\$110,810	\$105,552	94%
M-12	Dean - Student Services	10	\$87,040	\$86,570	\$75,000	86%	10	\$107,150	\$104,940	\$95,736	89%	8	\$112,410	\$111,550	\$105,552	94%
M-13	Director, Administrative Services	9	\$85,660	\$86,740	\$80,580	94%	8	\$104,930	\$106,280	\$102,852	98%	6	\$109,710	\$110,610	\$113,400	103%
M-14	Director, Information Technology	9	\$95,280	\$84,290	\$93,432	98%	8	\$121,460	\$111,020	\$120,756	99%	5	\$133,520	\$117,480	\$133,128	100%
M-15	Director, Public Information & Government Relations	9	\$80,360	\$78,700	\$69,912	87%	9	\$101,030	\$101,820	\$89,220	88%	5	\$106,800	\$107,810	\$86,364	81%

Summary Survey Results (Continued)

Job #	Survey Title	ANNUAL RANGE MINIMUM					ANNUAL RANGE MAXIMUM					ANNUAL RANGE MAXIMUM WITH LONGEVITY				
		# Reporting	Average	Median	SDCCD	SDCCD vs. Average	# Reporting	Average	Median	SDCCD	SDCCD vs. Average	# Reporting	Average	Median	SDCCD	SDCCD vs. Average
M-16	Diversity & EEO Compliance Manager	6	\$85,920	\$87,760	\$75,000	87%	6	\$106,160	\$101,930	\$95,736	90%	4	\$121,280		\$105,552	87%
M-17	Employee Relations Manager	9	\$87,440	\$87,490	\$75,000	86%	9	\$109,240	\$108,920	\$95,736	88%	5	\$123,410	\$123,370	\$105,552	86%
M-18	EOPS Officer	9	\$64,530	\$67,350	\$57,204	89%	9	\$90,650	\$90,590	\$73,008	81%	6	\$103,200	\$97,460	\$80,484	78%
M-19	Facilities & Operations Manager	12	\$87,520	\$86,920	\$75,000	86%	12	\$103,740	\$106,900	\$95,736	92%	8	\$118,330	\$120,200	\$105,552	89%
M-20	Manager of Instructional Research	11	\$77,680	\$73,480	\$75,000	97%	11	\$100,440	\$89,800	\$95,736	95%	7	\$105,920	\$84,880	\$105,552	100%
M-21	Payroll Manager	11	\$62,520	\$63,500	\$65,352	105%	11	\$78,680	\$79,940	\$83,400	106%	7	\$87,690	\$86,140	\$91,956	105%
M-22	Purchasing & Contracts Manager	12	\$75,840	\$71,970	\$75,000	99%	12	\$94,130	\$93,820	\$95,736	102%	8	\$102,810	\$99,120	\$105,552	103%
M-23	Vice President, Instruction	12	\$99,590	\$102,290	\$91,512	92%	12	\$126,840	\$125,260	\$118,272	93%	8	\$137,310	\$127,890	\$130,392	95%
M-24	Vice President, Student Services	12	\$99,590	\$102,290	\$91,512	92%	12	\$126,840	\$125,260	\$118,272	93%	8	\$137,310	\$127,890	\$130,392	95%

Average 91%

Average 93%

Average 95%

Insufficient data

** Chancellor salary range and longevity not available
 Longevity calculated to a maximum of 15 years.

Proposed Salary Structure Options

- SDCCD's current salary structure is based on the average salary practice of multi-campus community college districts located in California.
- Using the same compensation strategy, we performed the following analysis:

