

The University of the West Indies (The UWI)

**Compensation Review
Market Comparisons - Final report**

CONFIDENTIAL
15 April 2025



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Limitations

This report is intended solely for the information of, and use by, the Management of the University of the West Indies (The UWI) and is not intended to be and should not be used by anyone other than the specified parties. Ernst & Young Services Limited (EY) therefore assumes no responsibility to any other user of the report. Any other persons who choose to rely on our report do so entirely at their own risk.

In conducting this engagement, we have relied on both the documented evidence provided and the verbal statements made by the employees of The UWI. We wish to point out that while we have relied on representations made, the persons interviewed are solely responsible for the integrity of their responses to our enquiries.

Additionally, within this specific engagement scope, we have no obligation to update the final report, or to revise the information contained therein, because of events or transactions occurring that may come to light subsequent to the date of the final report.

1. Introduction

1.1 Background

Ernst & Young Services Limited (EY) was engaged by the University of the West Indies ("The UWI" or "the University") to carry out a review of compensation for academic, professional, administrative, technical and service staff employed by The UWI Jamaica (UWI Mona Campus, Regional Headquarters and the UWI Global Campus (formerly Open Campus)).

The review took place over a seven-month period from 13 September 2024 to 8 May 2025, and includes the following key tasks:

- **Task 1:** Project inception and development of an execution plan
- **Task 2:** Review compensation arrangements (pay and allowances)
- **Task 3:** Review of job evaluation/grading standards
- **Task 4:** Conduct market comparisons for a representative set of academic roles
- **Task 5:** Develop and cost compensation options
- **Task 6:** Detailed option review and costing
- **Task 7:** Final reporting

This report sets out the deliverables for **Task 4 – Conduct market comparisons for a representative set of academic roles**. It includes the findings of a market survey conducted in the agreed comparator markets – local and regional institutions, and comparator institutions within the UK, US and Canada. The market survey data is supported by an analysis of published compensation data for the UK, US and Canada.

1.2 Objectives and context

The compensation review recently implemented by GoJ was based on a survey of market data for private sector companies in Jamaica. GoJ is the largest single employer within Jamaica, and it is possible to make clear comparisons between professional, administrative, technical and service roles within GoJ and The UWI. It was therefore proposed and agreed that the GoJ 2024/5 ranges are to be used as a proxy for private sector rates for non-academic roles. As a result, tailored market research in this review is primarily focused on academic institutions and roles only. In addition to key academic roles, the research included a small subset of non-academic roles at the leadership level.

The purpose of the market survey is to collect and analyse detailed pay data provided by survey participants based on matching of representative jobs. The key benefit of the market survey for the review is it will provide market pay data (salaries, any performance related pay, allowances, employee benefits) for a range of job levels and types based on accurate job matching. The market data will also:

- Enable consistent comparisons to be made between The UWI basic pay and total compensation and the competitive market levels for academic roles.
- Inform the target market position of future salary and total compensation structures for The UWI.

The market survey, in addition to the GoJ ranges will inform the development of salary structure options by providing compensation data for jobs in the agreed upon markets.

The following should be considered in any survey of this type:

- Compensation comparisons between different countries are more difficult to undertake than comparisons within a single country. One complication, albeit a straightforward one to address, is the differences in the currencies that the data is reported in. However, a more significant complication is the need to adjust to take into account the differences in the cost of living between countries. We discuss how this issue was addressed in the methodology section of the report. Other factors, such as differences in taxation, employee benefits, educational requirements, employment laws and general economic conditions, may also contribute to differences in compensation levels between countries and the perceived value of compensation. However, it is impractical and would become artificial to adjust for all of these factors, and we have not attempted to do so.
- Whilst all public universities in the UK, US and Canada are funded through a combination of government funding, tuition fees, research grants, endowments and donations¹, the level of funding in addition to government funding varies and will impact the funds available for the management of compensation.
 - **United Kingdom:** The UK government provides funding to universities through bodies such as the **Higher Education Funding Council for England (HEFCE)** and its equivalents in Scotland, Wales, and Northern Ireland. This funding supports teaching, research, and infrastructure. Students pay tuition fees which have been capped at £9,535 per year for undergraduate courses in England (as of November 2024 for the 2025/26 academic year). Fees charged to International and European Union students are higher. Fees vary in Scotland, Wales, and Northern Ireland. Universities receive research grants for example, from **UK Research and Innovation (UKRI)** and other research councils. In addition, donations, endowments, and partnerships with industry players also contribute to university funding. There are significant funding pressures due to decreases in the numbers of European and

¹ References: UK: Higher Education Funding Council for England (HEFCE), UK Research and Innovation (UKRI), Universities UK. USA: National Center for Education Statistics (NCES), National Institutes of Health (NIH), National Science Foundation (NSF). Canada: Universities Canada, Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC)

International students. **The Universities and College Union (UCU)** report active headcount reduction across the sector due to these funding shortfalls.

- **United States:** Public universities receive funding from federal and state governments. This includes grants, subsidies, and financial aid programmes like **Pell Grants**. Tuition fees are a significant source of revenue. Fees vary widely between public and private institutions and between in-state and out-of-state students. **Times Higher Education** reported fees ranged from US\$5,000 to US\$50,000 per year in 2023, with private non-profit colleges such as Yale, Harvard and Stanford charging US\$35,800 per year on average. Most undergraduate degrees last four years. Federal agencies such as the **National Institutes of Health (NIH)** and the **National Science Foundation (NSF)** provide research funding. Endowments, donations, and partnerships with businesses and alumni are crucial for many universities. Variations in funding levels will influence the ability of a university to compensate staff.
- **Canada:** Provincial governments are the primary source of funding for public universities. The federal government also provides research grants and student financial aid. Tuition fees vary by province and programme. International students typically pay significantly higher fees. For undergraduate domestic students, the average annual tuition cost for 2024 and 2025 was circa CAD\$7,400. For international students, this cost was circa CAD\$40,100. Institutions such as the **Canadian Institutes of Health Research (CIHR)**, the **Natural Sciences and Engineering Research Council (NSERC)**, and the **Social Sciences and Humanities Research Council (SSHRC)** provide research funding. Donations, endowments, and partnerships with industry contribute to universities' budgets.

The way in which compensation levels are set varies by country. Again, this impacts the way in which compensation is managed and should be taken into account in the comparison of compensation levels.

- **In the UK,** the nationally agreed “single pay spine” set by the Universities and Colleges Employers Association (UCEA) covers the majority of Higher Education (HE) institutions within the UK. These scales provide a structured framework for salaries, with different grades and increments based on experience and responsibilities. Whilst the salary spine is negotiated nationally each year, and typical ranges/spine points are provided as guidance, institutions can exercise discretion over where jobs are placed on the spine. This means that while salaries typically fall within a similar range, there can be variance in salary levels, especially at the level of Professor.
- **In the US,** each university has its own policies and procedures for setting pay for academic roles. These policies can vary widely between institutions, and are often influenced by the university's mission, funding, and strategic priorities.
- **In Canada,** pay and benefits for academic roles within universities are determined by a combination of institutional policies, collective bargaining agreements, and individual negotiations.

2. Market survey methodology

2.1 Jobs surveyed

In total, 21 jobs were included in the survey, consisting of 16 academic roles (medical and non-medical) and 5 senior administrative and professional roles. The jobs selected were intended to be:

- Representative of the typical roles and levels found within academic institutions.
- Jobs for which there was a high probability of similar jobs existing in the target survey participant groups.
- Representative of a range of grades/levels to inform the development of salary structure options.
- Jobs that reflect the breadth and complexity of job demand, recognising that it is not possible to capture every job type.

The initial group of jobs identified was discussed and agreed with The UWI's Senior Leadership Team and Steering Committee and are set out below.

The UWI Job Title	Staff Group	The UWI Job Title	Staff Group
1. Principal	Senior Management	12. Curriculum Development Specialist	Academic
2. Deputy/Vice Principal	Senior Management	13. Research Fellow	Academic
3. Dean	Academic	14. Research Assistant	Academic
4. Deputy Dean	Academic	15. Tutor/Instructor	Academic
5. Director of Graduate Studies and Research/Academic Director	Academic	16. Teaching Assistant	Academic
6. Head of Department	Academic	17. Campus Registrar	Senior Administrative and Professional
7. Professor	Academic	18. Deputy Campus Registrar	Senior Administrative and Professional
8. Senior Lecturer	Academic	19. Campus Librarian	Senior Administrative and Professional
9. Lecturer	Academic	20. Campus Bursar	Senior Administrative and Professional
10. Assistant Lecturer	Academic	21. Deputy Campus Bursar	Senior Administrative and Professional
11. Programme Coordinator	Academic		

Table 1: Jobs included in the market survey

2.2 Target institutions

Based on discussions with The UWI during the Inception phase, it was agreed that the survey should cover three target groups - Local, Regional and International institutions.

International comparators are based on the Times Higher Education ranking. In 2024, The UWI was ranked within the 1001-1200th grouping. This was a shift from the previous ranking within the 500-600th due to changes in the method of comparison. The international institutions are therefore based on the institutions The UWI uses for comparison in the Times Higher Education 2023 global ranking. A total of 24 comparator institutions were provided by The UWI, of which nine were selected from the list, with a Times Higher Education Ranking ranging from 301 to 800th. Three additional institutions located in the US and UK were added to the international institutions to bring the targeted international participant group to 12. The University of Sussex (UK) was engaged bringing the total target participant group to 22.

