

## Larkins, Michelle L.

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**From:** Yruegas, Jennifer E.  
**Sent:** Tuesday, March 19, 2019 2:01 PM  
**To:** Larkins, Michelle L.  
**Cc:** Carstens, Lisa  
**Subject:** Re: Follow up on STARS audit: Human Resources. CHANGE

Michelle,

I am sorry I had Tammy check my math and the ration is actually **12.66** I had added in a segment of part time employees by accident. That's a bit better of ratio.

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**Jennifer E. Yruegas**

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**From:** "Larkins, Michelle L." <michelle.larkins@pacificu.edu>  
**Date:** Tuesday, March 19, 2019 at 1:54 PM  
**To:** "Yruegas, Jennifer E." <jennifer.yruegas@pacificu.edu>  
**Cc:** "Carstens, Lisa" <carstens@pacificu.edu>  
**Subject:** RE: Follow up on STARS audit: Human Resources

Thank you Jennifer, much appreciated.

MLL

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**From:** Yruegas, Jennifer E. <jennifer.yruegas@pacificu.edu>  
**Sent:** Tuesday, March 19, 2019 1:39 PM  
**To:** Larkins, Michelle L. <michelle.larkins@pacificu.edu>  
**Cc:** Carstens, Lisa <carstens@pacificu.edu>  
**Subject:** Re: Follow up on STARS audit: Human Resources

Below are the questions/inconsistencies from the auditors:

1. Amount entered for "Full-time equivalent employees" (868) is equal to the amount entered for "Total number of employees". The former should indicate FTE, whereas the latter should indicate headcount (**including part-time faculty**) and should be higher than FTE if the institution has part-time employees. Please revise or clarify in the Notes field.

**Jennifer:** please let me know if you can pull info for adjunct instructors through PayCom, or if I need to contact the Deans.

- **868 are considered full time that means .625 to 2.0 FTE**
- **Total headcount including part time employees – 1298 (430 part time employees)**

2. [IN-20: Pay Scale Equity](#): Response does not include sufficient detail. Additional documentation is needed (e.g., more detailed methodology on the highest/lowest position titles (see [Harvey Mudd College response](#)). If documentation supporting the institution's reported pay scale ratio is not available, please drop the credit. See [credit criteria](#).

**Jennifer:** I have attached the credit criteria. We do not have to submit true wages, rather just the ratio. Please let me know if this information is available, or if I should drop the credit.

- **The ratio is 13.86**