

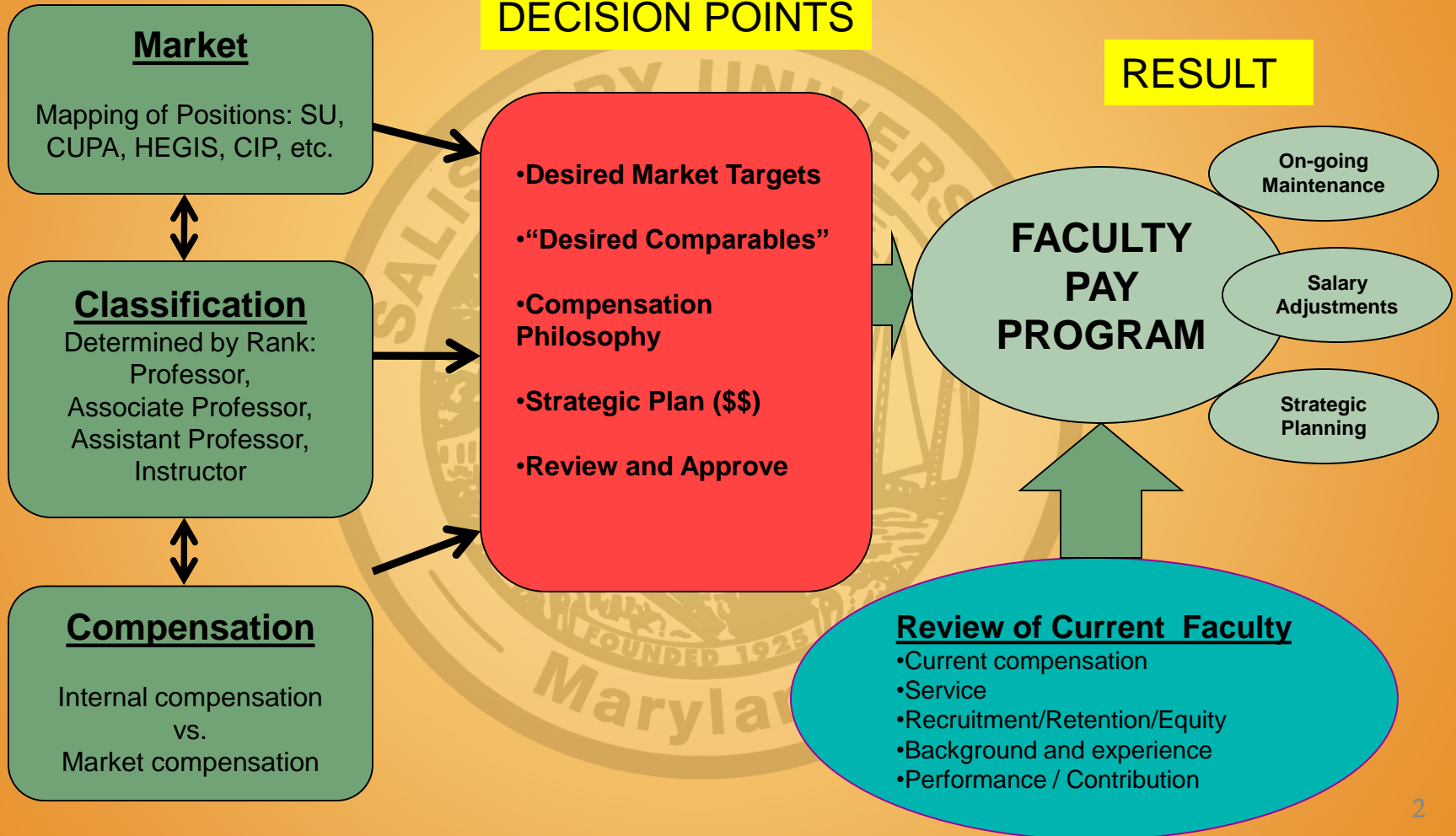
Goal 4, Rec 4.4

Develop a five-year HR plan which addresses the need to continue working toward raising faculty salaries, while addressing the recruitment, hiring, and retention of a quality, diverse faculty and staff

