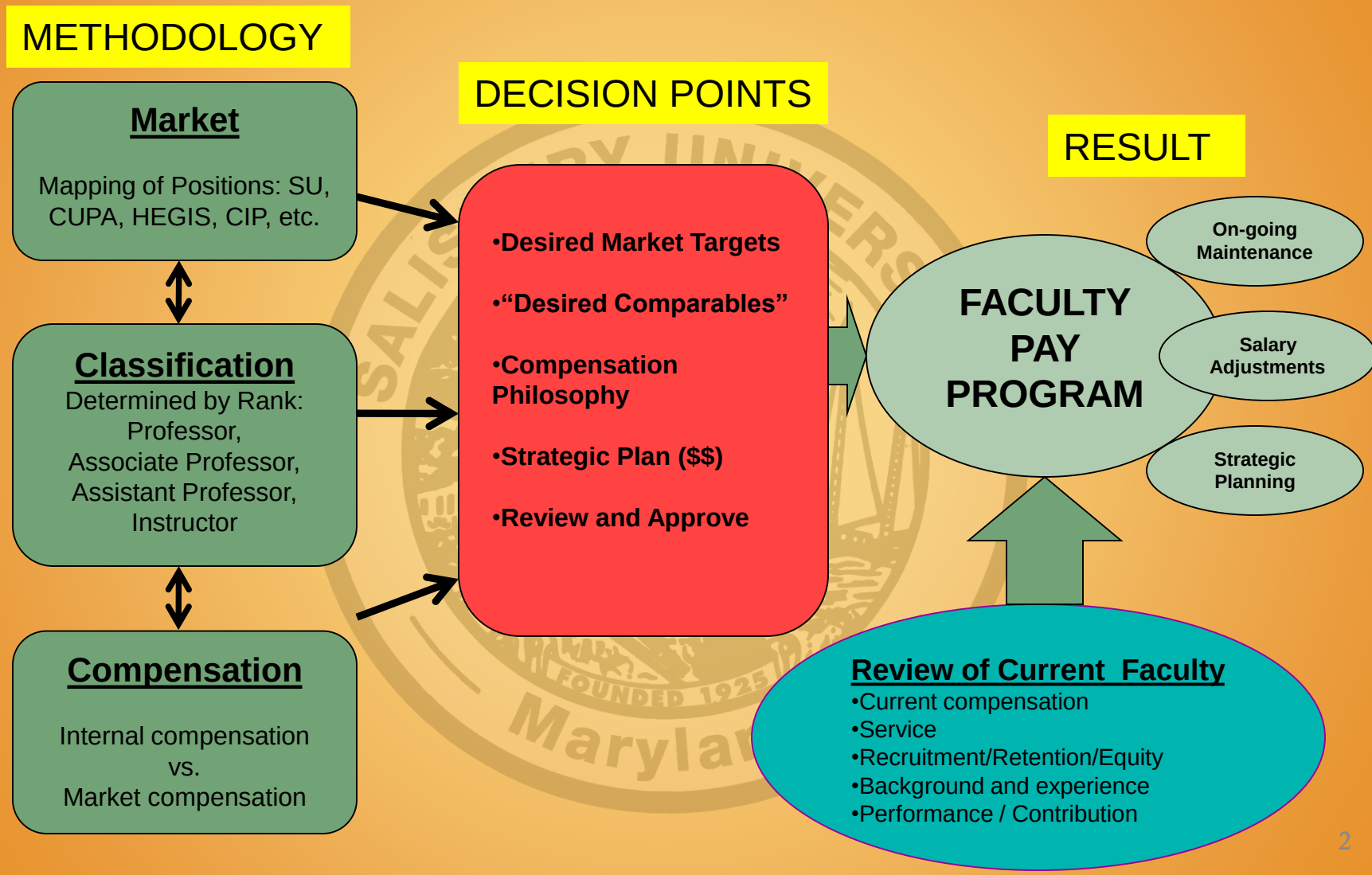
PRESENTATION TO FACULTY SENATE

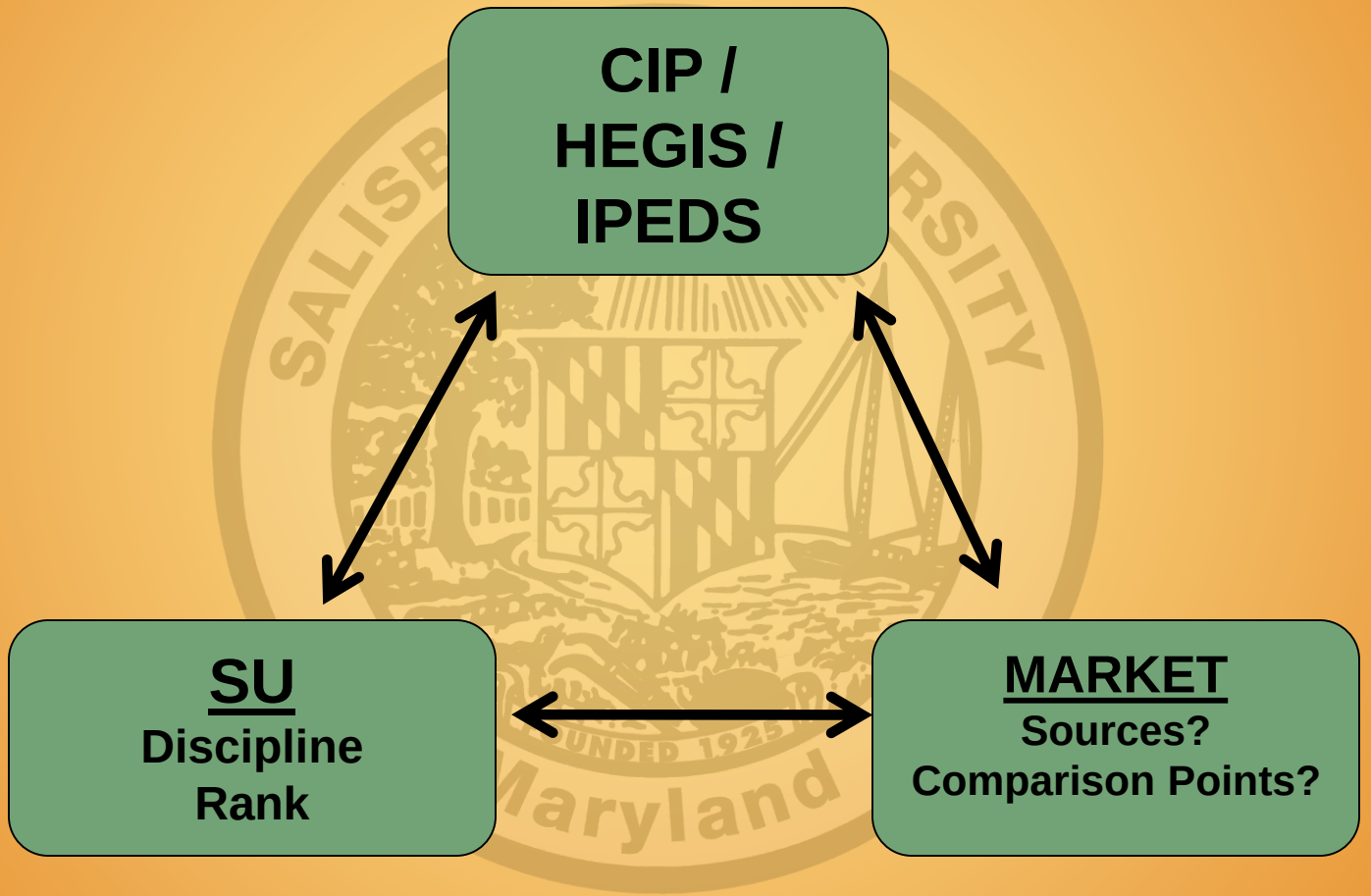
May 8, 2012

Salisbury UNIVERSITY

Project Model



First Step: Map to Market



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HEGIS/CIP Mapping

Faculty HEGIS/CIP Codes by Department

Department	Dept ID	Faculty Member	Internal Title	HEGIS	CIP	CIP Description
Accounting and Legal Studies	110185	Gittelman, Julie	FTNTT - Lecturer	05.06.01	52.02	Business Admin., Management and Operations
Accounting and Legal Studies	110185	Holloway, Susanne	FTNTT - Professor of the	05.06	52.02	Business Admin., Management and Operations
Accounting and Legal Studies	111420	De Ridder, Jerome	PROFESSOR	05.02	52.03	Accounting & Related Services
Accounting and Legal Studies	111420	Dombrowski, Robert	PROFESSOR	05.02	52.03	Accounting & Related Services
Accounting and Legal Studies	111420	Garner, Robert	PROFESSOR	05.02	52.03	Accounting & Related S
Accounting and Legal Studies	111420	Marshall, P	PROFESSOR	05.02		
Accounting and Legal Studies	111420	Smith, Kenneth	PROFES			
Accounting and Legal Studies	111420	D				
Accounting and L						
						Fine & Studio Art
				10.01	50.07	Fine & Studio Art
			Associate Professor	10.01	50.07	Fine & Studio Art
	111910	Kim, Jinchul	Associate Professor	10.01	50.07	Fine & Studio Art
Art Department	111910	Peterson, Dean	Associate Professor	10.01	50.07	Fine & Studio Art
Art Department	111910	Rogers, William	Associate Professor	10.01	50.07	Fine & Studio Art
Art Department	111910	Chism, Alison	Assistant Professor	10.01	50.07	Fine & Studio Art
Art Department	111910	Kauffman, Elizabeth	Assistant Professor	10.01	50.07	Fine & Studio Art
Art Department	111910	Poe, Preston	Assistant Professor	10.01	50.07	Fine & Studio Art
Art Department	110190	Anderton, Jeanne	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Brotman, Gary	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Davis, Jessica	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Goldhagen, Carl	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Hill, Marjorie	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Lattimore, Somiah	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Molenda, Sally	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Art Department	110190	Olszewski, Pamela	FTNTT - Lecturer	10.01	50.07	Fine & Studio Art
Biological Sciences	111310	Briand, Christopher	Professor	04.01	26.01	Biology, General
Biological Sciences	111310	Frana, Mark	Professor	04.01	26.01	Biology, General
Biological Sciences	111310	Gehnrich, Stephen	Professor	04.01	26.01	Biology, General