Category	Institutions
Local institutions	1. University of Technology (UTech), Jamaica 2. Northern Caribbean University (NCU), Jamaica 3. Caribbean Maritime University (CMU), Jamaica 4. University of the Commonwealth Caribbean (UCC), Jamaica
Regional institutions	1. The University of the West Indies (Cave Hill) 2. The University of the West Indies (St. Augustine) 3. University of Puerto Rico (1001-1200th) 4. Pontificia Universidad Católica Madre y Maestra (PUCMM), Dominican Republic (1001-1500th) 5. St. Georges University, Grenada (Medical only)
US, UK and Canada institutions	1. Virginia Commonwealth University, US (501-600th) 2. SUNY Binghamton University, US (601-800th) 3. SUNY University at Albany, US (501-600th) 4. Florida International University, US (501-600th) 5. University of Connecticut, US (401-500th) 6. Temple University, US (301-350th) 7. University of Georgia, US (601-800th)

Category	Institutions
	8. University of Guelph, Canada (501-600 th) 9. Northumbria University, UK (501-600 th) 10. Birmingham City University, UK (501-600 th) 11. University of Hull, UK (501-600 th) 12. York University, UK (401 - 500 th) 13. University of Sussex, UK (201-250 th)

Table 2: Target market survey comparator institutions

The invitation to participate in the survey was managed by EY. The EY team was also responsible for follow up communications - including e-mails and follow up telephone calls to relevant contacts, oversight of job matching, review of data received and compilation of the compensation data.

Over a period of three months, the EY team made significant effort to maximise the level of participation in the survey. However, the final response was disappointing, with a number of the targeted institutions (most notably within the US) declining to participate, citing timing, lack of capacity to complete the survey workbook and data protection concerns, notwithstanding the assured confidentiality of the survey process. The final list of eight organisations who contributed to the survey is provided in the table below.

*The University of Sussex was not able to provide comprehensive salary data due to GDPR concerns; however, they did offer a discussion with the Executive Director of HR who confirmed the levels at which key roles are paid together with the components of total compensation. As a former Chair of the South West University Human Resources network (UHR) and member of the UHR Executive, he was also able to provide insight into common practice within the UK. This supports the information provided in **Section 3** of this report.

Participant reports will be issued to all survey participants by the end of May 2025.

Local and Regional Institutions
1. University of Technology (UTech), Jamaica
2. Northern Caribbean University (NCU), Jamaica
3. University of the Commonwealth Caribbean (UCC), Jamaica
4. The University of the West Indies (St. Augustine)
5. St. Georges University, Grenada (Medical only)

International Institutions
1. Birmingham City University, UK (501-600 th)
2. York University, UK (401-500 th)
3. University of Sussex, UK (201-250 th)*

Table 3: Participating Institutions

2.3 Data collection methodology

The following data collection processes were used:

1. A data collection workbook was developed (Appendix I). This workbook included a summary job description for each job and was designed to collect data by job for the following elements of total compensation on an annualised basis:
 - a. Salary scale/range minimum and maximum
 - b. Average/actual salary
 - c. Actual/average variable pay including bonus and performance related pay
 - d. Allowances: housing, car allowance/fully maintained car, travel/fuel allowance, subsistence/meal allowance, any other allowances
 - e. Cost of employee benefits (including pension and other benefits in kind).
2. Additional data collected included general information: the number of employees, last salary increase percentage, the effective date and the national currency of the salary data provided.
3. The UWI team completed the survey workbook with The UWI data, based on annualised salary and allowance data from the February 2025 payroll.
4. Maintaining confidentiality of data was critical to the process. The data collection tool was designed for completion through an Excel workbook by the participant, to limit manual data entry and preserve data integrity. Each institution was provided with a unique participant ID.

5. Virtual meetings were arranged with some institutions to encourage accurate matching of jobs. It should be noted that whilst academic roles are similar in institutions surveyed in the UK, US and Canada, titles can vary, as set out below. In addition, it should be noted that the role of Registrar at the UWI is broader than is typical in other Universities where the Registrar is focused on student services.

Role	UK	US	Canada	Description
Instructor	N/A - non contracted employees e.g. graduate students or freelance/hourly paid workers.	Instructor	Lecturer/Instructor	Non-tenure-track teaching position, primarily focused on teaching.
Assistant Lecturer	Assistant Lecturer	Instructor, Lecturer, Adjunct Faculty	Sessional instructors, adjunct professors, or lecturers	Entry-level teaching position, often temporary or part-time.
Lecturer	Lecturer	Assistant Professor	Assistant Professor	Entry-level tenure-track position, responsible for teaching and research.
Senior Lecturer	Senior Lecturer	Associate Professor	Associate Professor	Mid-level tenure-track position, with increased responsibilities in teaching, research, and service.
Professor	Professor	Full Professor	Full Professor	Senior academic position, responsible for leading research, teaching, and service.

Table 4: Comparison of job titles - UK, US and Canada

6. Data was reviewed once received, and any anomalies or additional queries were followed up on directly with the participating entities.

2.4 Data analysis process

The data analysis process involved a number of steps:

- Once the individual participant workbooks were reviewed for consistency, and any data concerns had been addressed, the survey data was compiled into a data analysis workbook, with a separate analysis sheet for each job calculating the average, median, lower and upper quartile pay levels for both basic salary and total compensation, as well as the number of participant responses.
- For the Regional and International participants, where data reported was in a different currency (US, UK, Canada, Grenada and Trinidad), the pay data was converted into Jamaican dollars based on the exchange rate on 1 January 2025.
- Again, for the Regional and International data only, the pay data was further adjusted to take account of differences in the cost of living between countries. This was based on cost-of-living indices compiled by Numbeo.com. A technical note on the cost-of-living adjustment is set out in Appendix II.
- A separate workbook was used to compare The UWI pay levels to the market data, including differentials in terms of basic salaries and total compensation - the percentage amounts by which The UWI differs from the relevant market level.
- Separate comparisons were made between The UWI pay levels and the different markets - Local and Regional institutions, US and Canada and the UK.

3. Market comparisons based on published data

As noted previously, the overall response to the market survey was low and this affected the number of job matches received for each of the survey positions. To supplement the survey data, the EY team compiled published data on market pay levels in universities and other academic institutions from a number of sources, including:

- Canadian Association of University Teachers (CAUT), Canada
- Statistics Canada
- American Association of University Professors (AAUP), US
- Chronicle Higher Education, US
- National Center for Education Statistics (NCES), US
- National Education Association Higher Education Faculty Salary Analysis: 2021-22, US
- Universities and Colleges Employers Association (UCEA), UK
- University and College Union (UCU), UK
- Higher Education Funding Council for England (HEFCE), UK
- University websites including The State University of New York (SUNY), US, University of Sussex, UK, University of York, UK.

The detailed market comparisons results set out in the next section of this report includes both the survey data and the published pay data.

To provide context for the published data, we have set out in this section the general features of, and approach to compensation management, for academic staff in the UK, US and Canada. This is based on analysis of published research and covers pay determination and typical benefits provisions.

3.1 United Kingdom (UK)

3.1.1. Pay determination - UK

In the UK, pay and benefits for academic roles within universities are based on national frameworks, institutional policies, and individual negotiations. The national pay spine for Higher Education (HE) forms the basis for pay ranges in the majority of Universities in the UK.

Framework	Commentary
National pay scales	The nationally agreed single pay spine negotiated by the Universities and Colleges Employers Association (UCEA) covers the majority of HE institutions within the UK. These scales provide a structured framework for salaries, with different grades and increments based on experience and responsibilities. Institutions may however, exercise discretion on where a job is placed on the pay spine. This means that while jobs are typically within a similar pay range, salaries can vary. This discretion is exercised most often at the level of Professor, where institutions may vary salary levels to attract key talent.
Collective bargaining	Pay and conditions are negotiated through collective bargaining between university employers and trade unions. The University and College Union (UCU) negotiates with the UK-wide employers' body, the Universities and Colleges Employers' Association (UCEA), and covers pay and conditions for academic and research staff, and, in pre-1992 institutions, for academic-related staff. These negotiations are handled by the Joint Negotiating Committee for Higher Education Staff (JNCHES). The negotiations generally cover salaries effective from 1 August of the current year. UCEA's offer through the JNCHES pay round for 2024-25 was for a staged approach which resulted in a sectoral pay bill uplift of 2.5%, with the pay uplift weighted towards the lower end of the pay spine (pay point 5) where a maximum of just over 5.7% is applied.
Institutional policies	Individual universities have their own policies and procedures for setting pay and benefits. These policies can vary widely between institutions and may include market supplements or additional discretionary spine points for certain disciplines or roles, together with other incentives such as relocation support and private medical insurance. Housing is not a typical part of the package for academics or non-academics and is typically used only in the case of relocation where a defined amount is agreed to cover a restricted time period.
Job evaluation	Many universities use job evaluation schemes to assess the relative value of different roles within the institution. This helps to make sure that pay is equitable internally and reflects the responsibilities and requirements of each position. Roles are aligned to the pay spine based on job weight. Whilst non-academics are required to move to new roles in order to progress, academics are able to progress between lecturer and senior lecturer roles based on demonstrated success in research and publications. The Office of Students (formally HRCE) provides a framework and standards for assessment - Standards of evidence and evaluation self-assessment tool - Office for Students .
Regulatory and funding bodies	Higher Education Funding Council for England (HEFCE) and other regional bodies may also influence pay and benefits through funding allocations and regulatory requirements.

