

Faculty Salary Committee

Final Report Summary

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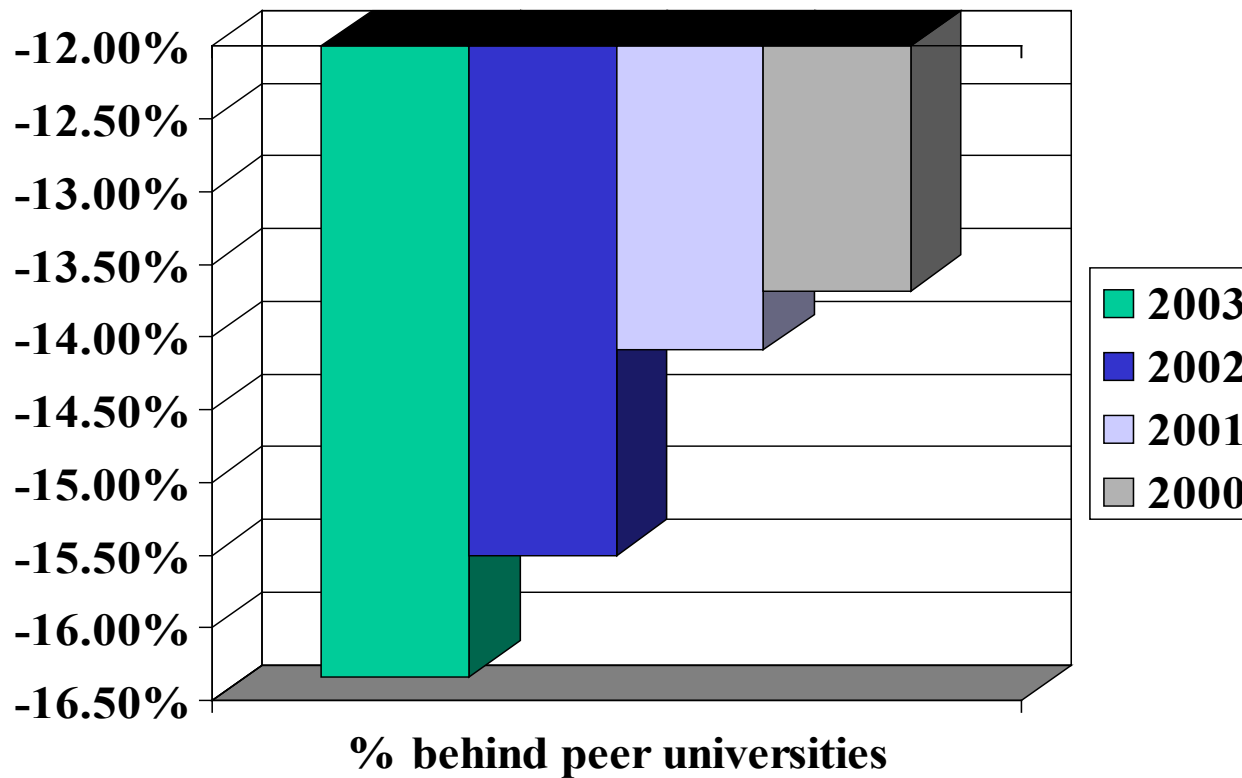
Charge to the Committee (summary)

1. Provide an accurate portrait of faculty salaries at WSU, benchmarked against peer institutions. Document the effects of salary compression and inversion.
2. Examine the 30% development, 40% superior merit and 30% extraordinary merit and market, allocation for raise funds currently in place and recommend whether it should be kept or revised.
3. Give counsel regarding President Rawlins's suggestion that faculty pay be allocated from a per-student funding base rather than authorized as a separate line-item from the legislature.
4. Hold a faculty "public meeting" to collect input from the faculty.

Portrait of Salaries: Data Limitations

- The data, from Oklahoma State, adjusts all data to 9-month equivalents, which may not give accurate pictures for certain programs.
- Data are incomplete – not all units are represented.
- Data not always in comparable units.
 - E.g., the data combines Accounting and MIS, but these are separate disciplines, and should be considered separately.
 - Accounting poor position is obscured by aggregation.
- Outliers can skew the true picture (e.g., again MIS).
 - Median rather than means may give a more accurate picture.

Percent Lag of WSU Faculty Salaries



Departments with Greater than 25% Lag

Womens Studies	\$46,341	-54.55%
Economics	\$68,996	-45.78%
Comparative Ethnic Studies	\$53,442	-40.05%
School of Biological Sciences	\$59,007	-35.64%
Finance Insurance & Real Estate	\$93,938	-30.95%
Management & Decision Sci.	\$83,992	-30.52%
Psychology	\$60,208	-27.85%
History	\$52,758	-27.57%

Departments with Greater than 25% Lag (continued)

Political Science	\$56,672	-26.82%
Pure & Applied Mathematics	\$61,279	-26.72%
Statistics	\$64,304	-26.07%
Mech. & Materials Engr.	\$73,234	-25.38%
Teaching and Learning	\$52,862	-25.28%
Foreign Languages & Cultures	\$49,629	-25.21%
Marketing	\$89,015	-25.17%