Biological Sciences	111310	Grecay, Paul	Professor	04.01	26.01	Biology, General

Finalized HEGIS/CIP Codes for Each Faculty Member

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Market Sources

- Reviewed 14 Studies, looking for:
  - Reliable Data

    Adequate & Appropriate Study Sample
  - Comparable Institutions

    Public, Master's, Enrollment, Budget, Funding, etc.
  - Level of Detail Available ?

    Discipline, Rank, Tenure, Percentiles, Region, etc.
  - Data Collection Methodology
  - Survey Limitations

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Market Sources: What we found

Surveys Broken Down by Discipline

- National Faculty Salary Survey for Four-Year Institutions by College and University Professional Association for Human Resources **(CUPA)**
  - From **1,256 higher education institutions**
    - 48% Public, 28% Private Independent, and 24% Private Religious
    - ***345 Faculty positions (by CIP codes)***
- Faculty Salary Survey by **Oklahoma** State University
  - *But limited to Doctoral and Research Universities*
- National Compensation Survey by **U.S. Department of Labor (DOL) and U.S. Bureau of Labor Statistics**
  - *2010 Data, Limited Disciplines but NOT broken down by Rank*

Market Sources: What we found

Other Surveys

- American Association of University Professors **(AAUP)**
  - *Average Salaries only; NOT by discipline or size (funding, enrollment, etc.)*
- **Chronicle** of Higher Education
  - *Uses data from AAUP*
- **IPEDS**
  - *Good data, but not by discipline*
- **Delaware Study**
  - *Only offers: Sample size & budget allocation (= average for instruction)*

- *SOME Discipline specific surveys (AACTE; NCATE; AACN; ALA; AACSB; CSWE, etc.): vary greatly in what / how they offer data / where it comes from*

Market Sources

- Reviewed 14 Studies, looking for:
  - Reliable Data

    Adequate & Appropriate Study Sample

  - Com[illegible]

    Discipline, Rank, Tenure, Percentiles, Region, etc.

  - Data Collection Methodology
  - Survey Limitations

Finalized the Market Sources: (Phase 1) CUPA

(Phase 2) AAUP/Chronicle, IPEDs, & Oklahoma

Market Comparison Points (MCP)

CUPA Survey Comparison Groups

- USM *Stretch Point*
  - 10 institutions

Finalized the CUPA Market Comparison Points: USM/East Coast/Funding Peers/Budget Q3/Enrollment Q3

lass

- Similar Operating Budgets Quartile 3
  - 308 institutions
- Similar Enrollment Quartile 3
  - 308 institutions
- Regional *East Coast, Master's—Large, Public*
  - 32 institutions

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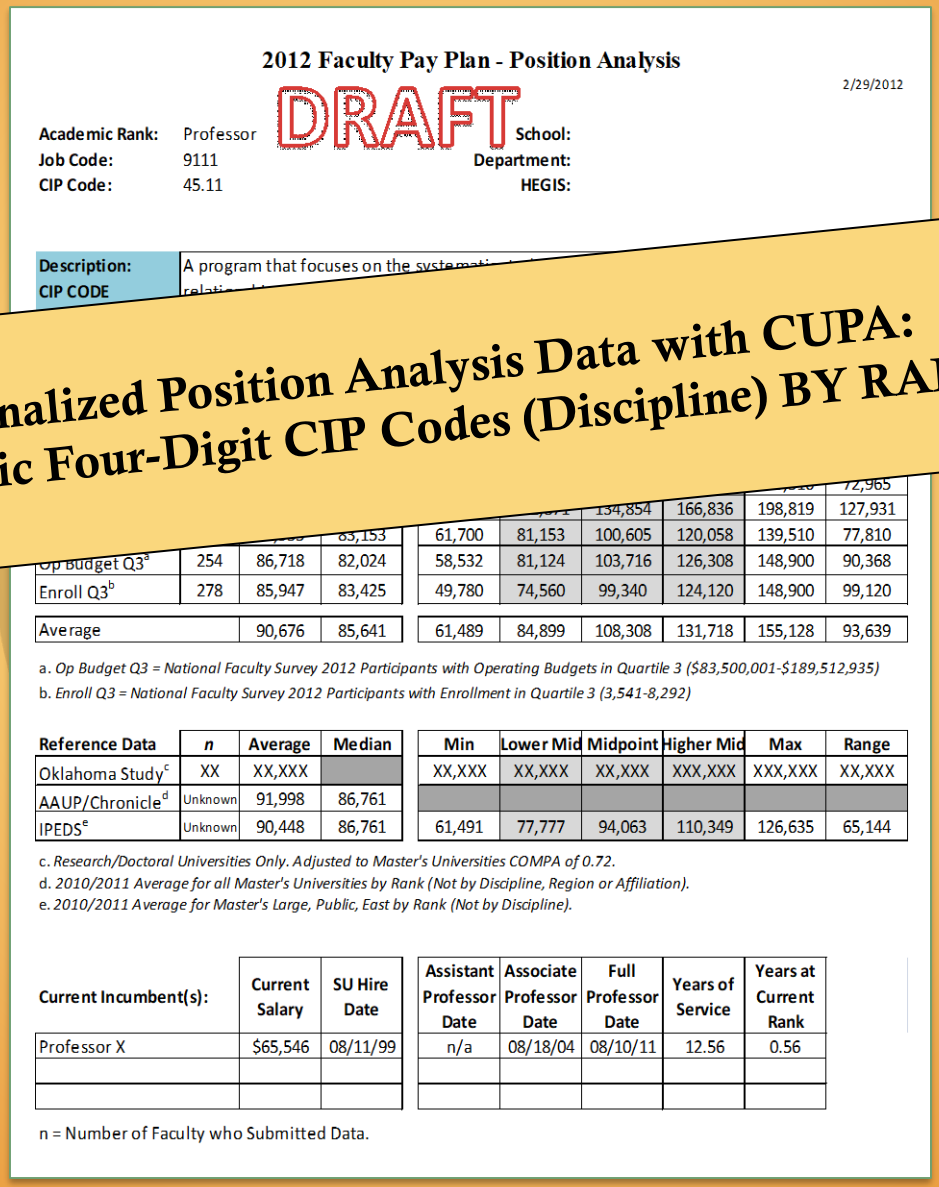
Position Analysis Options