Table 5: Pay determination - UK

3.1.2. Typical benefits provision - UK

In addition to salary, academic roles in UK universities typically come with a range of benefits designed to support the well-being and professional development of staff.

Benefit	Commentary	
Pension schemes	Pension is a significant benefit for university staff in the UK. Most academic and non-academic staff are eligible for membership in pension schemes such as the Universities Superannuation Scheme (USS) or the Teachers' Pension Scheme (TPS). These schemes provide retirement benefits based on salary and length of service. As of January 2025, the contribution levels for academic staff who are eligible for membership in pension schemes such as the Universities Superannuation Scheme (USS) or the Teachers' Pension Scheme (TPS) are as follows:	
	Universities Superannuation Scheme (USS)	▪ Employee Contribution: 9.8% of salary ▪ Employer Contribution: 21.6% of salary
	Teachers' Pension Scheme (TPS)	▪ Employee Contribution: The contribution rate for employees in the TPS is tiered based on salary bands. The rates are as follows: ○ Up to £29,187: 7.4% ○ £29,188 to £39,290: 8.6% ○ £39,291 to £46,586: 9.6% ○ £46,587 to £61,742: 10.2% ○ £61,743 to £86,616: 11.3% ○ Over £86,617: 11.7% ▪ Employer Contribution: 28.68% of salary
Annual leave	Academic and non-academic staff typically receive annual leave entitlements ranging from 24 to 35 days per year, in addition to eight public holidays and university closure days (approx. 4/5 days per annum).	
Sabbatical/Study leave	Many universities offer sabbatical leave, allowing academics to apply for a period of paid leave to focus on research, writing, or other scholarly activities. This is not offered to non-academic staff.	
Housing	The provision of housing for academics in universities in the UK is not typical. Some universities offer housing or housing allowances. However, this is in specific circumstances or for certain roles.	

Benefit	Commentary
	▪ Limited availability: Housing provision is not widespread across all UK universities. It is more common in certain institutions, particularly those with substantial endowments or located in high-cost areas. ▪ Specific institutions: Some universities, especially older and more prestigious ones like the University of Oxford and the University of Cambridge, have a tradition of providing housing or housing allowances to a small number of senior academic staff and the College President. ▪ High-cost areas: Universities located in cities with high living costs, such as London, may be more likely to offer housing assistance to help attract and retain staff. For example, the University of Cambridge offers the option of rental of university accommodation. Availability is limited. The individual pays rent, which varies depending on salary level, so for example those on lower salaries are asked to pay a lower rental fee than those on a higher salary. London-based Universities like Imperial College London and University College London may offer housing allowances or assistance due to the high cost of living in the city. ▪ Senior academic roles: Senior academic positions, such as a limited number of professorships or President roles, are more likely to come with housing benefits. This can include university-owned accommodation. The University of Oxford offers accommodation to some academic staff, particularly those in senior roles or on fellowships. The University of Cambridge provides housing options for certain academic positions, visiting scholars or the College President. The accommodation is also used for the benefit of the University, for example, in the case of the President, the accommodation is also a place where functions and dinners are held. ▪ Fellowships and visiting scholars: Universities may provide housing for fellows and visiting scholars who are on short-term assignments. This is often part of the fellowship package and can include on-campus accommodation. ▪ New appointments and relocation: Academics who are newly appointed, especially those relocating from abroad, may be offered temporary housing or financial assistance for relocation. This helps ease the transition and reduce the financial burden of moving. ▪ Early career academics: Some institutions offer housing support to early career academics, such as postdoctoral researchers, to help them establish themselves and focus on their research without the immediate pressure of housing costs. ▪ Specific programmes and initiatives: Certain programmes or initiatives aimed at attracting top talent, or supporting diversity and inclusion, may include housing benefits as part of the overall package.
Relocation assistance	For new hires, especially those moving from abroad, universities may offer relocation assistance, including financial support for moving expenses and temporary accommodation. Housing costs form part of a defined relocation package - a

Benefit	Commentary
	typical package would be approximately £5,000 and include all relocation assistance including short term housing. An international relocation may attract a higher package.
Research funding and grants	Academics often have access to internal and external research funding opportunities to support their research activities. This can include grants for travel, equipment, and project costs.
Professional development	Universities typically offer various professional development opportunities, including training programmes, workshops, and conferences. These are designed to enhance teaching, research, and leadership skills.
Health and well-being	- Benefits may include access to occupational health services, employee assistance programmes, and discounted gym memberships. Some universities also offer health insurance plans. - Universities often provide family-friendly policies, such as maternity, paternity, and adoption leave, as well as flexible working arrangements to support work-life balance. - Staff may have access to various discounts on campus facilities, such as libraries, cafes, and sports centers, as well as external discounts through partnerships with local businesses. - Some roles are able to access a lease car arrangement.

Table 6: Typical benefits provision – UK

References:

1. [Universities and Colleges Employers Association \(UCEA\)](#)
2. [University and College Union \(UCU\)](#)
3. [Higher Education Funding Council for England \(HEFCE\)](#)
4. [University of Oxford - Staff Accommodation](#)
5. [University of Cambridge - Accommodation Service](#)
6. [Imperial College London - Accommodation for Staff](#)

3.2 United States (US)

3.2.1 Pay determination

In the US, each university has its own policies and procedures for setting pay for academic roles. As a result, there is greater variation in pay between institutions there than in the UK.

Framework	Commentary
Institutional policies	Each university has its own policies and procedures for setting pay for academic roles. These policies can vary widely between institutions and are often influenced by the university's mission, funding, and strategic priorities.
Market factors	Salaries for academic roles are influenced by market factors, including the demand for specific disciplines, geographic location, and the competitive landscape of higher education. Universities often conduct market analyses to check that their pay scales are competitive.
Rank and tenure	Academic pay is typically structured according to rank (e.g., Assistant Professor, Associate Professor, Full Professor) and tenure status. Tenured and tenure-track positions generally offer higher salaries compared to non-tenure-track roles.
Collective bargaining	In some universities, particularly public institutions, pay and benefits are negotiated through collective bargaining agreements with faculty unions. These agreements can set minimum salary levels, annual raises, and other conditions of employment.
Individual negotiation	Salaries for academic roles can also be influenced by individual negotiations, particularly for senior positions, or high-demand disciplines. Factors such as prior experience, research achievements, and external offers can play a role in salary negotiations.

Table 7: Pay determination - US

3.2.2 Typical benefits provision - US

Benefit	Commentary	
Health insurance	Comprehensive health insurance plans, including medical, dental, and vision coverage are standard. These plans often extend to dependents and may include various options to choose from.	
Life and disability assurance	Life insurance and long-term disability insurance are commonly provided to allow for greater financial security for faculty and their families.	
Pension plans	Universities typically offer retirement plans such as 401(k) or 403(b) plans with employer contributions. Some institutions also provide defined benefit pension plans. As of January 2025, the typical employer and employee contributions for 401(k) or 403(b) plans for academic staff in universities in the US can vary widely depending on the specific institution and the plan details. However, here are some general guidelines.	
	Employee contributions	Employee contributions
	401(k) Plans: Employees can contribute up to US\$22,500 annually (for 2025), with an additional catch-up contribution of US\$7,500 for those aged 50 and above. 403(b) Plans: Similar to 401(k) plans, employees can contribute up to US\$22,500 annually, with an additional catch-up contribution of US\$7,500 for those aged 50 and above.	Matching contributions: Many universities offer a matching contribution, typically ranging from 3% to 7% of the employee's salary. For example, an employer might match 100% of the first 3% of salary contributions and 50% of the next 2%. Non-Matching contributions: Some universities provide non-matching contributions, which means they contribute a fixed percentage of the employee's salary regardless of the employee's own contributions. This can range from 5% to 10% of the salary. Combined contribution limits: The total combined contribution limit (employee + employer) for 401(k) and 403(b) plans is US\$66,000 for 2025, or US\$73,500 if catch-up contributions are included.
Paid leave	Academic staff usually receives paid leave, including vacation days (approx. 2-4 weeks per annum), sick leave, and public holidays.	

Benefit	Commentary
	▪ Sabbatical leave is a common benefit for tenured faculty members, allowing them to take an extended period (typically one semester to one year) for research, study, or other professional development activities. Sabbatical leave is usually granted every six to seven years and is often paid at a reduced rate (e.g., 50% to 100% of regular salary).
Housing	The provision of housing for academics in universities in the United States is not universally prevalent and tends to vary significantly between institutions. While some universities offer housing or housing allowances, this is generally more common in specific circumstances, or for certain roles. Some universities offer housing assistance, including on-campus housing, housing allowances, or mortgage assistance programs, particularly in high-cost areas. ▪ Limited availability: Housing provision is not widespread across all US universities. It is more common in certain institutions, particularly those with substantial endowments, or those located in high-cost areas. ▪ Specific institutions: Some universities, especially those in urban areas with high living costs, such as Stanford University, New York University, and those in the University of California system, have programmes which provide housing or housing allowances to faculty and staff. ▪ High-cost areas: Universities located in cities with high living costs may be more likely to offer housing assistance to help attract and retain staff. This is particularly true in places like New York City, San Francisco, and Los Angeles. ▪ Senior academic roles: Senior academic positions, such as deans, department heads, and distinguished professors, are more likely to come with housing benefits. This can include university-owned accommodations or housing allowances. ▪ New appointments and relocation: Academics who are newly appointed, especially those relocating from other regions or countries, may be offered temporary housing or financial assistance for relocation. This helps ease the transition and reduce the financial burden of moving. ▪ Fellowships and visiting scholars: Universities may provide housing for fellows and visiting scholars who are on short-term assignments. This is often part of the fellowship package and can include on-campus accommodation. ▪ Early career academics: Some institutions offer housing support to early career academics, such as postdoctoral researchers, to help them establish themselves and focus on their research without the immediate pressure of housing costs. ▪ Specific programmes and initiatives: Certain programmes or initiatives aimed at attracting top talent or supporting diversity and inclusion may include housing benefits as part of the overall package.