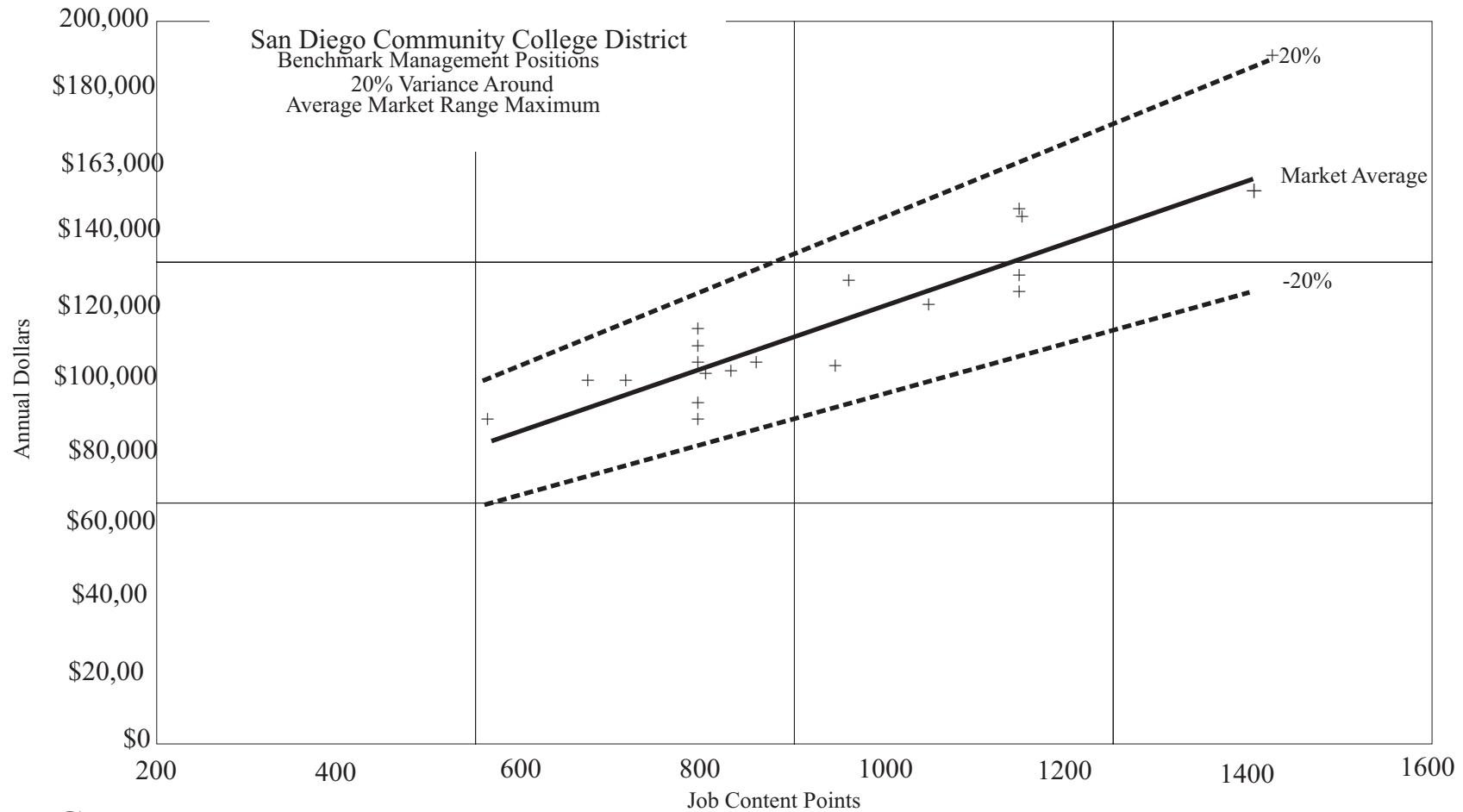
Created Chart A and B that plots the market average (Chart A) and market median (Chart B) for each of the benchmark positions used in the salary survey.

- The data points on each chart represents the average or median base salary for the survey benchmark positions. The solid black line on the chart represents the market base pay practice. The lines are calculated using a linear regression method to produce the "line of best fit" when examining job content.
- The two dotted black lines represent "dispersion lines." These lines are set a 80% and 120% of the market base pay practices. The dispersion lines represent a range around the practice, with the lower line representing 80% of the base salary practice and the upper line representing 120% of the practice.

Created Chart C that plots SDCCD's current Step F as compared to market average and median base pay practices.