2012 Faculty Pay Plan - Position Analysis

2/29/2012

DRAFT

Academic Rank: Professor
Job Code: 9111
CIP Code: 45.11
School:
Department:
HEGIS:

Description:
CIP CODE

							134,854	166,836	198,819	127,931
			83,153	61,700	81,153	100,605	120,058	139,510	77,810	
Op Budget Q3[a]	254	86,718	82,024	58,532	81,124	103,716	126,308	148,900	90,368	
Enroll Q3[b]	278	85,947	83,425	49,780	74,560	99,340	124,120	148,900	99,120	
Average		90,676	85,641	61,489	84,899	108,308	131,718	155,128	93,639	

a. *Op Budget Q3 = National Faculty Survey 2012 Participants with Operating Budgets in Quartile 3 ($83,500,001-$189,512,935)*

b. *Enroll Q3 = National Faculty Survey 2012 Participants with Enrollment in Quartile 3 (3,541-8,292)*

Reference Data	*n*	Average	Median	Min	Lower Mid	Midpoint	Higher Mid	Max	Range
Oklahoma Study[c]	XX	XX,XXX		XX,XXX	XX,XXX	XX,XXX	XXX,XXX	XXX,XXX	XX,XXX
AAUP/Chronicle[d]	Unknown	91,998	86,761						
IPEDS[e]	Unknown	90,448	86,761	61,491	77,777	94,063	110,349	126,635	65,144

c. *Research/Doctoral Universities Only. Adjusted to Master's Universities COMPA of 0.72.*

d. *2010/2011 Average for all Master's Universities by Rank (Not by Discipline, Region or Affiliation).*

e. *2010/2011 Average for Master's Large, Public, East by Rank (Not by Discipline).*

Current Incumbent(s):	Current Salary	SU Hire Date	Assistant Professor Date	Associate Professor Date	Full Professor Date	Years of Service	Years at Current Rank
Professor X	$65,546	08/11/99	n/a	08/18/04	08/10/11	12.56	0.56

n = Number of Faculty who Submitted Data.

Finalized Position Analysis Data with CUPA:
Specific Four-Digit CIP Codes (Discipline) BY RANK

Deliverables & Timeframes

- Preliminary Report due April 2012
- Additional Reports due September 2012

Agreed on (and Provided) April Deliverables:

Prof/Assoc Prof/Asst Prof
Analysis Forms by School/Dept/CIP/Rank
Master Spreadsheet (Time Permitting)

Compile Internal & Market Compensation Data

- The highlighted dollar amount is where the SU Incumbent's compensation falls in the **Market Percentile** for that position.

For Example:

Mkt Code	Market Title	Annual Salary	Market Range by Position				SU Start Date
			MIN	LOWER MID	MEDIAN	HIGHER MID	
1234	Assistant Professor	58,700	40,125	50,800	60,500	92,000	7/1/2001

Color Coding and Rounding

Mkt Code	Market Title	Annual Salary	MIN	LOWER MID	MEDIAN	HIGHER MID
1234	Professor X	42,400	36,500	44,300	64,300	82,000

RED BOX: at or below the "lower mid"

Mkt Code	Market Title	Annual Salary	MIN	LOWER MID	MEDIAN	HIGHER MID
5678	Professor Y	58,300	44,125	55,700	60,500	92,000

YELLOW BOX: between "lower mid" and "median"

Mkt Code	Market Title	Annual Salary	MIN	LOWER MID	MEDIAN	HIGHER MID
9012	Professor Z	68,700	47,800	55,800	62,500	89,000

GREEN BOX: at or above the "median"

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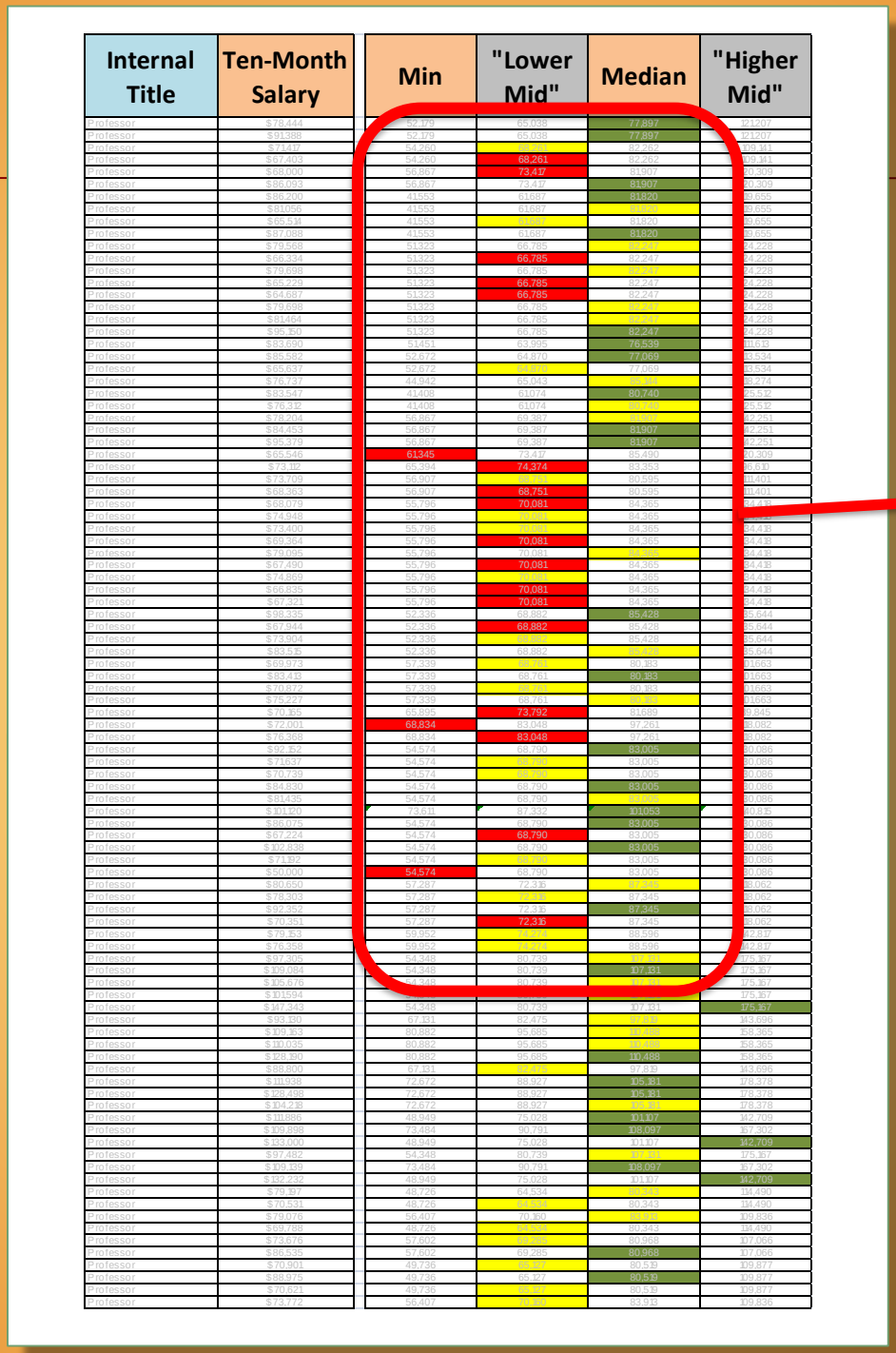
Professor Salaries to Market