Benefit	Commentary
	Examples: Stanford University offers a Faculty Staff Housing programme that includes rental housing, purchase assistance, and mortgage programmes. New York University (NYU) provides housing for faculty in university-owned apartments, particularly for those in high-demand areas or with significant commuting challenges. University of California (UC) System offers various housing assistance programs, including rental housing and home loan programs for faculty and staff.
Professional development	Universities often support professional development through funding for conferences, workshops, and continuing education. Some institutions offer tuition remission to faculty and their dependents.
Health and well-being	- Some universities provide on-campus childcare centres, childcare subsidies, and family support services to help faculty balance work and family responsibilities. - Faculty may have access to various perks and discounts, such as reduced rates for campus facilities (e.g., gyms, libraries) or cultural events, and partnerships with local businesses. - Universities may offer transportation benefits, such as subsidised public transit passes, parking permits, and bike-sharing programmes. - Employee Assistance Programmes (EAPs) offer confidential counselling and support services for personal and work-related issues, including mental health support, financial advice, and legal assistance.

Table 8: Typical benefits provision - US

References:

1. [American Association of University Professors \(AAUP\)](#)
2. [National Education Association \(NEA\)](#)
3. [College and University Professional Association for Human Resources \(CUPA-HR\)](#)
4. [Chronicle of Higher Education](#)
5. [Inside Higher Ed](#)
6. [Stanford University Faculty Staff Housing](#)
7. [New York University Faculty Housing](#)
8. [University of California Housing Programs](#)

3.3 Canada

3.3.1 Pay determination - Canada

In Canada, provinces play a significant role in determining salary and benefits for academic staff in universities. The extent of their involvement can vary, but generally, provincial governments influence these aspects through setting frameworks for pay negotiations, funding, legislation, and oversight. Here are the main ways in which provinces impact salary and benefits for academic staff:

Framework	Commentary
Funding	▪ Provincial funding: Provinces provide a substantial portion of the funding for public universities. This funding is crucial for universities' operating budgets, which include salaries and benefits for academic staff. The level of provincial funding can directly affect the financial resources available for compensation. ▪ Budget allocations: Provincial governments allocate budgets to universities based on various criteria, including enrollment numbers, research output, and strategic priorities. These allocations can influence the financial flexibility that universities have in setting salaries and benefits.
Legislation and regulation	▪ Labour laws: Provincial labour laws govern employment standards, collective bargaining, and workplace conditions. These laws set the framework within which universities and faculty associations negotiate salaries and benefits. ▪ Collective bargaining: Provinces may have specific legislation that affects collective bargaining processes for public sector employees, including university faculty. This can include rules on bargaining rights, dispute resolution mechanisms, and strike regulations. ▪ Public sector wage restraint: In some cases, provinces may implement wage restraint measures or guidelines for public sector employees, including university staff. These measures can cap salary increases or impose conditions on compensation negotiations.
Oversight and accountability	▪ Accountability agreements: Provinces may require universities to enter into accountability agreements that outline performance targets and financial management practices. These agreements can include provisions related to compensation and benefits. ▪ Audits and reviews: Provincial governments may conduct audits and reviews of university finances and operations. These reviews can assess how effectively universities are managing their resources, including their spending on salaries and benefits.

Framework	Commentary
Examples	▪ Ontario: The Ontario government provides significant funding to universities and sets guidelines for public sector compensation. The Ontario Confederation of University Faculty Associations (OCUFA) works within this framework to negotiate salaries and benefits for academic staff. ▪ British Columbia: The Government of British Columbia influences university funding and has legislation governing collective bargaining for its public sector employees. The British Columbia Government and Service Employees' Union (BCGEU) represents some academic staff in negotiations. ▪ Quebec: The Quebec government provides funding and sets regulations for universities. The Fédération québécoise des professeurs et professeurs d'université (FQPPU) is involved in negotiating salaries and benefits within this context.

Table 9: Pay determination - Canada

3.3.2 Typical benefits provision - Canada

Benefit	Commentary	
Health insurance	Comprehensive health insurance plans, including medical, dental, and vision coverage, are standard. These plans often extend to dependents and may include various options to choose from.	
Pension plans	Universities typically offer retirement plans, such as defined benefit pension plans, or defined contribution plans, with employer contributions. Plans typically are managed at the province level. An example is the Universities Academic Pension Plan (UAPP) for eligible academic and professional staff of Athabasca University, Banff Centre, University of Alberta, University of Calgary, and University of Lethbridge in Alberta. As of the latest available information, the contribution rates are as follows:	
	Employee contributions	Employer contributions
	▪ 12.64% of pensionable salary up to the Canada Pension Plan (CPP) Year's Maximum Pensionable Earnings (YMPE) ▪ 16.20% of pensionable salary above the YMPE	▪ 12.64% of pensionable salary up to the CPP YMPE ▪ 16.20% of pensionable salary above the YMPE Sources: Universities Academic Pension Plan (UAPP) official website, UAPP Annual Reports, Employer and Employee Contribution Rate documents provided by the UAPP Board of Trustees

Benefit	Commentary
Paid leave	- Academic staff usually receive paid leave, including vacation days (this can range from four to six weeks, depending on the institution and the length of service), sick leave, and public holidays. - Sabbatical leave is a common benefit for tenured faculty members, allowing them to take an extended period (typically six months to one year) for research, study, or other professional development activities. Sabbatical leave is usually granted every six to seven years and is often paid at a reduced rate (e.g., 80% to 100% of regular salary).
Housing	- As with the US, the provision of housing for academics in universities in Canada is not universally prevalent and tends to vary significantly between institutions. While some universities offer housing or housing allowances, this is generally more common in specific circumstances or for certain roles. Limited availability: Housing provision is not widespread across all Canadian universities. It is more common in certain institutions, particularly those with substantial endowments, or those located in high-cost areas. Specific institutions: Some universities, especially those in urban areas with high living costs, such as the University of British Columbia (UBC) and the University of Toronto, have programmes to provide housing or housing allowances to faculty and staff. High-cost areas: Universities located in cities with high living costs may be more likely to offer housing assistance to help attract and retain staff. This is particularly true in places like Vancouver, Toronto, and Montreal. Senior academic roles: Senior academic positions, such as deans, department heads, and distinguished professors, are more likely to come with housing benefits. This can include university-owned accommodations or housing allowances. New appointments and relocation: Academics who are newly appointed, especially those relocating from other regions or countries, may be offered temporary housing or financial assistance for relocation. This helps ease the transition and reduce the financial burden of moving. Fellowships and visiting scholars: Universities may provide housing for fellows and visiting scholars who are on short-term assignments. This is often part of the fellowship package and can include on-campus accommodation. Early career academics: Some institutions offer housing support to early career academics, such as post-doctoral researchers, to help them establish themselves, and focus on their research without the immediate pressure of housing costs. Specific programmes and initiatives: Certain programs or initiatives aimed at attracting top talent, or supporting diversity and inclusion, may include housing benefits as part of the overall package. Examples: University of British Columbia (UBC) offers a Faculty Staff Housing programme that includes rental housing, purchase assistance, and mortgage programs. University of Toronto provides housing assistance for faculty in university-

Benefit	Commentary
	owned apartments, particularly for those in high-demand areas, or those with significant commuting challenges. McGill University offers housing assistance programs for new faculty members, including temporary accommodation and relocation support.
Professional development	Universities often support professional development through funding for conferences, workshops, and continuing education. Some institutions offer tuition remission to faculty and their dependents.
Research funding	Faculty members may have access to internal and external research funding opportunities. Universities often provide grants, fellowships, and other financial support for research activities.
Health and well-being	- Some universities provide on-campus childcare centres, childcare subsidies, and family support services to help faculty balance work and family responsibilities. - Faculty may have access to various perks and discounts, such as reduced rates for campus facilities (e.g., gyms, libraries) or cultural events, and partnerships with local businesses. - Universities may offer transportation benefits, such as subsidised public transit passes, parking permits, and bike-sharing programs. - Employee Assistance Programmes (EAPs) offer confidential counselling and support services for personal and work-related issues, including mental health support, financial advice, and legal assistance.