METHODOLOGY

DECISION POINTS

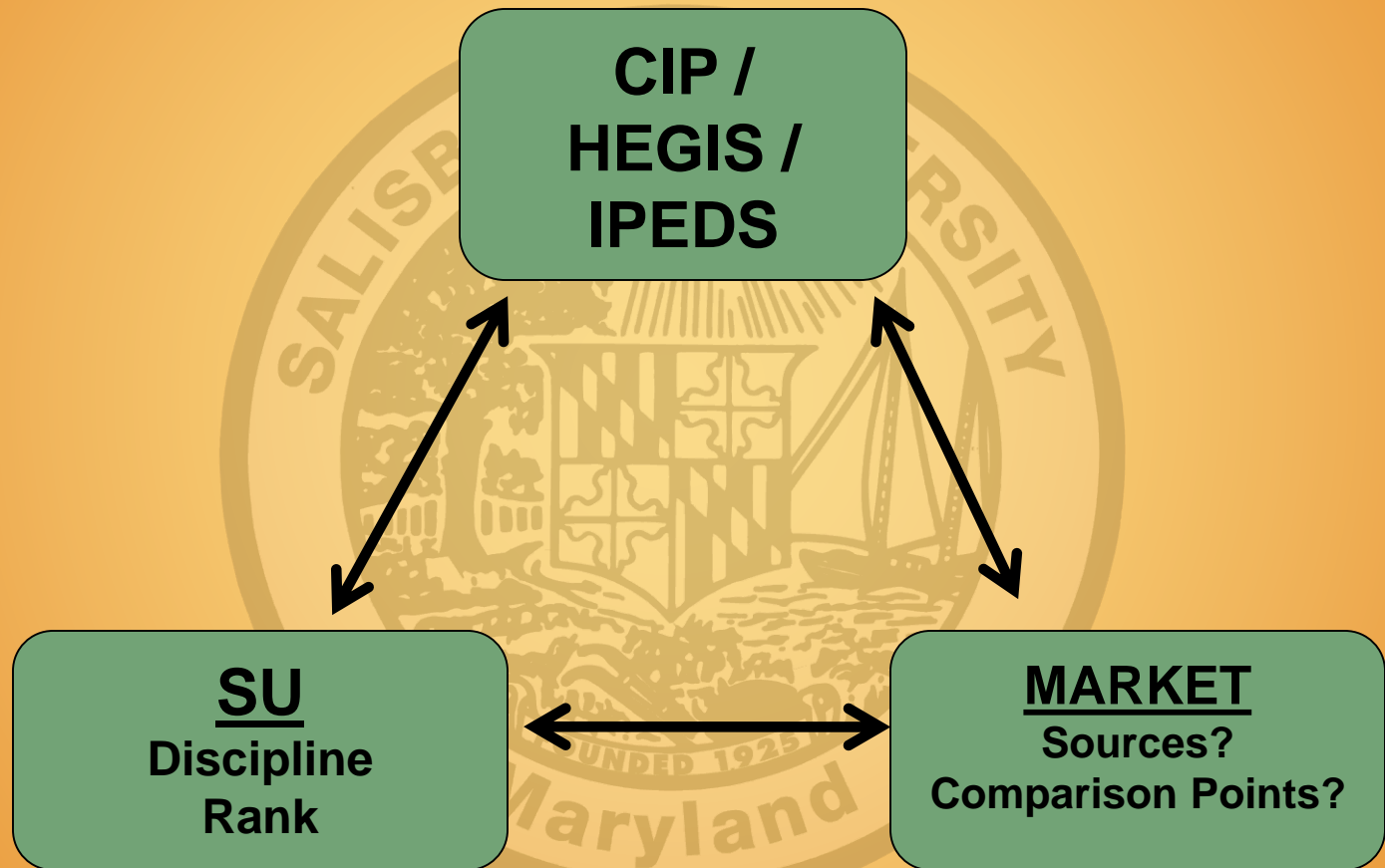
RESULT



Where are we now?