Internal Title	Ten-Month Salary	Min	"Lower Mid"	Median	"Higher Mid"
Professor	$78,444	52,179	65,038	77,897	121,207
Professor	$91,388	52,179	65,038	77,897	121,207
Professor	$71,417	54,260	68,261	82,262	109,141
Professor	$67,403	54,260	68,261	82,262	109,141
Professor	$68,000	56,867	73,417	81907	120,309
Professor	$86,093	56,867	73,417	81907	120,309
Professor	$86,200	41553	61687	81820	99,655
Professor	$81,056	41553	61687	81820	99,655
Professor	$65,531	41553	61687	81820	99,655
Professor	$87,000	41,553	61687	81820	99,655
Professor	$79,568	51323	66,785	82,247	120,228
Professor	$66,334	51323	66,785	82,247	120,228
Professor	$79,698	51323	66,785	82,247	124,228
Professor	$65,229	51323	66,785	82,247	124,228
Professor	$64,697	51323	66,785	82,247	124,228
Professor	$79,698	51,323	66,785	82,247	124,228
Professor	$81,464	51,323	66,785	82,247	124,228
Professor	$95,150	51,323	66,785	82,247	124,228
Professor	$83,690	51451	63,995	76,539	101,613
Professor	$85,582	52,672	64,970	77,069	103,534
Professor	$65,637	52,672	64,970	77,069	103,534
Professor	$73,737	44,942	65,044	80,740	120,274
Professor	$83,547	41,408	61074	80,740	125,512
Professor	$76,332	41408	61074	80,740	125,512
Professor	$78,204	56,867	69,367	81,907	102,251
Professor	$84,453	56,867	69,387	81,907	102,251
Professor	$95,379	56,867	69,387	81,907	102,251
Professor	$65,546	61345	73,417	85,490	120,309
Professor	$73,112	65,394	74,374	83,353	106,610
Professor	$73,709	56,907	68,751	80,595	111,401
Professor	$68,363	56,907	68,751	80,595	111,401
Professor	$68,079	55,796	70,081	84,365	114,418
Professor	$74,948	55,796	70,081	84,365	114,418
Professor	$73,400	55,796	70,081	84,365	114,418
Professor	$69,384	55,796	70,081	84,365	114,418
Professor	$70,005	55,796	70,081	84,365	114,418
Professor	$67,490	55,796	70,081	84,365	114,418
Professor	$74,869	55,796	70,081	84,365	114,418
Professor	$66,835	55,796	70,081	84,365	114,418
Professor	$67,321	55,796	70,081	84,365	114,418
Professor	$98,335	52,336	68,882	85,428	105,644
Professor	$67,944	52,336	68,882	85,428	105,644
Professor	$73,904	52,336	68,882	85,428	105,644
Professor	$83,535	52,336	68,882	85,428	105,644
Professor	$69,973	57,339	68,761	80,183	101,663
Professor	$83,418	57,339	68,761	80,183	101,663
Professor	$70,872	57,339	68,761	80,183	101,663
Professor	$75,227	57,339	68,761	80,183	101,663
Professor	$70,355	65,895	73,792	81699	99,846
Professor	$72,001	68,834	83,048	97,261	126,082
Professor	$76,368	68,834	83,048	97,261	126,082
Professor	$92,352	54,574	68,790	83,005	120,086
Professor	$71,637	54,574	68,790	83,005	120,086
Professor	$70,739	54,574	68,790	83,005	120,086
Professor	$84,830	54,574	68,790	83,005	120,086
Professor	$81,435	54,574	68,790	83,005	120,086
Professor	$101,120	73,611	87,332	101053	120,815
Professor	$86,075	54,574	68,790	83,005	120,086
Professor	$67,224	54,574	68,790	83,005	120,086
Professor	$102,838	54,574	68,790	83,005	120,086
Professor	$71,102	54,574	68,790	83,005	120,086
Professor	$50,000	54,574	68,790	83,005	120,086
Professor	$80,650	57,287	72,315	87,345	126,062
Professor	$78,303	57,287	72,315	87,345	126,062
Professor	$92,352	57,287	72,315	87,345	126,062
Professor	$70,351	57,287	72,315	87,345	126,062
Professor	$79,353	59,952	73,534	88,506	128,837
Professor	$76,358	59,952	73,534	88,506	128,837
Professor	$97,305	54,348	80,739	107,131	175,357
Professor	$109,084	54,348	80,739	107,131	175,357
Professor	$105,676	54,348	80,739	107,131	175,357
Professor	$111,594	54,348	80,739	107,131	175,357
Professor	$147,343	54,348	80,739	107,131	175,357
Professor	$93,800	67,801	81,478	97,819	143,696
Professor	$109,353	80,882	95,685	110,488	158,365
Professor	$110,035	80,882	95,685	110,488	158,365
Professor	$128,390	80,882	95,685	110,488	158,365
Professor	$88,800	67,131	82,045	97,819	143,696
Professor	$111,938	72,672	88,927	105,331	178,378
Professor	$128,498	72,672	88,927	105,331	178,378
Professor	$104,218	72,672	88,927	105,331	178,378
Professor	$111,886	48,949	75,028	101,117	142,709
Professor	$109,898	73,484	90,791	108,097	167,302
Professor	$133,000	48,949	75,028	101,117	142,709
Professor	$97,482	54,348	80,739	107,131	175,357
Professor	$109,193	73,484	90,791	108,097	167,302
Professor	$102,932	48,949	75,028	101,117	142,709
Professor	$79,357	48,726	64,534	80,543	114,490
Professor	$70,531	48,726	64,534	80,543	114,490
Professor	$79,076	56,407	70,150	84,436	109,836
Professor	$69,788	48,726	64,534	80,543	114,490
Professor	$73,676	57,602	69,285	80,968	107,066
Professor	$86,535	57,602	69,285	80,968	107,066
Professor	$70,901	49,736	65,927	80,519	109,877
Professor	$88,975	49,736	65,927	80,519	109,877
Professor	$70,621	49,736	65,927	80,519	109,877
Professor	$73,772	56,407	70,150	83,913	109,836