Table 10: Typical benefits provision - Canada

References:

1. [Canadian Association of University Teachers \(CAUT\)](#)
2. [Ontario Confederation of University Faculty Associations \(OCUFA\)](#)
3. [British Columbia Government and Service Employees' Union \(BCGEU\)](#)
4. [Fédération québécoise des professeures et professeurs d'université \(FQPPU\)](#)
5. [Universities Canada](#)
6. [University of British Columbia Faculty Staff Housing](#)
7. [University of Toronto Housing Services](#)
8. [McGill University Housing and Relocation Services](#)

4. Overall results

This section provides a summary of findings based on both published data and the survey results. The percentage differential is the difference between the relevant UWI compensation data and the market average, expressed as a percentage of the market average. A negative value (in red) indicates that The UWI pay data is below the market level by the reported percentage. Figures in green indicate that The UWI pay data is above the market level by the reported percentage.

4.1 Headline findings

The table below presents a summary comparison of The UWI's basic salary and total compensation levels relative to the competitive market. All figures have been adjusted to take into account cost of living differences. Key observations are:

- Compared to the United States and Canada market, UWI average basic salary differentials are 17% below the market. However, the relatively high level of housing, other allowances and benefits provided by the UWI mean that in total compensation terms, the gap with the market is smaller - 3% below.
- Compared to the United Kingdom, UWI basic salary differentials average 21% below the market. However, in total compensation terms the position changes with UWI compensation differentials averaging 11% above the market. Again, this reflects the relatively high level of allowances and benefits provided by the UWI and the more limited provision that is typical in the UK.
- Compared to the Jamaica and regional market, UWI basic salary differentials average 29% above the market, and the gap is much greater - averaging 66% - in total compensation terms.

We note there is significant variability in the differentials seen, depending on the benchmark job and the market for comparison. For some positions the number of sources/responses is also small, and this may affect the reliability of the differentials obtained. However, we consider the overall position summarised in the table below to be a reasonable reflection of The UWI's position, relative to the three chosen markets included in the market comparisons study.

Comparator market	Average differential - Salary	Average differential - Total Compensation
United States and Canada	-17%	-3%
United Kingdom	-21%	11%
Jamaica and Regional	29%	66%

Table 11: The UWI's position relative to the market

5. Detailed market comparisons

In this section we set out detailed market comparisons, based on both published data and the survey results, for three markets:

- The United States and Canada - based on published survey results and other public information
- The United Kingdom - based on the market survey results and public information
- Jamaica and the Region - based on the market survey results

5.1 Key definitions

The following table sets out the key terms used in the analysis of data. Note that all elements of compensation were collected and are presented in this report as annual/annualised amounts.

Term	Description
Basic salary	Salary range (if applicable) and the actual salary for the job holder, or average salary if there are multiple job holders.
Allowances	Allowances – housing allowance, car/travel allowance, subsistence, etc.
Benefits in kind	Annual leave, pension scheme, and other benefits. With the exception of annual leave, the amounts recorded are the annual cost of the benefit to the employer. In the case of pension scheme contributions, this was determined by multiplying the employer's percentage contribution by the relevant annual salary figure.
Total compensation	The total annual value of the compensation package for the position – i.e., basic salary, plus the total costs of variable and performance related pay, allowances and benefits in kind (excluding leave, which was not explicitly valued).
The UWI pay data	The UWI salary scale minimum and maximum for the benchmark survey job, and the corresponding average salary and total compensation for the job. The average salary and total compensation figures are annualised amounts based on actual pay recorded in the February 2025 payroll. To maintain confidentiality for UWI positions with only one post holder, the actual average salary is not reported and the salary range midpoint is used as a substitute and for calculating total compensation and differentials.

Term	Description
Number of sources/responses	The total number of survey participant organisations which provided match and compensation data for the survey benchmark job, together with the number of separately published data sources for the job. To maintain confidentiality for the local and regional survey, compensation data is only reported for positions where there are at least two responses.
Average	The arithmetic mean of the relevant compensation data i.e., the total of the values reported, divided by the sample size. Note that the average value may be skewed by outliers - very high or low data points.
Salary range midpoint	Midpoint of the salary range.
Median	The middle value in the relevant compensation data distribution i.e., the value for which 50% of the observations are higher and 50% lower. The median value is a robust measure of the central tendency of a distribution and is usually less affected by outlier values.
Lower (1st) and upper (3rd) quartiles	The values for which 75% of the observations are higher (lower quartile) and 25% are higher (upper quartile).
Interquartile range	The range between the lower and upper quartile values, containing 50% of the observed data. A narrow interquartile range is an indication of a stronger central tendency in the data distribution, whereas a wide one indicates the data is more dispersed.
% Differential	The difference between the relevant compensation data from The UWI and the market average, expressed as a percentage of the market average. A negative value indicates that The UWI pay data is below the market level by the reported percentage. The differential may be based on individual benchmark jobs or on an average across all matched benchmark jobs when making overall comparisons.

Table 12: Key definitions

5.2 The United States of America (US) and Canada

Comparator compensation data for the US and Canada is based on a range of different sources, including published surveys, on-line compensation databases and public information on salary scales and policies made available by universities. Typically, the publicly available information for compensation in universities focuses primarily on basic salaries. In order to provide total compensation comparisons, we conducted research on the additional employer costs of the principal benefits received by faculty and senior administrative staff in US/Canadian universities. Although the policies and costs vary widely between institutions depending on several factors, public vs. private universities, geographic location, size and relative prosperity; the average costs are summarised in the table below. Based on this analysis, we estimated that the additional costs of the key benefits included in The UWI's total compensation data totalled 40.5% and we added this amount to the basic salary figures for the total compensation comparisons.

Compensation element	Estimated value (% of base salary)	Included in The UWI's total compensation	% to be added
Retirement contributions	10-15%	Yes	12.5%
Health insurance	10-20%	Yes	15.0%
Tuition benefits	Faculty and spouse: 5% to 15%; Children: 15% to 40%	No	-
Paid leave & sabbaticals	1-5%	Yes	3.0%
Summer salary (9-month contracts)	Up to 33%	No	-
Administrative stipends	5-20%	No	-
Consulting & external work	Varies	No	-
Housing & relocation assistance	High-cost areas (e.g., Stanford, Harvard, NYU, UCLA, UC Berkeley): 10-25%; Moderate-cost areas (e.g., Midwestern state universities): 5-15%; Low-cost areas (e.g., rural universities): 0-5%	Yes	10.0%
Performance & research incentives	Varies	No	-
Total			40.5%

Table 13: Compensation elements and the estimated value of base salary (US and Canada)

Survey job title	The UWI compensation			Market compensation - US and Canada published data					
	Minimum salary	Maximum salary	Average/ Range Midpoint	Number of sources/ responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Principal	21,929,005	28,094,348	25,011,677	0	-	-	-	-	-
Deputy/Vice Principal	19,068,660	23,832,788	21,450,724	0	-	-	-	-	-
Dean	9,491,595	14,803,641	11,962,406	1	-	20,493,938	20,493,938	-	-42%
Deputy Dean	-	-	-	4	10,976,111	12,008,031	12,555,269	13,587,189	-
Director of Graduate Studies and Research/Academic Director	9,491,595	14,803,641	12,147,618	1	-	10,983,779	10,983,779	-	11%
Head of Department	-	-	-	0	-	-	-	-	-

Survey job title	The UWI compensation			Market compensation - US and Canada published data					
	Minimum salary	Maximum salary	Average/Range Midpoint	Number of sources/responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Professor	9,491,595	14,803,641	11,962,406	20	14,447,867	15,471,582	15,363,415	16,078,860	-22%
Senior Lecturer	6,717,462	9,034,233	7,600,191	20	10,561,155	11,078,718	11,167,265	11,856,006	-32%
Lecturer	4,525,053	6,393,777	5,247,672	20	8,586,205	9,591,020	9,441,993	10,033,063	-44%
Assistant Lecturer	3,901,944	3,901,944	4,050,718	17	6,443,959	7,261,626	7,218,057	8,204,620	-44%
Programme Coordinator	-	-	-	4	5,104,406	5,319,537	5,340,965	5,556,095	-
Curriculum Development Specialist	-	-	-	0	-	-	-	-	-
Research Fellow	4,525,053	6,393,777	5,247,672	7	5,350,362	5,816,612	6,482,418	7,603,775	-19%
Research Assistant	2,382,693	3,806,772	3,244,305	7	3,390,098	3,616,511	4,591,852	5,784,728	-29%
Tutor/Instructor	2,761,509	3,999,492	3,348,983	11	6,492,830	6,788,973	7,062,337	7,230,801	-53%
Teaching Assistant	2,382,693	3,806,772	3,244,305	7	2,503,345	2,834,470	2,981,124	3,427,377	9%
Campus Registrar	14,443,234	16,298,528	15,370,881	0	-	-	-	-	-
Deputy Campus Registrar	12,804,377	14,443,234	13,623,806	0	-	-	-	-	-
Campus Librarian	9,491,595	14,803,641	12,147,618	3	6,723,709	6,764,706	6,932,239	7,057,003	75%
Campus Bursar	14,443,234	16,298,528	15,370,881	0	-	-	-	-	-
Deputy Campus Bursar	12,804,377	14,443,234	13,623,806	0	-	-	-	-	-

Table 14: Basic salary analysis (US and Canada)

Survey job title	The UWI compensation	Market compensation - US and Canada published data		
	Average/Range Midpoint Total Compensation	Number of sources/responses	Average total compensation	% Average total compensation differential
Principal	37,243,103	0	-	-
Deputy/Vice Principal	33,107,652	0	-	-
Dean	21,792,518	1	28,793,983	-24%