First Step: Map to Market



Faculty HEGIS/CIP Codes by Department	
0100	Business Administration
0200	Education
0300	Health Sciences
0400	Humanities
0500	Mathematics and Sciences
0600	Physical Sciences
0700	Professional Studies
0800	Public Administration
0900	Social Sciences
1000	Arts and Communications
1100	Engineering and Technology
1200	Other

Finalized HEGIS/CIP Codes for Each Faculty Member

- 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

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*

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*

- Reviewed 14 Studies, looking for:

- Reliable Data

- Adequate & Appropriate Study Sample*

- Complete

Finalized the Market Sources: (Phase 1) CUPA

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

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

- Data Collection Methodology

- Survey Limitations

CUPA Survey Comparison Groups

- USM *Stretch Point*
 - 10 institutions
- Funding Peers *MHEC-defined within same Carnegie Class*
 - 52 institutions
- Similar Operating Budgets *Quartile 3*
 - 308 institutions
- Similar Enrollment *Quartile 3*
 - 308 institutions
- Regional *East Coast, Master's—Large, Public*
 - 32 institutions

CUPA Survey Comparison Groups

- USM *Stretch Point*
 - 10 institutions

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

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

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
SPECIFIC

Salary Survey Data:

CUPA	n	Average	Median	Min	Lower Mid	Midpoint	Higher Mid	Max	Range
East Coast	76	94,437	89,802	66,545	84,786	103,028	121,269	139,510	72,965
USM	22	102,324	89,802	70,888	102,871	134,854	166,836	198,819	127,931
Fund Peers 09	73	83,955	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.

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: A program that focuses on the systematic
CIP CODE: relationship

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

			83,153	61,700	81,153	100,605	120,058	139,510	172,965
Op Budget Q3 ^a	254	86,718	82,024	58,532	81,124	103,716	126,308	148,900	77,810
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n = Number of Faculty who Submitted Data.

- 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:

Market Range by Position							SU Start Date
Mkt Code	Market Title	Annual Salary	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”

Professor Salaries to Market

SOHow does it look so far...??