Proposed Salary Structure Options - Chart A

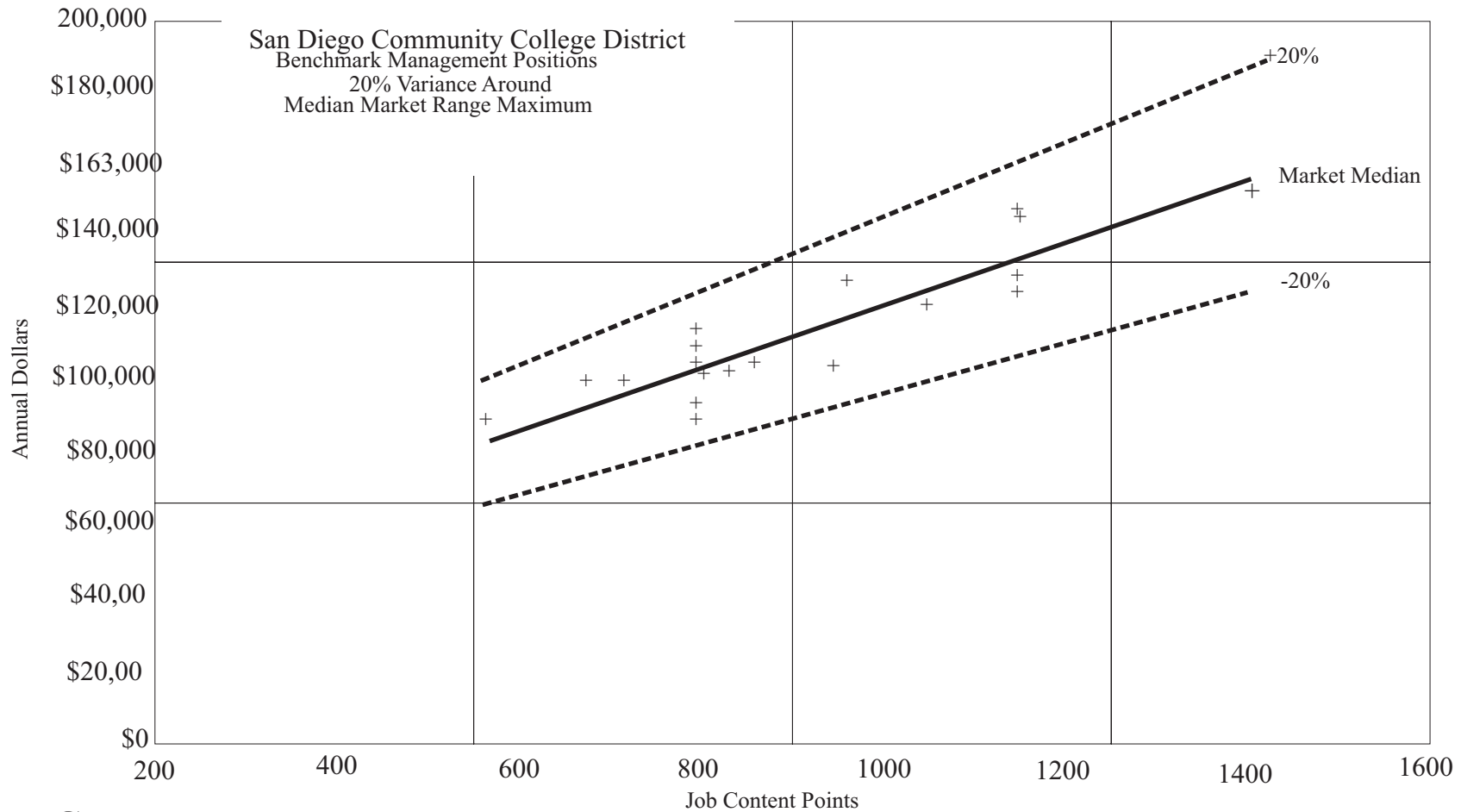
The pattern of analysis below suggest a good relationship between role Size and market average base pay practice.