	The UWI compensation	Market compensation - US and Canada published data		
Survey job title	Average/Range Midpoint Total Compensation	Number of sources/ responses	Average total compensation	% Average total compensation differential
Deputy Dean	-	4	17,640,152	-
Director of Graduate Studies and Research/Academic Director	19,795,253	1	15,432,209	28%
Head of Department	-	0	-	-
Professor	19,517,435	20	21,585,598	-10%
Senior Lecturer	12,974,113	20	15,690,007	-17%
Lecturer	9,445,334	20	13,266,001	-29%
Assistant Lecturer	7,649,903	17	10,141,369	-25%
Programme Coordinator	-	4	7,504,055	-
Curriculum Development Specialist	-	0	-	-
Research Fellow	9,445,334	7	9,107,797	4%
Research Assistant	4,618,572	7	6,451,552	-28%
Tutor/Instructor	6,011,228	11	9,922,583	-39%
Teaching Assistant	4,618,572	7	4,188,479	10%
Campus Registrar	26,447,296	0	-	-
Deputy Campus Registrar	22,464,302	0	-	-
Campus Librarian	19,216,924	3	9,739,796	97%
Campus Bursar	24,910,208	0	-	-
Deputy Campus Bursar	22,464,302	0	-	-

Table 15: Total compensation comparisons (US and Canada)

Observations

Based on the analysis set out in the tables above, we note that:

- In basic salary terms, The UWI's current compensation levels, for most survey positions, are below the US/Canada market average and median levels. Although the variance differs between positions, for the key academic positions of Professor, Senior Lecturer, Lecturer and Assistant Lecturer, The UWI's salary levels are between 22% and 44% below the market levels.

- For three positions - Director of Graduate Studies, Teaching Assistant and Campus Librarian - The UWI's salaries are above the market comparison levels. However, for two of those positions the sample sizes were small.
- The significant levels of allowances and other benefits received by The UWI's academic, senior administrative and professional staff has the effect of closing the gap to that of the market level in total compensation terms to some extent. However, we observe again that for the key academic positions The UWI's total compensation is between 10% and 29% below that of the US/Canada market levels.
- It should be noted that the roles of Registrar and Deputy Registrar in the US/Canada typically have a narrower focus than within UWI.

5.3 The United Kingdom (UK)

Comparator compensation data for the United Kingdom is based on the results of the EY market survey, together with published data sources, including the national pay scales that apply to academic staff in universities and other publicly available information on salary and benefits policies. Except for employer pension contributions, UK universities typically provide additional employee benefits only in limited circumstances, such as relocation costs. Private medical insurance is generally not provided as a standard benefit, although it may be made available on a salary sacrifice basis. Because of the more limited range of benefits, the difference between basic salaries and total compensation is much smaller in the UK than in the United States and Canada.

Survey job title	The UWI compensation			Number of sources/ responses	Market compensation - UK survey and published data				
	Minimum salary	Maximum salary	Average/ Range Midpoint		1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Principal	21,929,005	28,094,348	24,395,142	2	-	43,805,420	43,805,420	-	-43%
Deputy/Vice Principal	19,068,660	23,832,788	19,545,072	0	-	-	-	-	-
Dean	9,491,595	14,803,641	11,962,406	2	-	17,915,806	17,915,806	-	-33%
Deputy Dean	-	-	-	1	-	15,586,773	15,586,773	-	-
Director of Graduate Studies and	9,491,595	14,803,641	11,962,406	1	-	21,428,193	21,428,193	-	-43%

	The UWI compensation			Market compensation - UK survey and published data					
Survey job title	Minimum salary	Maximum salary	Average/ Range Midpoint	Number of sources/ responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Research/Academic Director									
Head of Department	-	-	-	4	9,099,435	11,624,393	11,367,633	13,892,590	-
Professor	9,491,595	14,803,641	11,962,406	5	11,598,542	12,129,194	13,035,715	14,073,580	-8%
Senior Lecturer	6,717,462	9,034,233	7,600,191	5	8,338,821	8,869,473	8,671,661	8,899,266	-12%
Lecturer	4,525,053	6,393,777	5,247,672	5	6,367,827	7,615,466	7,133,194	7,656,554	-26%
Assistant Lecturer	3,901,944	3,901,944	4,050,718	4	4,619,517	5,344,426	5,260,053	5,984,961	-23%
Programme Coordinator	-	-	-	1	-	5,009,357	5,009,357	-	-
Curriculum Development Specialist	-	-	-	0	-	-	-	-	-
Research Fellow	4,525,053	6,393,777	5,247,672	3	6,064,597	6,367,827	6,456,775	6,804,478	-19%
Research Assistant	2,382,693	3,806,772	3,244,305	2	-	4,752,597	4,752,597	-	-32%
Tutor/Instructor	2,761,509	3,999,492	3,348,983	2	-	4,525,175	4,525,175	-	-26%
Teaching Assistant	2,382,693	3,806,772	3,244,305	2	-	4,525,175	4,525,175	-	-28%
Campus Registrar	14,443,234	16,298,528	14,587,666	1	-	20,297,499	20,297,499	-	-24%
Deputy Campus Registrar	12,804,377	14,443,234	12,804,377	1	-	12,305,977	12,305,977	-	11%
Campus Librarian	9,491,595	14,803,641	9,491,595	1	-	11,917,540	11,917,540	-	2%
Campus Bursar	14,443,234	16,298,528	14,443,234	1	-	23,045,470	23,045,470	-	-33%
Deputy Campus Bursar	12,804,377	14,443,234	12,804,377	1	-	12,629,979	12,629,979	-	8%

Table 16: Basic salary analysis (UK)

	The UWI compensation	Market compensation - UK survey and published data		
Survey job title	Average/Range Midpoint Total Compensation	Number of sources/ responses	Average total compensation	% Average total compensation differential
Principal	37,243,103	2	52,745,077	-29%
Deputy/Vice Principal	33,107,652	0	-	-
Dean	21,792,518	2	22,597,850	-4%
Deputy Dean	-	1	20,057,059	-
Director of Graduate Studies and Research/Academic Director	19,795,253	1	27,573,799	-28%
Head of Department	-	4	13,881,505	-
Professor	19,517,435	5	16,323,924	20%
Senior Lecturer	12,974,113	5	10,815,010	20%
Lecturer	9,445,334	5	8,468,595	12%
Assistant Lecturer	7,649,903	4	6,614,464	16%
Programme Coordinator	-	1	6,091,379	-
Curriculum Development Specialist	-	0	-	-
Research Fellow	9,445,334	3	7,987,406	18%
Research Assistant	4,618,572	2	5,133,946	-10%
Tutor/Instructor	6,011,228	2	4,906,523	23%
Teaching Assistant	4,618,572	2	4,906,523	-6%
Campus Registrar	26,447,296	1	24,154,024	9%
Deputy Campus Registrar	22,464,302	1	14,644,113	53%
Campus Librarian	19,216,924	1	14,181,873	36%
Campus Bursar	24,910,208	1	27,424,109	-9%
Deputy Campus Bursar	22,464,302	1	15,029,675	49%

Table 17: Total compensation analysis (UK)

Observations

Based on the analysis set out in the tables above, we note that:

- In basic salary terms, The UWI's current pay levels are, for most survey positions, below the UK market average and median levels. However, the difference is not so marked as it is for the US/Canada comparisons. In the case of the key academic positions of Professor, Senior Lecturer, Lecturer and Assistant Lecturer, The UWI's salary levels are between 8% and 26% below the market levels.
- In total compensation terms, The UWI's pay is above the UK market level for most positions. For example, for the four key academic positions, pay is between 12% and 20% higher than the UK averages. This is the result of the relatively high level of allowances and other benefits in The UWI, compared to UK norms.
- It should be noted that the role of Registrar and Deputy Registrar in the UK typically have a narrower focus than within UWI.

5.4 Jamaica and Regional data

Jamaica and regional compensation comparisons are based on the results of the EY local and regional market survey. The survey results include a separate analysis of medical positions and in this section, we provide separate breakdowns of the data as follows:

- All local and regional survey participants
- Local and regional participants - excluding medical
- Regional participants - medical only

Survey job title	The UWI compensation			Market compensation - Jamaica and Regional survey data					
	Minimum salary	Maximum salary	Average/ Range Midpoint	Number of sources/ responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Principal	21,929,005	28,094,348	25,011,677	3	15,812,500	18,000,000	19,506,807	22,447,710	28%
Deputy/Vice Principal	19,068,660	23,832,788	21,450,724	4	9,093,594	10,216,644	12,843,486	13,966,536	67%
Dean	9,491,595	14,803,641	11,962,406	5	6,119,630	9,256,710	9,076,759	11,950,398	32%