Professor Salaries to Market

Internal Title	Ten-Month Salary	Min	"Lower Mid"	Median	"Higher Mid"
Professor	\$70,444	\$5,795	\$5,835	\$7,897	\$12,077
Professor	\$80,386	\$2,705	\$5,038	\$7,537	\$12,707
Professor	\$81,142	\$4,260	\$5,144	\$7,545	\$13,144
Professor	\$87,403	\$4,260	\$5,261	\$7,585	\$13,911
Professor	\$88,000	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$88,093	\$5,867	\$7,447	\$11,907	\$14,300
Professor	\$88,200	\$4,553	\$7,657	\$11,920	\$14,855
Professor	\$88,068	\$4,553	\$7,657	\$11,920	\$14,855
Professor	\$89,538	\$4,553	\$7,657	\$11,920	\$14,855
Professor	\$87,088	\$4,553	\$7,657	\$11,920	\$14,855
Professor	\$79,569	\$1,523	\$5,759	\$7,575	\$11,226
Professor	\$86,334	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$78,698	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$89,229	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$84,587	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$79,699	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$81,464	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$95,450	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$89,659	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$95,582	\$2,672	\$4,870	\$7,069	\$11,534
Professor	\$85,637	\$2,672	\$4,870	\$7,069	\$11,534
Professor	\$76,737	\$4,842	\$5,543	\$7,575	\$11,274
Professor	\$83,547	\$4,842	\$5,543	\$7,575	\$11,274
Professor	\$76,432	\$4,842	\$5,543	\$7,575	\$11,274
Professor	\$75,204	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$84,453	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$95,379	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$85,548	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$76,742	\$1,523	\$6,785	\$8,247	\$11,226
Professor	\$73,709	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$88,363	\$5,867	\$7,347	\$11,907	\$14,300
Professor	\$68,079	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$74,948	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$74,948	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$89,354	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$79,056	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$67,490	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$74,869	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$68,635	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$87,321	\$5,795	\$5,795	\$7,537	\$12,707
Professor	\$89,335	\$2,336	\$4,832	\$6,428	\$11,544
Professor	\$67,844	\$2,336	\$4,832	\$6,428	\$11,544
Professor	\$73,904	\$2,336	\$4,832	\$6,428	\$11,544
Professor	\$83,535	\$2,336	\$4,832	\$6,428	\$11,544
Professor	\$68,973	\$2,336	\$4,832	\$6,428	\$11,544
Professor	\$83,418	\$7,339	\$8,751	\$9,833	\$11,693
Professor	\$70,872	\$7,339	\$8,751	\$9,833	\$11,693
Professor	\$75,227	\$7,339	\$8,751	\$9,833	\$11,693
Professor	\$70,465	\$7,339	\$8,751	\$9,833	\$11,693
Professor	\$77,001	\$7,339	\$8,751	\$9,833	\$11,693
Professor	\$76,368	\$8,834	\$10,048	\$11,281	\$11,693
Professor	\$82,462	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$71,637	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$70,739	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$84,630	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$81,438	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$81,160	\$7,611	\$8,732	\$10,053	\$11,693
Professor	\$89,076	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$87,224	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$82,430	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$71,192	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$80,000	\$4,574	\$6,790	\$10,065	\$11,693
Professor	\$80,650	\$7,287	\$7,444	\$7,545	\$11,693
Professor	\$75,303	\$7,287	\$7,444	\$7,545	\$11,693
Professor	\$99,354	\$7,287	\$7,444	\$7,545	\$11,693
Professor	\$70,351	\$7,287	\$7,444	\$7,545	\$11,693
Professor	\$79,453	\$8,952	\$10,558	\$11,598	\$11,693
Professor	\$76,359	\$8,952	\$10,558	\$11,598	\$11,693
Professor	\$87,305	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$84,084	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$15,676	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$81,594	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$147,343	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$83,150	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$145,453	\$8,862	\$9,685	\$10,731	\$11,693
Professor	\$10,032	\$8,862	\$9,685	\$10,731	\$11,693
Professor	\$126,400	\$8,862	\$9,685	\$10,731	\$11,693
Professor	\$100,800	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$110,938	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$126,400	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$131,212	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$118,886	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$126,858	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$133,000	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$147,462	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$140,148	\$4,348	\$6,739	\$10,731	\$11,693
Professor	\$152,232	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$79,467	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$70,531	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$75,076	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$89,742	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$73,678	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$88,535	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$70,901	\$7,811	\$8,475	\$10,731	\$11,693
Professor	\$88,875	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$78,621	\$8,949	\$9,685	\$10,731	\$11,693
Professor	\$73,772	\$8,949	\$9,685	\$10,731	\$11,693

20 Professors
Below
"Lower Mid"

2 Associate Professors Below “Lower Mid”

2 Assistant Professors Below “Lower Mid”

Breakdown of Cost by Rank for Faculty with Salaries Below "Lower Mid"

	Number of Faculty in Each Rank	Number of Faculty with Salaries Lower than "Lower Mid"	Percentage	Annual Cost to Bring Salaries to "Lower Mid"	Percent of Total Cost	Average Cost per Affected Faculty to Achieve "Lower Mid" Salaries
Professors	97	20	21%	\$75,828	80%	\$3,791
Associates	102	2	2%	\$6,606	7%	\$3,303
Assistants	99	2	2%	\$5,670	6%	\$2,835
Librarians	12	4	33%	\$6,180	7%	\$1,545
Totals	310	28	9%	\$94,284	100%	\$3,367

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

**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

- 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

- 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?

- Compensation Philosophy?
- Timelines (Next Deliverable is September)
- Other?