20 Professors Below "Lower Mid"

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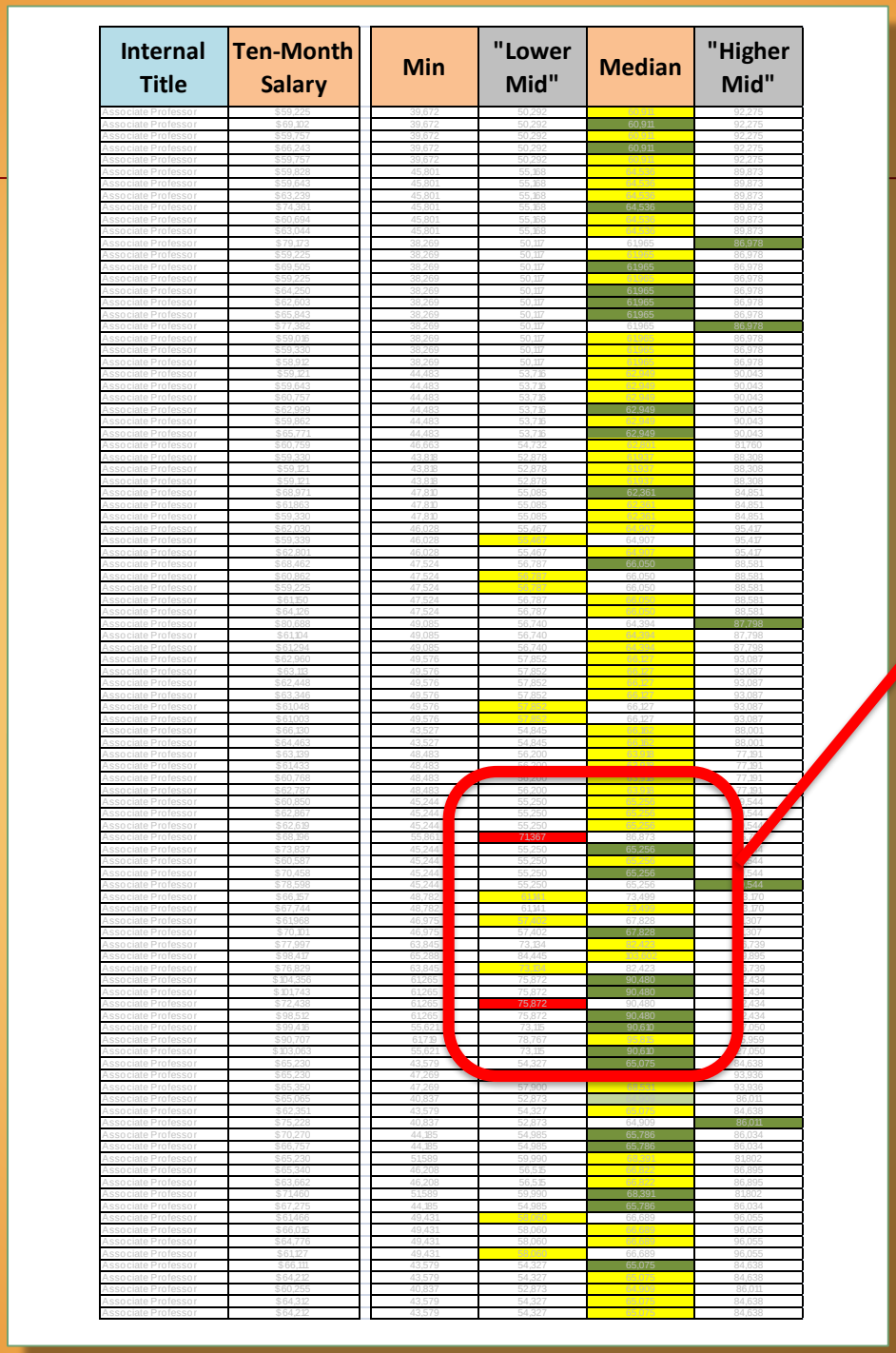
Associate Professor Salaries to Market



Internal Title	Ten-Month Salary	Min	"Lower Mid"	Median	"Higher Mid"
Associate Professor	$59,225	39,672	50,292	60,911	92,275
Associate Professor	$69,102	39,672	50,292	60,911	92,275
Associate Professor	$59,757	39,672	50,292	60,911	92,275
Associate Professor	$68,243	39,672	50,292	60,911	92,275
Associate Professor	$59,757	39,672	50,292	60,911	92,275
Associate Professor	$59,828	45,801	55,168	67,976	89,873
Associate Professor	$59,643	45,801	55,168	67,976	89,873
Associate Professor	$63,239	45,801	55,168	67,976	89,873
Associate Professor	$74,586	45,801	55,168	64,536	89,873
Associate Professor	$60,694	45,801	55,168	67,976	89,873
Associate Professor	$63,044	45,801	55,168	67,976	89,873
Associate Professor	$79,173	38,269	50,117	61,965	86,978
Associate Professor	$59,225	38,269	50,117	61,965	86,978
Associate Professor	$69,505	38,269	50,117	61,965	86,978
Associate Professor	$59,225	38,269	50,117	61,965	86,978
Associate Professor	$64,250	38,269	50,117	61,965	86,978
Associate Professor	$62,603	38,269	50,117	61,965	86,978
Associate Professor	$65,843	38,269	50,117	61,965	86,978
Associate Professor	$77,587	38,269	50,117	61,965	86,978
Associate Professor	$59,015	38,269	50,117	61,965	86,978
Associate Professor	$59,330	38,269	50,117	61,965	86,978
Associate Professor	$58,912	38,269	50,117	61,965	86,978
Associate Professor	$59,821	44,483	53,718	62,949	90,043
Associate Professor	$59,643	44,483	53,718	62,949	90,043
Associate Professor	$60,757	44,483	53,718	62,949	90,043
Associate Professor	$62,999	44,483	53,718	62,949	90,043
Associate Professor	$59,800	44,483	53,718	62,949	90,043
Associate Professor	$60,771	44,483	53,718	62,949	90,043
Associate Professor	$60,798	46,663	54,732	64,175	81,760
Associate Professor	$59,330	43,818	52,878	62,076	88,308
Associate Professor	$59,121	43,818	52,878	62,076	88,308
Associate Professor	$59,121	43,818	52,878	62,076	88,308
Associate Professor	$68,971	47,810	55,085	62,361	84,851
Associate Professor	$61,863	47,810	55,085	62,361	84,851
Associate Professor	$59,330	47,810	55,085	62,361	84,851
Associate Professor	$62,630	46,028	55,467	64,907	95,412
Associate Professor	$59,330	46,028	55,467	64,907	95,412
Associate Professor	$62,801	46,028	55,467	64,907	95,412
Associate Professor	$68,462	47,524	56,787	66,050	88,581
Associate Professor	$60,862	47,524	56,787	66,050	88,581
Associate Professor	$59,225	47,524	56,787	66,050	88,581
Associate Professor	$61,150	47,524	56,787	66,050	88,581
Associate Professor	$64,126	47,524	56,787	66,050	88,581
Associate Professor	$60,689	49,085	56,740	64,394	87,708
Associate Professor	$61,104	49,085	56,740	64,394	87,798
Associate Professor	$61,224	49,085	56,740	64,394	87,798
Associate Professor	$62,960	49,576	57,852	66,127	93,087
Associate Professor	$63,115	49,576	57,852	66,127	93,087
Associate Professor	$62,448	49,576	57,852	66,127	93,087
Associate Professor	$63,948	49,576	57,852	66,127	93,087
Associate Professor	$61,048	49,576	57,852	66,127	93,087
Associate Professor	$61,003	49,576	57,852	66,127	93,087
Associate Professor	$66,130	43,527	54,845	64,350	88,001
Associate Professor	$64,463	43,527	54,845	64,350	88,001
Associate Professor	$63,139	46,483	55,200	64,725	77,191
Associate Professor	$61,431	48,483	55,200	64,725	77,191
Associate Professor	$60,768	48,483	55,200	64,725	77,191
Associate Professor	$62,787	48,483	55,200	64,725	77,191
Associate Professor	$60,850	45,244	55,250	65,256	91,544
Associate Professor	$62,867	45,244	55,250	65,256	91,544
Associate Professor	$62,639	45,244	55,250	65,256	91,544
Associate Professor	$68,106	55,801	71367	86,873	91,544
Associate Professor	$73,837	45,244	55,250	65,256	91,544
Associate Professor	$60,537	45,244	55,250	65,256	91,544
Associate Professor	$70,458	45,244	55,250	65,256	91,544
Associate Professor	$78,598	45,244	55,250	65,256	91,544
Associate Professor	$66,357	48,782	60,241	73,499	94,170
Associate Professor	$67,744	48,782	61,911	75,496	94,170
Associate Professor	$61,968	46,975	57,402	67,828	94,307
Associate Professor	$70,101	46,975	57,402	67,828	94,307
Associate Professor	$77,997	63,845	73,134	82,423	94,739
Associate Professor	$98,417	65,268	84,445	103,622	129,656
Associate Professor	$76,829	63,845	73,134	82,423	94,739
Associate Professor	$104,550	61,265	75,872	90,480	94,434
Associate Professor	$101,743	61,265	75,872	90,480	94,434
Associate Professor	$72,435	61,265	75,872	90,480	94,434
Associate Professor	$98,512	61,265	75,872	90,480	94,434
Associate Professor	$99,435	55,621	73,115	90,610	97,060
Associate Professor	$90,707	61,719	78,767	96,815	96,959
Associate Professor	$103,063	55,621	73,115	90,610	97,060
Associate Professor	$65,230	43,579	54,327	65,075	84,638
Associate Professor	$65,230	47,269	59,990	68,391	93,936
Associate Professor	$65,230	47,269	57,900	68,391	93,936
Associate Professor	$65,000	40,837	52,873	64,909	86,011
Associate Professor	$62,351	43,579	54,327	65,075	84,638
Associate Professor	$75,228	40,837	52,873	64,909	86,011
Associate Professor	$70,270	44,185	54,985	65,786	86,034
Associate Professor	$66,757	44,185	54,985	65,786	86,034
Associate Professor	$65,230	51589	59,990	68,391	81802
Associate Professor	$65,340	46,208	56,525	67,800	86,895
Associate Professor	$63,662	46,208	56,525	67,800	86,895
Associate Professor	$71,400	51589	59,990	68,391	81802
Associate Professor	$67,276	44,185	54,985	65,786	86,034
Associate Professor	$61,468	49,431	58,060	66,689	96,055
Associate Professor	$66,035	49,431	58,060	66,689	96,055
Associate Professor	$64,776	49,431	58,060	66,689	96,055
Associate Professor	$61,127	49,431	57,852	66,689	96,055
Associate Professor	$66,111	43,579	54,327	65,075	84,638
Associate Professor	$64,272	43,579	54,327	65,075	84,638
Associate Professor	$60,255	40,837	52,873	64,909	86,011
Associate Professor	$64,332	43,579	54,327	65,075	84,638
Associate Professor	$64,232	43,579	54,327	65,075	84,638