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Proposed Salary Structure Options - Chart B

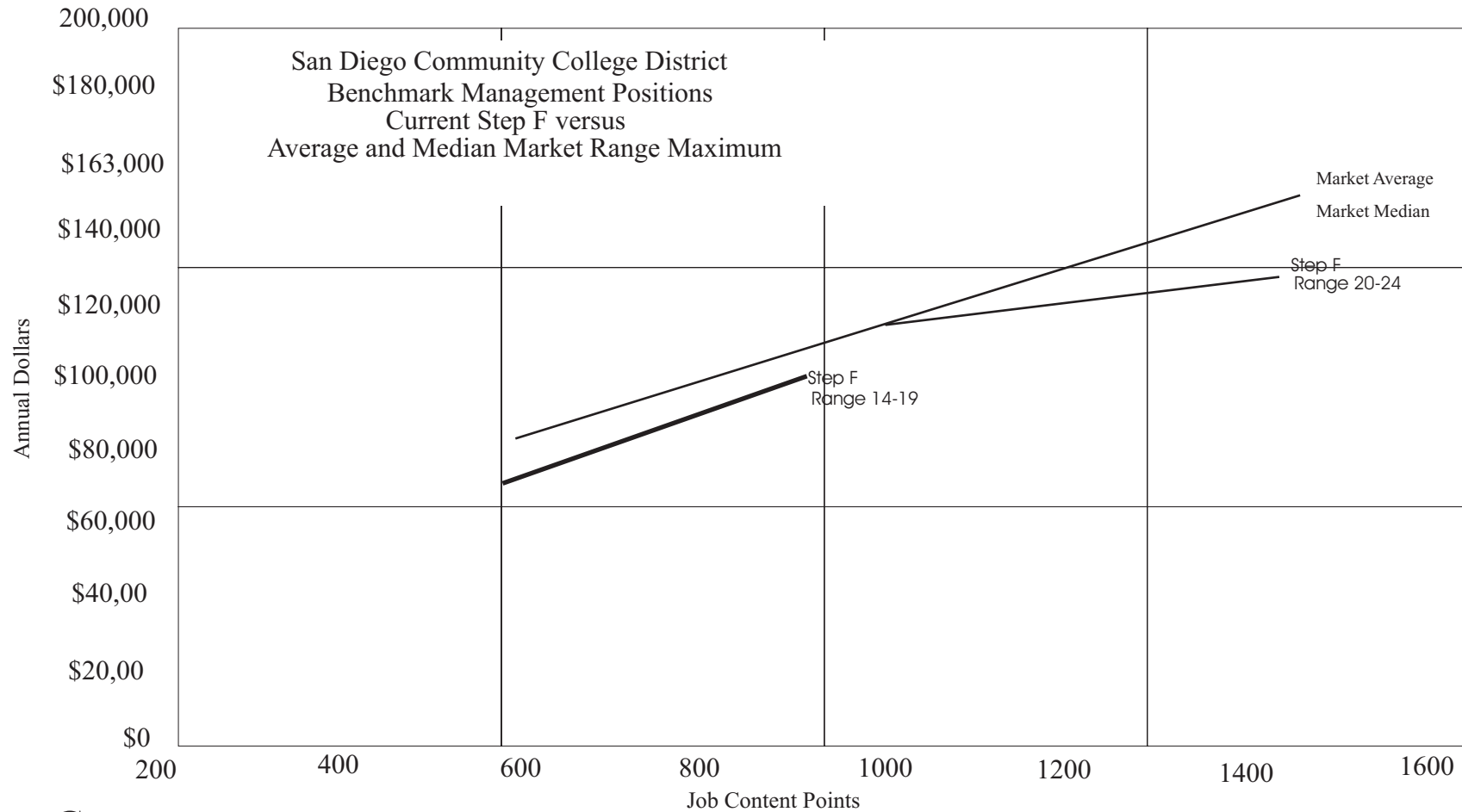
The pattern of analysis below suggest a good relationship between role Size and market median base pay practice.



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Proposed Salary Structure Options - Chart C

SDCCD's current Step F for ranges 14-19 is below the market average by approximately 8% and at market average for range 20 then progressively increases to 15% below market average at range 24. The "break" in SDCCD's current salary structure and a "flattening" of the upper ranges were a result of decisions made during a 1996 market.



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Proposed Salary Structure Options (Cont'd.)

- Based on our market analysis the following four salary structure options are recommended:

Option A: Proposed salary structure that increases SDCCD's current ranges to align with the average of the market.

- Option A increase ranges 14 -19 by approximately 8% and increase ranges 20 - 24 starting with 0% at Range 20 with progressive increases to 15% at Range 24.