	The UWI compensation			Market compensation - Jamaica and Regional survey data					
Survey job title	Minimum salary	Maximum salary	Average/ Range Midpoint	Number of sources/ responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Deputy Dean	-	-	-	3	7,270,038	8,887,398	8,897,117	10,519,336	-
Director of Graduate Studies and Research/Academic Director	9,491,595	14,803,641	12,147,618	5	5,905,783	10,933,288	8,940,721	11,950,398	36%
Head of Department	-	-	-	2	-	8,617,506	8,617,506	-	-
Professor	9,491,595	14,803,641	11,962,406	5	9,507,587	11,950,398	11,308,275	11,950,398	6%
Senior Lecturer	6,717,462	9,034,233	7,600,191	6	6,023,480	9,244,230	8,620,264	10,194,482	-12%
Lecturer	4,525,053	6,393,777	5,247,672	6	4,259,860	6,463,770	6,354,661	7,349,139	-17%
Assistant Lecturer	3,901,944	3,901,944	4,050,718	5	3,193,790	4,772,546	4,935,025	5,437,473	-18%
Programme Coordinator	-	-	-	3	3,538,091	5,188,126	4,153,853	5,286,752	-
Curriculum Development Specialist	-	-	-	1	-	-	-	-	-
Research Fellow	4,525,053	6,393,777	5,247,672	2	-	5,673,648	5,673,648	-	-8%
Research Assistant	2,382,693	3,806,772	3,244,305	2	-	2,482,473	2,482,473	-	31%
Tutor/Instructor	2,761,509	3,999,492	3,348,983	3	3,590,238	4,304,927	3,828,468	4,304,927	-13%
Teaching Assistant	2,382,693	3,806,772	3,244,305	2	-	2,482,473	2,482,473	-	31%
Campus Registrar	14,443,234	16,298,528	15,370,881	4	6,500,067	8,425,147	8,788,415	10,713,495	75%
Deputy Campus Registrar	12,804,377	14,443,234	13,623,806	5	5,894,424	6,540,000	7,132,438	6,921,511	91%
Campus Librarian	9,491,595	14,803,641	12,147,618	5	3,487,224	6,921,511	7,314,552	10,843,026	66%
Campus Bursar	14,443,234	16,298,528	15,370,881	4	7,804,863	8,750,776	9,767,582	10,713,495	57%
Deputy Campus Bursar	12,804,377	14,443,234	13,623,806	3	6,708,936	6,921,511	9,298,846	10,700,089	47%

Table 18: Basic salary analysis (Jamaica and Regional survey participants)

	The UWI compensation	Market compensation - Jamaica and Regional survey data		
Survey job title	Average/ Range Midpoint Total Compensation	Number of sources/ responses	Average total compensation	% Average total compensation differential
Principal	37,243,103	3	26,898,065	38%
Deputy/Vice Principal	33,107,652	4	18,503,152	79%
Dean	21,792,518	5	13,429,650	62%
Deputy Dean	-	3	13,296,846	-
Director of Graduate Studies and Research/Academic Director	19,795,253	5	13,238,167	50%
Head of Department	-	2	8,889,464	-
Professor	19,517,435	5	14,593,869	34%
Senior Lecturer	12,974,113	6	10,430,276	24%
Lecturer	9,445,334	6	7,889,339	20%
Assistant Lecturer	7,649,903	5	6,328,663	21%
Programme Coordinator	-	3	5,200,199	-
Curriculum Development Specialist	-	1	7,031,013	-
Research Fellow	9,445,334	2	6,950,594	36%
Research Assistant	4,618,572	2	3,213,953	44%
Tutor/Instructor	6,011,228	3	4,965,287	21%
Teaching Assistant	4,618,572	2	1,820,481	154%
Campus Registrar	26,447,296	4	12,453,195	112%
Deputy Campus Registrar	22,464,302	5	9,239,132	143%
Campus Librarian	19,216,924	5	9,525,010	102%
Campus Bursar	24,910,208	4	12,262,098	103%
Deputy Campus Bursar	22,464,302	3	12,451,803	80%

Table 19: Total compensation analysis (Jamaica and Regional survey participants)

	The UWI compensation			Market compensation - Jamaica and Regional survey (excluding medical)					
Survey job title	Minimum salary	Maximum salary	Average/Range Midpoint	Number of sources/responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average Salary differential
Principal	21,929,005	28,094,348	25,011,677	3	15,812,500	18,000,000	19,506,807	22,447,710	28%
Deputy/Vice Principal	19,068,660	23,832,788	21,450,724	4	9,093,594	10,216,644	12,843,486	13,966,536	67%
Dean	9,491,595	14,803,641	11,962,406	4	6,066,168	7,688,170	8,308,130	9,930,132	44%
Deputy Dean	-	-	-	2	6,461,358	7,270,038	7,270,038	8,078,718	-
Director of Graduate Studies and Research/Academic Director	9,491,595	14,803,641	12,147,618	4	5,420,272	8,419,536	8,188,302	11,187,565	48%
Head of Department	-	-	-	1	-	-	-	-	-
Professor	9,491,595	14,803,641	11,962,406	3	7,439,519	9,507,587	8,943,145	10,728,992	34%
Senior Lecturer	6,717,462	9,034,233	7,600,191	4	4,765,808	6,948,700	7,007,181	9,190,073	8%
Lecturer	4,525,053	6,393,777	5,247,672	4	3,505,992	4,782,490	4,869,262	6,145,760	8%
Assistant Lecturer	3,901,944	3,901,944	4,050,718	3	3,066,501	3,193,790	3,635,183	3,983,168	11%
Programme Coordinator	-	-	-	2	2,713,073	3,538,091	3,538,091	4,363,108	-
Curriculum Development Specialist	-	-	-	1	-	-	-	-	-
Research Fellow	4,525,053	6,393,777	5,247,672	1	-	-	-	-	-
Research Assistant	2,382,693	3,806,772	3,244,305	1	-	-	-	-	-
Tutor/Instructor	2,761,509	3,999,492	3,348,983	2	-	3,590,238	3,590,238	-	-7%
Teaching Assistant	2,382,693	3,806,772	3,244,305	1	-	-	-	-	-
Campus Registrar	14,443,234	16,298,528	15,370,881	4	6,500,067	8,425,147	8,788,415	10,713,495	75%
Deputy Campus Registrar	12,804,377	14,443,234	13,623,806	4	5,678,376	6,730,755	7,441,941	8,494,320	83%
Campus Librarian	9,491,595	14,803,641	12,147,618	4	3,458,069	5,204,368	6,432,434	8,178,733	89%
Campus Bursar	14,443,234	16,298,528	15,370,881	4	7,804,863	8,750,776	9,767,582	10,713,495	57%
Deputy Campus Bursar	12,804,377	14,443,234	13,623,806	3	6,708,936	6,921,511	9,298,846	10,700,089	47%

Table 20: Basic salary analysis (Jamaica and Regional survey participants - excluding medical)

	The UWI compensation	Market compensation - Jamaica and regional survey (excluding medical)		
Survey job title	Average total compensation	Number of sources/ responses	Average total compensation	% Average total compensation differential
Principal	37,243,103	3	26,898,065	38%
Deputy/Vice Principal	33,107,652	4	18,503,152	79%
Dean	21,792,518	4	10,920,708	100%
Deputy Dean	-	2	8,930,419	-
Director of Graduate Studies and Research/Academic Director	19,795,253	4	11,427,138	73%
Head of Department	-	1	-	-
Professor	19,517,435	3	11,680,121	67%
Senior Lecturer	12,974,113	4	8,316,159	56%
Lecturer	9,445,334	4	5,873,380	61%
Assistant Lecturer	7,649,903	3	4,739,758	61%
Programme Coordinator	-	2	5,107,610	-
Curriculum Development Specialist	-	1	-	-
Research Fellow	9,445,334	1	-	-
Research Assistant	4,618,572	1	-	-
Tutor/Instructor	6,011,228	2	4,596,989	31%
Teaching Assistant	4,618,572	1	-	-
Campus Registrar	26,447,296	4	12,453,195	112%
Deputy Campus Registrar	22,464,302	4	9,875,552	127%
Campus Librarian	19,216,924	4	9,110,311	111%
Campus Bursar	24,910,208	4	12,262,098	103%
Deputy Campus Bursar	22,464,302	3	12,451,803	80%

Table 21: Total compensation analysis (Jamaica and Regional survey participants - excluding medical)

Survey job title	The UWI compensation			Market compensation - Jamaica survey participants only					
	Minimum salary	Maximum salary	Average/ Range Midpoint	Number of sources/ responses	1st Quartile salary	Median salary	Average salary	3rd Quartile salary	% Average salary differential
Principal	21,929,005	28,094,348	25,011,677	2	-	15,812,500	15,812,500	-	58%
Deputy/Vice Principal	19,068,660	23,832,788	21,450,724	3	8,687,189	9,500,000	9,435,889	10,216,644	127%
Dean	9,491,595	14,803,641	11,962,406	3	6,012,707	6,119,630	7,094,041	7,688,170	69%
Deputy Dean	-	-	-	2	-	7,270,038	7,270,038	-	-
Director of Graduate Studies and Research/Academic Director	9,491,595	14,803,641	12,147,618	3	4,934,761	5,905,783	6,934,270	8,419,536	75%
Head of Department	-	-	-	1	-	-	-	-	-
Professor	9,491,595	14,803,641	11,962,406	2	-	7,439,519	7,439,519	-	61%
Senior Lecturer	6,717,462	9,034,233	7,600,191	3	4,433,356	5,098,260	5,888,618	6,948,700	29%
Lecturer	4,525,053	6,393,777	5,247,672	3	3,274,754	3,737,230	4,125,753	4,782,490	27%
Assistant Lecturer	3,901,944	3,901,944	4,050,718	2	-	3,066,501	3,066,501	-	32%
Programme Coordinator	-	-	-	1	-	-	-	-	-
Curriculum Development Specialist	-	-	-	1	-	-	-	-	-
Research Fellow	4,525,053	6,393,777	5,247,672	0	-	-	-	-	-
Research Assistant	2,382,693	3,806,772	3,244,305	0	-	-	-	-	-
Tutor/Instructor	2,761,509	3,999,492	3,348,983	1	-	-	-	-	-
Teaching Assistant	2,382,693	3,806,772	3,244,305	0	-	-	-	-	-
Campus Registrar	14,443,234	16,298,528	15,370,881	3	5,608,278	7,391,857	6,891,664	8,425,147	123%
Deputy Campus Registrar	12,804,377	14,443,234	13,623,806	3	4,816,753	6,540,000	5,518,339	6,730,755	147%
Campus Librarian	9,491,595	14,803,641	12,147,618	3	3,428,914	3,487,224	4,593,113	5,204,368	164%
Campus Bursar	14,443,234	16,298,528	15,370,881	3	7,566,612	8,043,114	8,197,220	8,750,776	88%
Deputy Campus Bursar	12,804,377	14,443,234	13,623,806	2	-	6,708,936	6,708,936	-	103%