2 Associate Professors Below "Lower Mid"

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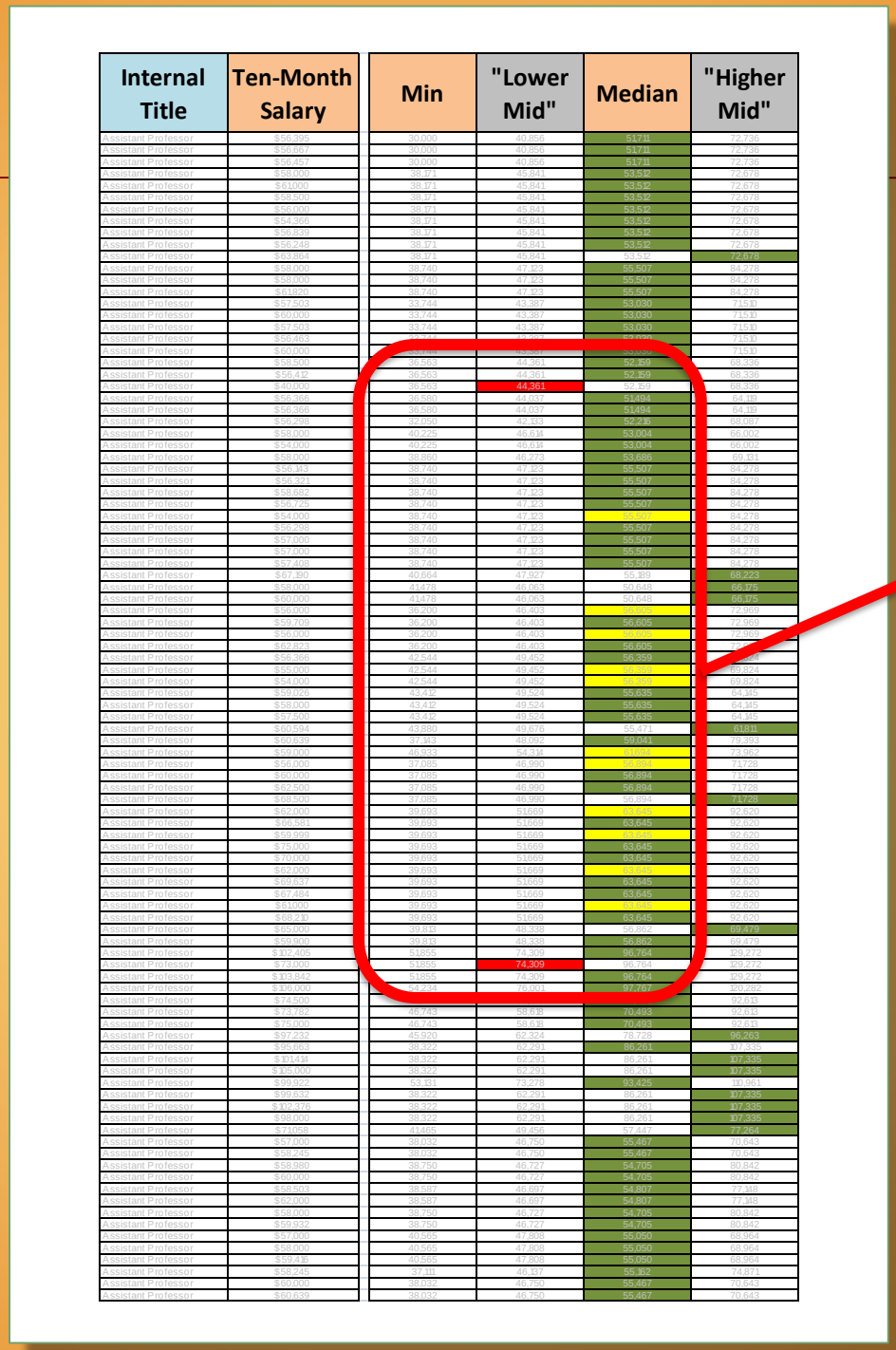
Assistant Professor Salaries to Market