Option B, C and D: Proposed salary structures that increase SDCCD's current ranges for 14 - 19 to align with the average of the market and increase ranges 20 - 24 to align with SDCCD's desire to attract the quality and quantity of candidates it seeks when recruiting for key Executive positions.

- Option B increase ranges 14 -19 by approximately 8%, and increase ranges 20 - 24 starting with 4% at range 20 with progressive increases to 15% at range 24.
- Option C increase ranges 14 -19 by approximately 8%, and increase ranges 20 -24 starting with 8% at range 20 with progressive increases to 15% at range 24
- Option D increase ranges 14 – 23 by approximately 8% and increase range 24 to 15%.

Chancellor Base Salary

- The Chancellor's current base salary is in line with the market average. tables).
- Based on SDCCD's targeted competitive position, market average, we recommend no change to the Chancellor base salary at this time.

**SAN DIEGO COMMUNITY COLLEGE DISTRICT
MANAGEMENT CLASSIFICATIONS AND SALARY GRADE
EFFECTIVE 7/1/05 - 6/30/06**

CLASSIFICATION TITLE	RANGE
Architect	17
Assistant Construction Manager	14
Assistant Director, Public Information & Government Relations	(1) 15
Associate Dean	16
Business Services Special Projects Manager	19
Chief of Police	18
Chief Researcher	14
College President	24
Construction Manager	16
Continuing Education President	24
Controller	20
Dean	18
Director, Information Technology	21
Director, Military Education	21
Director, Public Information & Government Relations	17
Disabled Students Programs & Services Manager	18
Diversity & EEO Compliance Manager	18
Employee Relations Manager	18
Employment Manager	15
FOPS Officer	14
Facilities Manager	18
Financial Services Manager	18
Instructional Services & Economic Development Manager	18
Manager of Institutional Research	18
Military Instructional Program Manager	16
Payroll Services Manager	16
Program Activity Manager	14
Purchasing & Contracts Manager	18
Risk Manager	16
Senior Financial Aid Officer	14
Vice Chancellor, Business Services	(2) 22
Vice Chancellor, Facilities Management	(2) 22
Vice Chancellor, Human Resources & Administrative Services	(2) 22
Vice Chancellor, Instructional Services, Planning & Technology	(2) 22
Vice Chancellor, Student Services	(2) 22
Vice President, Administrative Services	(3) 19
Vice President, Instruction	20
Vice President, Student Services	20

NOTE:

Other management classifications as in Military Associate Dean and Contract Instructional Manager have their own salary schedule.

- (1) Classification established effective 7/1/05.
- (2) Classification re-titled effective 7/1/05; changed from Assistant Chancellor.
- (3) Classification re-titled effective 7/1/05; changed from Director.

**SAN DIEGO COMMUNITY COLLEGE DISTRICT
MANAGEMENT SALARY SCHEDULE**

Effective 7/1/05 - 6/30/06

RANGE	STEP A	STEP B	STEP C	STEP D	STEP E	STEP F	STEP G*	STEP H**
24	9,842	10,360	10,907	11,482	12,084	12,721	13,360	14,027
23	8,607	9,013	9,537	10,039	10,566	11,123	11,680	12,265
22	8,341	8,781	9,241	9,728	10,240	10,779	11,317	11,883
21	8,097	8,525	8,973	9,445	9,942	10,466	10,988	11,538
20	7,931	8,349	8,789	9,252	9,740	10,250	10,763	11,301
19	6,984	7,333	7,700	8,085	8,489	8,913	9,359	9,827
18	6,500	6,825	7,166	7,524	7,900	8,295	8,710	9,146
17	6,059	6,362	6,680	7,014	7,365	7,733	8,120	8,526
16	5,664	5,947	6,244	6,556	6,884	7,228	7,589	7,968
15	5,290	5,555	5,833	6,125	6,431	6,753	7,091	7,446
14	4,958	5,206	5,466	5,739	6,026	6,327	6,643	6,975

*Step G shall be a merit/longevity step. In order to advance to Step G, managers must have served at Step F for two (2) years and all performance evaluations completed during those two (2) years must have been rated at least "above average" overall.

**Step H shall be a merit/longevity step. In order to advance to Step H, managers must have served at Step G for three (3) years and all performance evaluations completed during those three (3) years must have been rated at least "above average" overall.