Table 22: Basic Salary Analysis (Jamaica survey participants only)

	The UWI compensation	Market compensation - Jamaica survey participants only		
Survey job title	Average/ Midpoint Total Compensation	Number of sources/ responses	Average total compensation	% Average total compensation differential
Principal	37,243,103	2	20,699,660	80%
Deputy/Vice Principal	33,107,652	3	13,572,756	144%
Dean	21,792,518	3	8,383,392	160%
Deputy Dean	-	2	8,930,419	-
Director of Graduate Studies and Research/Academic Director	19,795,253	3	8,408,755	135%
Head of Department	-	1	-	-
Professor	19,517,435	2	8,926,190	119%
Senior Lecturer	12,974,113	3	6,597,637	97%
Lecturer	9,445,334	3	4,754,597	99%
Assistant Lecturer	7,649,903	2	3,858,329	98%
Programme Coordinator	-	1	-	-
Curriculum Development Specialist	-	1	-	-
Research Fellow	9,445,334	0	-	-
Research Assistant	4,618,572	0	-	-
Tutor/Instructor	6,011,228	1	-	-
Teaching Assistant	4,618,572	0	-	-
Campus Registrar	26,447,296	3	8,376,746	216%
Deputy Campus Registrar	22,464,302	3	6,184,727	263%
Campus Librarian	19,216,924	3	5,736,671	235%
Campus Bursar	24,910,208	3	9,712,426	156%
Deputy Campus Bursar	22,464,302	2	7,587,554	196%

Table 23: Total Compensation Analysis (Jamaica survey participants only)

Observations

Based on the analyses set out in **Tables 18 to 23** above, we note that:

- In basic salary terms, for most benchmark jobs, The UWI's pay levels are above the market levels by a significant amount. The only notable exceptions to this are the positions of Senior Lecturer, Lecturer, Assistant Lecturer, Research Fellow and Tutor/Instructor, in comparison with all regional, and local, survey participants. However, it should be noted that the set of comparisons in **Table 18** includes medical positions, and that when they are excluded - as seen in **Table 20** - The UWI's average salaries are above the market for all positions, except that of Tutor/Instructor.
- In the separate analysis of the Jamaica-only survey participants set out in tables 21 and 22, UWI's compensation is substantially above the average level for all benchmark positions.
- In total compensation terms, The UWI's positioning above the market is reinforced, and this is seen for all benchmark positions. For a small number of positions, The UWI's total compensation is more than 100% above the market average.
- It should be noted that the roles of Registrar and Deputy Registrar typically have a narrower focus than within UWI. If a comparison is made to a role of similar breadth and accountability in GoJ it would fall at a higher salary range. For information, the published range for a GoJ Band 14, which we consider to be a broadly equivalent level to UWI's Registrar, as at April 2024 is J\$13,957,056 to J\$18,770,689. The midpoint salary therefore sits at the midpoint of the range for basic salary and above on total compensation when housing is taken into account.

Survey job title	UWI Compensation			Market Compensation - Regional survey data					
	Minimum Salary	Maximum Salary	Average/Range Midpoint	Number of sources/ responses	1st Quartile Salary	Median Salary	Average Salary	3rd Quartile Salary	% Average Salary Differential
Professor	10,476,945	15,941,883	14,803,641	2	-	14,855,970	14,855,970	-	0%
Senior Lecturer	7,600,191	9,972,105	8,737,400	2	-	11,846,430	11,846,430	-	-26%
Lecturer	5,119,683	7,057,533	5,792,448	2	-	9,325,459	9,325,459	-	-38%
Assistant Lecturer	4,414,683	4,754,136	4,583,014	2	-	6,884,787	6,884,787	-	-33%

Table 24: Basic salary analysis (Regional survey participants - medical only)

	UWI Compensation	Market Compensation - Regional survey data		
Survey job title	Average/Midpoint Total Compensation	Number of sources/ responses	Average Total Compensation	% Average Total Compensation Differential
Professor	23,779,288	2	18,964,493	25%
Senior Lecturer	14,679,926	2	14,658,510	0%
Lecturer	10,262,498	2	11,921,257	-14%
Assistant Lecturer	8,448,347	2	8,712,020	-3%

Table 25: Total compensation analysis - Regional survey participants - medical only

Observations

The small number of institutions providing data for the medical positions means that the comparisons can only provide a general indication of The UWI's market position. This data does indicate that compensation is differentiated for medical and non-medical roles. This, however, suggests The UWI's basic salaries may be below the market level for the key positions of Senior Lecturer, Lecturer and Assistant Lecturer. However, the total compensation comparisons suggest The UWI's pay is above the market level at Professor level, and on a par for Senior Lecturers. However, total compensation is slightly below the market average for Lecturers and Assistant Lecturers.

6. Overall conclusions

The research undertaken provides a comparison of the UWI basic salary and total compensation levels relative to the chosen markets - regional and international - based on a combination of survey data from participating institutions and published data. All figures have been adjusted to take account of cost-of-living differences. Key observations are:

- Compared to the United States and Canada market, UWI average basic salary differentials are 17% below the market. However, the relatively high level of housing, other allowances and benefits provided by the UWI mean that in total compensation terms, the gap with the market is smaller - 3% below.
- Compared to the United Kingdom, UWI basic salary differentials average 21% below the market. However, in total compensation terms the position changes with UWI compensation differentials averaging 11% above the market. Again, this reflects the relatively high level of allowances and benefits provided by the UWI and the more limited provision that is typical in the UK.
- Compared to the Jamaica and regional market, UWI basic salary differentials average 29% above the market, and the gap is much greater - averaging 66% - in total compensation terms.

We note there is significant variability in the differentials seen, depending on the benchmark job and the market for comparison. For some positions, the number of sources/responses is also small, and this may affect the reliability of the differentials obtained. However, we consider that the overall position summarised above is a reasonable reflection of UWI's position relative to the three chosen markets included in the market comparisons study.

The data provides an understanding of the UWI's market position both regionally and internationally and may be used to inform decisions on the desired market position for the institution. This, together with the outputs of the job evaluation exercise and reference to the GoJ ranges, will support the development and costing of compensation structure options.

Appendix I – Data collection workbook



Appendix II – Technical note

CONVERSION AND COST OF LIVING ADJUSTMENT

The following steps were used to convert data from the reported currency to \$JMD adjusted to reflect the cost of living in Jamaica.

1. Currency adjustment

The following exchange rates were applied based on the market rate on 1 January 2025.

Country/Currency	US\$	JM\$
US/USD	1.00	156.19
UK/GBP	0.80	195.54
Canada/CAD	1.44	108.65
Barbados/BBD	2.00	78.10
Jamaica/JMD	156.19	1.00
Trinidad and Tobago/TTD	6.80	22.99
Eastern Caribbean/XCD	2.70	57.85

Table 26: Foreign exchange rates

2. Cost of living adjustment

Comparative cost of living data was compiled from Numbeo.com (<https://www.numbeo.com/cost-of-living/>).

The table below sets out the data used for the adjustment. The first cost of living index is from the source data, where the cost of living in New York City is the base. In the second column, the data has been converted so that Jamaica is the base and the cost of living in the other survey locations is expressed as a ratio of the Jamaica COL index.

To complete the cost of living adjustment, the pay data converted into JM\$ was divided by the cost of living index Jamaica = 100) in order to provide a consistent basis for comparison with Jamaican salaries. A worked example is provided below.

Country	Cost of Living Plus Rent Index (New York City = 100)	Cost of Living Plus Rent Index (Jamaica = 100)
Barbados	47.90	1.33
United States	54.30	1.51
United Kingdom	46.30	1.29
Puerto Rico	41.50	1.16
Canada	46.10	1.28
Jamaica	35.90	1.00
Trinidad and Tobago	33.30	0.93

Table 27: Cost of living adjustment

3. Worked example

Survey salary reported in the United States: 100,000 US\$

1. Convert to JM\$: $100,000 \times 156.19 = \$15,619,000$
2. Cost of living adjustment to take account of higher cost of living in the United States: $\text{US\$}15,619,000 / 1.51 = \text{US\$}10,343,708$
3. Figures adjusted on this basis have been reported in this report.

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