Internal Title	Ten-Month Salary	Min	"Lower Mid"	Median	"Higher Mid"
Assistant Professor	$56,395	30,000	40,856	51,711	72,736
Assistant Professor	$56,667	30,000	40,856	51,711	72,736
Assistant Professor	$56,457	30,000	40,856	51,711	72,736
Assistant Professor	$58,000	38,971	45,841	53,512	72,678
Assistant Professor	$61000	38,971	45,841	53,512	72,678
Assistant Professor	$58,500	38,971	45,841	53,512	72,678
Assistant Professor	$56,000	38,971	45,841	53,512	72,678
Assistant Professor	$54,366	38,971	45,841	53,512	72,678
Assistant Professor	$56,836	38,971	45,841	53,512	72,678
Assistant Professor	$56,248	38,971	45,841	53,512	72,678
Assistant Professor	$63,864	38,971	45,841	53,512	72,678
Assistant Professor	$58,000	38,740	47,123	55,507	84,278
Assistant Professor	$59,000	38,740	47,123	55,507	84,278
Assistant Professor	$61820	38,740	47,123	55,507	84,278
Assistant Professor	$57,503	33,744	43,387	53,030	71510
Assistant Professor	$60,000	33,744	43,387	53,030	71510
Assistant Professor	$57,503	33,744	43,387	53,030	71510
Assistant Professor	$56,042	33,744	43,387	53,030	71510
Assistant Professor	$60,000	33,744	43,387	53,030	71510
Assistant Professor	$58,500	36,583	44,361	52,159	68,336
Assistant Professor	$56,42	36,583	44,361	52,159	68,336
Assistant Professor	$40,000	36,583	44,361	52,159	68,336
Assistant Professor	$56,366	36,580	44,037	51,494	64,18
Assistant Professor	$56,366	36,580	44,037	51,494	64,18
Assistant Professor	$56,298	32,050	42,353	52,215	68,987
Assistant Professor	$58,000	40,225	46,614	53,004	66,002
Assistant Professor	$54,000	40,225	46,614	53,004	66,002
Assistant Professor	$58,000	38,860	46,273	53,086	69,101
Assistant Professor	$56,143	38,740	47,123	55,507	84,278
Assistant Professor	$56,321	38,740	47,123	55,507	84,278
Assistant Professor	$58,882	38,740	47,123	55,507	84,278
Assistant Professor	$58,725	38,740	47,123	55,507	84,278
Assistant Professor	$54,000	38,740	47,123	55,507	84,278
Assistant Professor	$56,298	38,740	47,123	55,507	84,278
Assistant Professor	$57,000	38,740	47,123	55,507	84,278
Assistant Professor	$57,000	38,740	47,123	55,507	84,278
Assistant Professor	$57,408	38,740	47,123	55,507	84,278
Assistant Professor	$67,[illegible]00	40,664	47,927	55,189	68,223
Assistant Professor	$58,000	41478	46,063	50,648	66,475
Assistant Professor	$60,000	41478	46,063	50,648	66,475
Assistant Professor	$56,000	36,200	46,403	56,605	72,969
Assistant Professor	$59,709	36,200	46,403	56,605	72,969
Assistant Professor	$56,000	36,200	46,403	56,605	72,969
Assistant Professor	$62,227	36,200	46,403	56,605	72,969
Assistant Professor	$56,266	42,644	49,452	56,359	69,824
Assistant Professor	$55,000	42,544	49,452	56,359	69,824
Assistant Professor	$54,000	42,544	49,452	56,359	69,824
Assistant Professor	$59,026	43,412	49,524	55,635	64,345
Assistant Professor	$58,000	43,412	49,524	55,635	64,345
Assistant Professor	$57,500	43,412	49,524	55,635	64,345
Assistant Professor	$60,594	43,880	49,676	55,471	61811
Assistant Professor	$60,639	37,393	48,092	59,041	79,393
Assistant Professor	$59,000	40,493	44,918	56,[illegible]	73,962
Assistant Professor	$56,000	37,085	46,990	56,[illegible]	71728
Assistant Professor	$60,000	37,085	46,990	56,894	71728
Assistant Professor	$62,500	37,085	46,990	56,894	71728
Assistant Professor	$68,500	37,085	46,990	56,894	71728
Assistant Professor	$62,000	39,693	51669	63,[illegible]	92,620
Assistant Professor	$66,581	39,693	51669	63,645	92,620
Assistant Professor	$59,999	39,693	51669	63,[illegible]	92,620
Assistant Professor	$75,000	39,693	51669	63,645	92,620
Assistant Professor	$70,000	39,693	51669	63,645	92,620
Assistant Professor	$62,000	39,693	51669	63,[illegible]	92,620
Assistant Professor	$69,837	39,693	51669	63,645	92,620
Assistant Professor	$67,484	39,693	51669	63,645	92,620
Assistant Professor	$61000	39,693	51669	63,[illegible]	92,620
Assistant Professor	$68,2[illegible]	39,693	51669	63,645	92,620
Assistant Professor	$65,000	39,813	48,338	56,862	69,479
Assistant Professor	$59,900	39,813	48,338	56,862	69,479
Assistant Professor	$[illegible]02,405	51855	74,300	96,764	129,272
Assistant Professor	$[illegible]7,000	51855	74,300	96,764	129,272
Assistant Professor	$[illegible]03,842	51855	74,309	96,764	129,272
Assistant Professor	$[illegible]06,000	64,234	76,001	97,67	120,265
Assistant Professor	$74,500	46,743	58,618	70,493	92,613
Assistant Professor	$73,782	46,743	58,618	70,493	92,613
Assistant Professor	$75,000	46,743	58,618	70,493	92,613
Assistant Professor	$97,232	45,920	62,324	78,728	98,203
Assistant Professor	$95,663	38,322	62,291	86,261	107,335
Assistant Professor	$[illegible]01,[illegible]	38,322	62,291	86,261	107,335
Assistant Professor	$[illegible]05,000	38,322	62,291	86,261	107,335
Assistant Professor	$99,922	53,831	73,278	93,425	110,961
Assistant Professor	$99,832	38,322	62,291	86,261	107,335
Assistant Professor	$[illegible]02,378	38,322	62,291	86,261	107,335
Assistant Professor	$98,000	38,322	62,291	86,261	107,335
Assistant Professor	$71058	41465	49,456	57,447	77,264
Assistant Professor	$57,000	38,032	46,750	55,467	70,643
Assistant Professor	$58,245	38,032	46,750	55,467	70,643
Assistant Professor	$58,980	38,750	46,727	54,705	80,842
Assistant Professor	$60,000	38,750	46,727	54,705	80,842
Assistant Professor	$58,503	38,587	46,697	54,807	77,148
Assistant Professor	$62,000	38,587	46,697	54,807	77,148
Assistant Professor	$58,000	38,750	46,727	54,705	80,842
Assistant Professor	$59,932	38,750	46,727	54,705	80,842
Assistant Professor	$57,000	40,565	47,808	55,050	68,964
Assistant Professor	$58,000	40,565	47,808	55,050	68,964
Assistant Professor	$59,[illegible]	40,565	47,808	55,050	68,964
Assistant Professor	$58,245	37,[illegible]	46,397	55,[illegible]	74,871
Assistant Professor	$60,000	38,032	46,750	55,467	70,643
Assistant Professor	$60,639	38,032	46,750	55,467	70,643

2 Assistant Professors Below "Lower Mid"

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Summary: Median

Breakdown of Cost by Rank for Faculty with Salaries Below Median

	Number of Faculty in Each Rank	Number of Faculty with Salaries Lower than Median	Percentage	Annual Incremental Cost to Bring Salaries from "Lower Mid" to	Percent of Total Cost	Average Incremental Cost per Affected Faculty to Move from "Lower Mid" to Median
Professors	97	66	68%	$594,568	61%	$9,009
Associates	102	71	70%	$249,472	26%	$3,514
Assistants	99	13	13%	$49,857	5%	$3,835
Librarians	12	11	92%	$82,385	8%	$7,490
Totals	**310**	**161**	**52%**	**$976,281**	**100%**	**$6,064**

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Financial Impact

Preliminary Cost to Adjust Faculty Salaries to "Lower Mid" and/or Median

for Professor, Associate Professor, Assistant Professor and Librarian

	Number Affected	Annual Cost
Cost to bring faculty **below** "Lower Mid" **to** "Lower Mid"	28	$94,284
Incremental cost to bring faculty **from** "Lower Mid" **to** "Median"	161	$976,281
Total Cost (Bring All Faculty **below** Median **to** Median)		**$1,070,565**

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What's Next?

