Final Comparison Group – Staff

- In the selection of peer institutions for **staff**, considered institutions which reflect the majority of the following:

Control / Carnegie Class	• Private, 4+ years, not-for-profit institutions • Top 75 Ranked Baccalaureate Colleges: Arts & Sciences Focus (according to US News, removed military institutions)
Total Enrollment	• Institutions with total enrollment of less than 4,000 students
Region	• National
CUPA-HR Survey Participant	• 2023 College and University Professional Association – Human Resources (CUPA-HR) survey participant

Final Comparison Group – Staff

N = 60

- Amherst College
- Barnard College
- Bates College
- Berea College
- Bowdoin College
- Bryn Mawr College
- Bucknell University
- Carleton College
- Centre College
- Claremont McKenna College
- Colby College
- Colgate University
- College of Saint Benedict
- College of the Holy Cross
- Colorado College
- Davidson College
- Denison University
- DePauw University
- Drexel University*
- Dickinson College
- Furman University
- Gettysburg College
- Grinnell College
- Gustavus Adolphus College
- Hamilton College
- Harvey Mudd College
- Hillsdale College
- Hobart William Smith Colleges
- Kalamazoo College

- Kenyon College
- Knox College
- Lafayette College
- Macalester College
- Middlebury College
- Mount Holyoke College
- Muhlenberg College
- Oberlin College
- Occidental College
- Pomona College
- Principia College
- Reed College
- Rhodes College
- Scripps College
- Skidmore College
- Smith College
- St Joseph's University*
- St Lawrence University
- St Olaf College
- Swarthmore College
- The College of Wooster
- The University of the South
- Trinity University
- Union College
- University of Pennsylvania*
- University of Richmond
- Vassar College
- Villanova University*
- Washington and Lee University

- Wesleyan University
- Wheaton College
- Whitman College
- Willamette University
- Williams College
- Wofford College

Haverford College's Benefits Comparison Group

Staff – General Industry Participant List

Haverford College selected the following 26 organizations from the local Philadelphia region as peers for the staff benefits comparison:

AAA Club Alliance	Incyte Corporation
American Water	J.M. Huber Corporation
Arkema, Inc.	Janney Montgomery
Avantor	LifeScan, Inc.
Board of Pensions	NFI Industries
Campbell Soup Company	Penske
Chemours Company	Philadelphia Phillies
CSL Behring	Planned Parenthood Keystone
Deborah Heart and Lung Center	Planned Parenthood SE Pennsylvania
Dupont USA	SAP America, Inc.
GSK	SNC-Lavalin
Idorsia Pharmaceuticals US	Subaru of America, Inc.
IKEA North America	University of Pennsylvania Health System

Comparison Markets for Compensation Benchmarking

Comparison Market	Employee Group Considerations
Higher Education: National Faculty Peer Group	• **Faculty** and **senior-level staff** (e.g., third-level managers/high-level individual contributors and above)
Higher Education: Regional Staff Peer Group	• **Locally recruited staff** that require proximity as a key factor in talent acquisition
Broader Industry	• **Staff** that are also present in other industries (e.g., facilities, finance, HR, etc.)

	Comparison Market		
	National Faculty Peer Group	Regional Staff Peer Group	Broader Industry
Faculty	✔		
Senior-Level Staff	✔		✔
Locally Recruited Staff		✔	✔

Cost of Labor Analysis

Cost of Living vs. Cost of Labor

Cost of Living

Cost of living is a measure of the **amount an individual has to spend in order to maintain a certain standard of living** in a particular location and, in the US, is largely driven by housing costs.

Cost of Labor

Cost of labor, though taking into account cost of living, is much more an **indicator of the supply and demand of labor in a particular area** and the cost to attract and retain staff (i.e., high demand, low supply = higher cost of labor, typically).

There are differences between "cost of living" and "cost of labor" in a given location.

Geographic differentials in compensation studies use **Cost of Labor**, not Cost of Living. In addition, individuals tend to change their purchasing patterns and standard of living expectations based on their location.

Location	Geographic Differential[1]
Haverford, Pennsylvania	8%
Philadelphia, Pennsylvania	7%
State of Pennsylvania	1%
New York, New York	26%
State of New York	14%
State of New Jersey	17%
State of Delaware	5%
State of Maryland	9%
Washington D.C.	19%

Benchmarking Methodology

Overview

1
Confirm Methodology
Confirm the peer group criteria and determine peers for market data

2
Confirm Surveys
Select surveys to benchmark against, keeping in mind the following criteria: survey age, survey description, data relevance, survey statistics

3
Select & Match Jobs
Match Haverford College's jobs to survey jobs based on content (good match if 70%-80% of benchmark job matches)

4
Relevant Markets
Ensure data cuts selected match the targeted markets (industry, size, location) and that there is enough data available in the scope.

5
Gather Comp Statistics
Collect multiple data percentiles for base salary (to understand competitive landscape and the range of pay)

6
Make Adjustments to Data
Make adjustments (premiums or discounts) to the available survey data based on differences in responsibilities, level, institution size, location, etc.

7
Age Compensation Data
Age the data from the various survey sources to a common point in time

8
Develop Market Composite
Combine the data from multiple survey sources into a single, blended number based on the relevance of each data source

9
Analyze Market Results
Evaluate competitiveness and use market data to inform salary ranges