

CHALLENGES IN FACULTY COMPENSATION

Update from the Faculty Compensation Committee
Stetson University
March 2021

Faculty Compensation Committee

Title/Role	Name
Provost (Chair)	Noel Painter
CAS Dean	Elizabeth Skomp
SoBA Dean	Neal Mero
SoM Dean	Tim Peter
Library Dean	Sue Ryan
Faculty Senate Chair	Alan Green
CAS Faculty	Roslyn Crowder
SoBA Faculty	Joe Woodside
SoM Faculty	John Lychner
IRE	Angela Henderson
CFO	Bob Huth

● Current Methodology

○ Stetson salaries compared to median salaries at peer institutions annually, based on:

- Organizational peers (12 institutions)
- Compa-ratios to account for years in service
- CUPA data by matching discipline CIP code

● Historical Background

○ Current methodology stems from recommendations of the 2011 Faculty Compensation committee.

- Committee was comprised of faculty, deans, the provost, and representatives from Faculty Senate, Diversity Council, Gender Equity Council, Institutional Research, Finance, and an external consultant.

● Challenges

1. Peers: Perception of peer group as not similar to Stetson.
2. Compa-ratios: Perception of weights as arbitrary.
3. Data availability: Data not available for all disciplines, non-tenure-track faculty, benefits, or equity analyses.
4. Misinterpretation: Potential for misunderstanding due to complexity of model.

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CHALLENGE 1: PEER INSTITUTIONS

● Challenge 1: Peer Institutions

The 12 Organizational Peer Institutions:

- Baldwin Wallace University (Berea, OH)
- Butler University (Indianapolis, IN)
- Drake University (Des Moines, IA)
- John Carroll University (University Heights, OH)
- Loyola University New Orleans (New Orleans, LA)
- Pacific Lutheran University (Tacoma, WA)
- Siena College (Loudonville, NY)
- University of Portland (Portland, OR)
- University of Puget Sound (Tacoma, WA)
- University of Redlands (Redlands, CA)
- University of the Pacific (Stockton, CA)
- Valparaiso University (Valparaiso, IN)

● Challenge 1: Peer Institutions

Challenge: Peer institutions not perceived as similar to Stetson.

Peer institutions serve as the comparison foundation for the CUPA compensation analyses. The peer group currently used for is the institution's official organizational peer group of 12 institutions, established in 2011.

Response: Foundational work beginning on identification of new peer institutions.

- Review of prior methodology
- Identification of key metrics in peer selection
- Sub-group will organize the process and bring the conversation to the community for input and discussion.

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CHALLENGE 2: COMPA-RATIOS

Challenge 2: Compa-ratios

**Assistant
Professors**

Years in Rank	Compa-ratio
<1	0.850
1	0.880
2	0.900
3	0.950
4	1.000
5	1.100
6+	1.150

**Associate
Professors**

Years in Rank	Compa-ratio
<1	0.850
1	0.888
2	0.925
3	0.963
4	1.000
5	1.038
6	1.075
7	1.113
8+	1.150

Professors

Years in Rank	Compa-ratio
<1	0.850
1	0.867
2	0.883
3	0.900
4	0.917
5	0.934
6	0.951
7	0.984
8	1.017
9	1.050
10	1.066
11	1.083
12	1.099
13	1.116
14	1.132
15+	1.150

Compa-ratios are used to incorporate adjustment for years in rank into the peer median salaries.

For example, the salary of an Associate Professor with 2 years in rank is expected to be at 92.5% of the peer median for the rank and discipline.

● Challenge 2: Compa-ratios

Challenge: Compa-ratio weighting system may not reflect appropriate weights for Stetson.

Response: Committee sub-group established to review compa-ratios.

- Review of prior methodology
- Identification of potential revisions to weighting system, such as:
 - Expected year of reaching median
 - Consistent 2% increases per year for weights
 - Extension of yearly values beyond artificial cap
- Sub-group is currently modeling the proposed revisions outlined above.

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CHALLENGE 3: DATA AVAILABILITY

● Challenge 3: Data Availability

Challenge: Data not available for all disciplines, non-tenure-track faculty, benefits, or equity analyses.

- To obtain peer comparison data, at least 5 of our 12 peer institutions must report data to CUPA.
- Non-tenure track faculty and equity data for peer institutions scarce at the rank/discipline level.
- No comparison data on benefits or compensation beyond salary.

Response: Institutional Research & Effectiveness reviewing and augmenting data.

- Review of discipline CIP codes to ensure appropriate comparison.
- Purchase of additional data source (AAUP Faculty Compensation data) to improve data availability and provide benefits data.

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CHALLENGE 4: MISINTERPRETATION

● Challenge 4: Misinterpretation of data

○ Challenge: Potential for misunderstanding of data due to complexity of model.

Response: Institutional Research & Effectiveness developing data guide to accompany published CUPA data and presentation.

- Increased focus on translation of data to support data transparency.