- Second Phase – Finish Individualized Reviews
  - Add more detail and data points: AAUP/Chronicle, IPEDs, Oklahoma
  - Discipline specific surveys
- Develop Compensation Philosophy
- Develop Strategic Plan ($$)
- Institutionalize Pay Practices

Compensation Philosophy

- Focus?
  - Overall Philosophy?
    - For Example: "Average of all salaries should be at or above the median"
  - By Prof Level? By Discipline? For Recruiting? For Retention? Equity considerations?
  - By Longevity?
    - For Example: "Years of Service/Rank/? should be reflected in the positioning of the job to market"
  - What about "Strategic Positions/Departments"?
    - Strategic Initiatives?

Met with Faculty Welfare Committee

February 18, 2013

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Met with Faculty Finance Committee AND Faculty Welfare Committee

July 2, 2013

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Meeting Notes

- "Perdue School seems to be placing more emphasis on research than other schools (or SU for that matter) and their accreditation status."
  - Does this create a disconnection with the current market data (and to what degree?)
  - To address this, the compensation philosophy may need to be tailored for each school (??).

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Meeting Notes

Phase 2 (Next Steps):

- Go back to step 1 and educate faculty (full disclosure)
- Prevailing notion: the need to provide each faculty member with their "assigned" CIP code and associated market data.
  - Suggestion made to use MyClasses to disseminate the data to faculty.
  - Suggestion made to design and implement an outreach effort to present FPS to all faculty

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Meeting Notes

- Compensation Philosophy – talking/discussion points ONLY
  - ➢ will not formalize until more input from faculty members is received after "full disclosure"

  - ❑ Continue with 2.5% Merit this year and next (across the board)
  - ❑ 3rd year of Merit, **set aside** 20% (or .5% of 2.5% pool) to address low compensation and highly meritorious members
  - ❑ **Identify supplemental funds** annually to address compensation inequities.
  - ❑ **Create a salary progression** for each faculty member using PeopleSoft pay data (salary trajectory)
  - ❑ **Market data points** to use are: 3rd year Asst. average salary, 4th year Assoc. average salary, and 4th year Professor average salary.

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Meeting Notes

- Compensation Philosophy – talking/discussion points ONLY
  - ➢ will not formalize until more input from faculty members is received after "full disclosure"
  - ❑ Create a salary progression chart based on **rank market median** compensation.
    - Use this to create a compensation change structure for promotions.
    - The difference between the market compensations at each rank median point becomes the pay increase for promotions.
    - Mara Chen and Kathleen Shannon agreed to partner with HR with respect to creating the two salary progression initiatives.

Dr. Chen - Faculty Finance Committee
AND
Dr. Shannon - Faculty Welfare Committee

July 31, 2013

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Provided the raw data to:

**The Deans for salary letters*

**To Dr. Chen and Dr. Shannon for the salary progression chart*

Fall 2013

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Update

- Add more detail and data points:
  - AUP/Chronicle, IPEDs, Oklahoma
  - Discipline specific surveys

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Update

- From the Faculty Finance and Welfare committee Meeting:

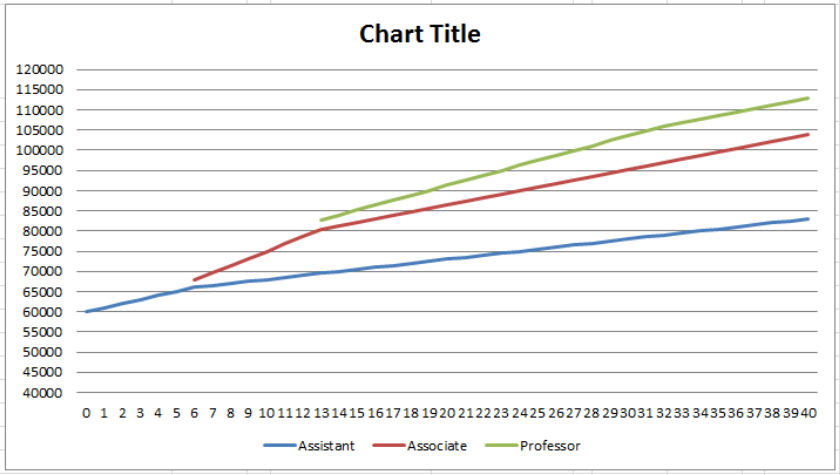
  Action item ***Phase 2.b. Compensation Philosophy (bullet 5)*** the Salary Progression Model was reviewed and a model created in partnership with Drs. Shannon and Chen.

  Then in August 2013 the Deans tackled ***Phase 2.a.*** by distributing the letters to faculty which included their salary and the market Median for their CIP by Rank.

Salary Model for discipline A

Market Data		SU Data		Slopes		Intercepts		Matching Values	
Average Assistant Salary	63000	Entering Assistant no exp Salary:	60000	M1	1000	b1	60000	Starting Associate	68000
Average Associate Salary	75000	Promotion to Associate Raise	2000	M2	1750	b2	57500	Starting Professor	82750
Average Professor Salary	95000	Promotion to Professor Raise	2500	M3	1225	b3	66825		
		Average Years at full	10						

Note: Adjusted years in rank is preior years in rank for Assistant; prior years in rank - 6 for Associate and prior years in rank - 13 for full.



Assistant:		Associate:		Professor:	
Previous adjusted years in rank:	Model Salary:	Previous adjusted years in rank:	Model Salary:	Previous adjusted years in rank:	Model Salary:
0	60000	0		0	
1	61000	1		1	
2	62000	2		2	
3	63000	3		3	
4	64000	4		4	
5	65000	5		5	
6	66000	6	68000	6	
7	66500	7	69750	7	
8	67000	8	71500	8	
9	67500	9	73250	9	
10	68000	10	75000	10	
11	68500	11	76750	11	
12	69000	12	78500	12	
13	69500	13	80250	13	82750
14	70000	14	81125	14	83975
15	70500	15	82000	15	85200
16	71000	16	82875	16	86425
17	71500	17	83750	17	87650

b_1 = Starting Assistant Salary with no experience.
$3m_1 + b_1$ = Average Assistant Salary from national data source(I will call this S_1)

$6m_2 + b_2 = 6m_1 + b_1 + P_1$(promotion raise for promotion to Associate)

$10m_2 + b_2$ = Average Associate Salary from national data source(I will call this S_2)

$13\ m_3 + b_3 = 13m_2 + b_2 + P_2$(promotion raise for promotion to Associate)

$(13+\Pi)m_3 + b_3$ = Average Professor Salary from national data source(I will call this S_3)

For readability in the solution:
Let $C_1 = 6m_1 + b_1 + P_1$; the starting salary for Associates
Let $C_2 = 13m_2 + b_2 + P_2$; the starting salary for Professors.

Then the equations are:

b_1 = given
$3m_1 + b_1 = S_1$
$6m_2 + b_2 = C_1$
$10m_2 + b_2 = S_2$
$13\ m_3 + b_3 = C_2$
$(13+\Pi)m_3 + b_3 = S_3$

Solving gives:

$m_1 = (S_1 - b_1)/3$
$m_2 = (S_2 - C_1)/4$ and $b_2 = C_1 - 6m_2$
$m_3 = (S_3 - C_2)/\Pi$ and $b_3 = C_2 - 13m_3$

Then the comparison salary:
For an assistant professor in his/her nth year is
$m_1*(n-1) + b_1$ if $n \leq 6$
and
$m_1*5 + b_1 + m_1*(n-6)/2$ if $n > 6$

For an associate professor in his/her nth year is
$m_2*(n+5) + b_2$ if $n \leq 7$
and
$m_2*12 + b_2 + m_2*(n-7)/2$ if $n > 7$

For a professor in his/her nth year is
$m_2*(n+12) + b_2$ if $n \leq 20$ (?)
and
$m_2*32 + b_2 + m_2*(n-20)/2$ if $n > 20$

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Maryland