Review of Fall 2020 CUPA Data Findings

Fall 2020 CUPA data released February 2021

Context notes for Fall 2020 data

- Several peer institutions implemented salary reductions that were in effect in Fall 2020.
 - John Carroll University: reduced faculty salaries an average of 5-10%.
 - University of Portland: Faculty with an annual salary between \$35,568 and \$50,000 received a 3% pay cut, those making over \$50,000 received a reduction of 6%.
 - Valparaiso University: all employees who earn \$50,000 or more received a permanent 5% salary reduction.
- Overall, the adjusted median salaries for the peer institution group are 3.6% lower than prior year.
- Only 18 New Assistant Professor hires were reported in Fall 2020 across the entire peer group of 12 institutions.

Data Walkthrough Example (not actual Stetson data)

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10
Faculty Member	CIP Code Discipline	CIP Code	Rank	Years in Rank	Target Compa-ratio	Stetson Fall 2020 Salary <i>(not real salary data)</i>	Fall 2020 CUPA Org. Peer Group Median	Adjusted Fall 2020 Org. Peer Median <small>(compa-ratio * CUPA Org Peer Median)</small>	Difference from Adjusted Org. Peer Median
Faculty 1	Chemistry	40.05	PROF	9	1.05	\$88,547	\$84,482	\$88,706	-\$159
Faculty 2	Music	50.09	ASSOC	5	1.038	\$63,670	\$67,148	\$69,700	-\$6,030
Faculty 3	Psychology	42.01	ASST	2	.90	\$55,600	\$58,870	\$52,983	\$2,617

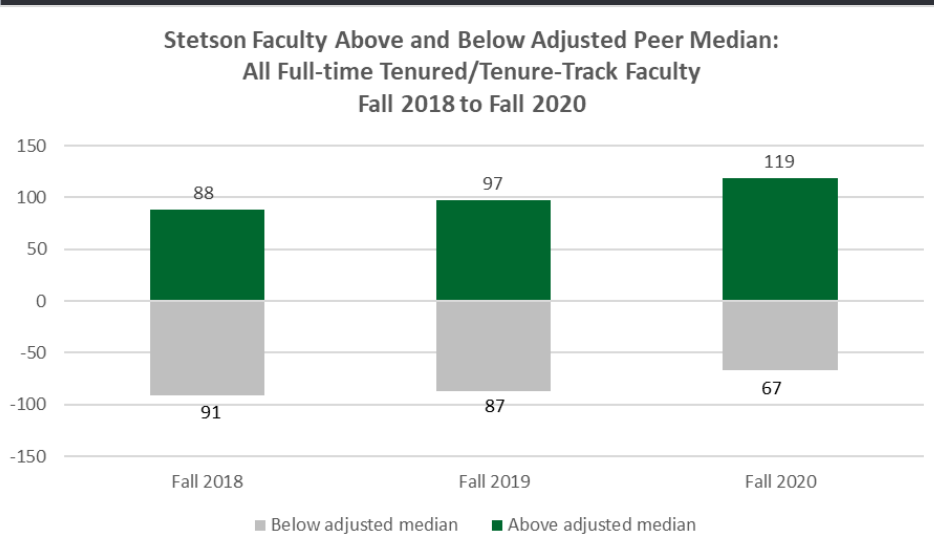
Step-by-Step

1. Each faculty member's data is coded by discipline, federal discipline CIP code, rank, and years in rank (columns 1-5).
2. Based on rank and years in rank, the compa-ratio is added (column 6).
3. The corresponding median salary for the discipline and rank at peer institutions is extracted from CUPA (column 8).
4. The adjusted peer median (column 9) is calculated by multiplying the peer median salary (column 8) by the compa-ratio (column 6).
5. Difference from the adjusted peer median (column 10) is calculated by subtracting actual Stetson salary (column 7) from the adjusted peer median salary (column 9).

Fall 2020 CUPA Peer Comparison Data

(adjusted with compa-ratios)

Substantial gain in the number of Stetson faculty above the adjusted peer median in Fall 2020.



63.3%
of full-time,
tenured/
tenure-track
faculty were
above the
adjusted peer
median.

Fall 2019:
52.7%

Fall 2020 Peer Median Salary by Rank (not adjusted with compa-ratios)

Rank	Stetson Number of Faculty	Stetson Median Years in Rank	Stetson Median Salary	Number of Peer Institutions Reporting Data	Peer Group Median Number of Faculty	Peer Group Median Years in Rank	Peer Group Median Salary	Peer Group 5th Percentile Salary	Peer Group 95th Percentile Salary
Professor	67	13	\$91,566	10	46	10	\$88,451	\$80,136	\$105,387
Associate Professor	65	4	\$70,858	10	48	6	\$76,233	\$67,204	\$90,438
Assistant Professor (excl New)	40	4	\$60,587	10	22	4	\$73,479	\$61,807	\$81,834

Note: Library and Law faculty excluded.
Source: CUPA-HR.

- Additional Data Forthcoming

- Additional analyses will be presented at a later date.

- More detailed results of current analyses, potentially with revisions as outlined earlier (i.e., revised comparisons, addition of AAUP data, etc.).

Questions?