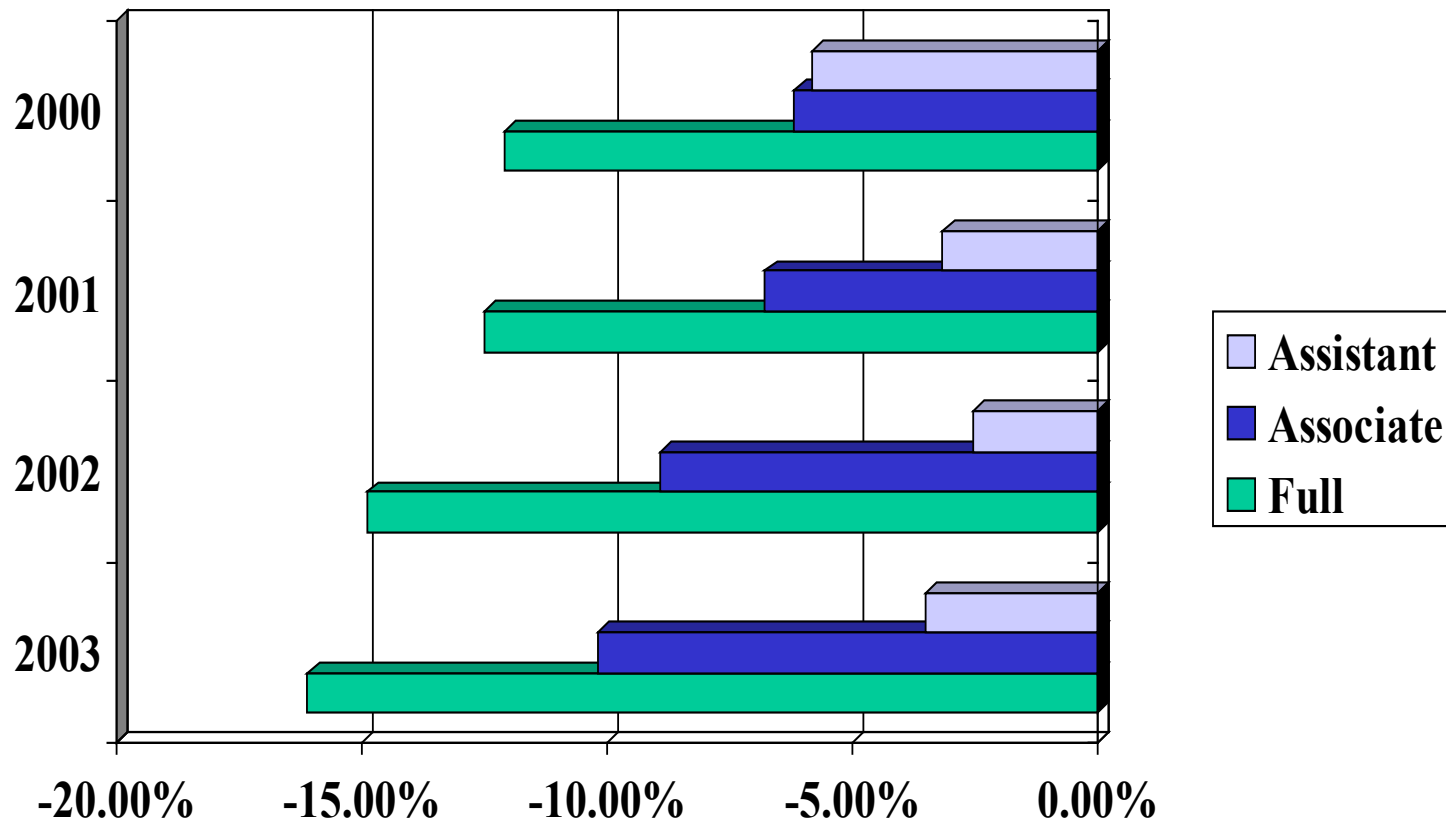
Programs within 10% of Peers

College of Veterinary Med.	\$71,997	-9.94%
Plant Pathology	\$62,762	-9.85%
Libraries	\$40,225	-8.92%
Chemistry	\$81,790	-7.58%
Biological Sys. Engr.	\$70,371	-7.33%
Agricultural & Resource Economics	\$72,400	-6.95%
College of Nursing	\$58,586	-6.83%
School of Hospitality Bus Mgt	\$72,031	-5.29%
Crop & Soil Sciences	\$66,761	-3.36%
College of Pharmacy	\$77,646	-2.60%

Programs Above Peers

School of Molecular Biosciences	\$78,448	0.75%
Basic Medical Science	\$78,972	8.73%
Engineering Management	\$68,457	10.42%
Environ. Sci. & Reg. Plan.	\$65,995	16.23%
Chemical Engineering	\$88,919	16.69%

Percent Lag by Rank and Year



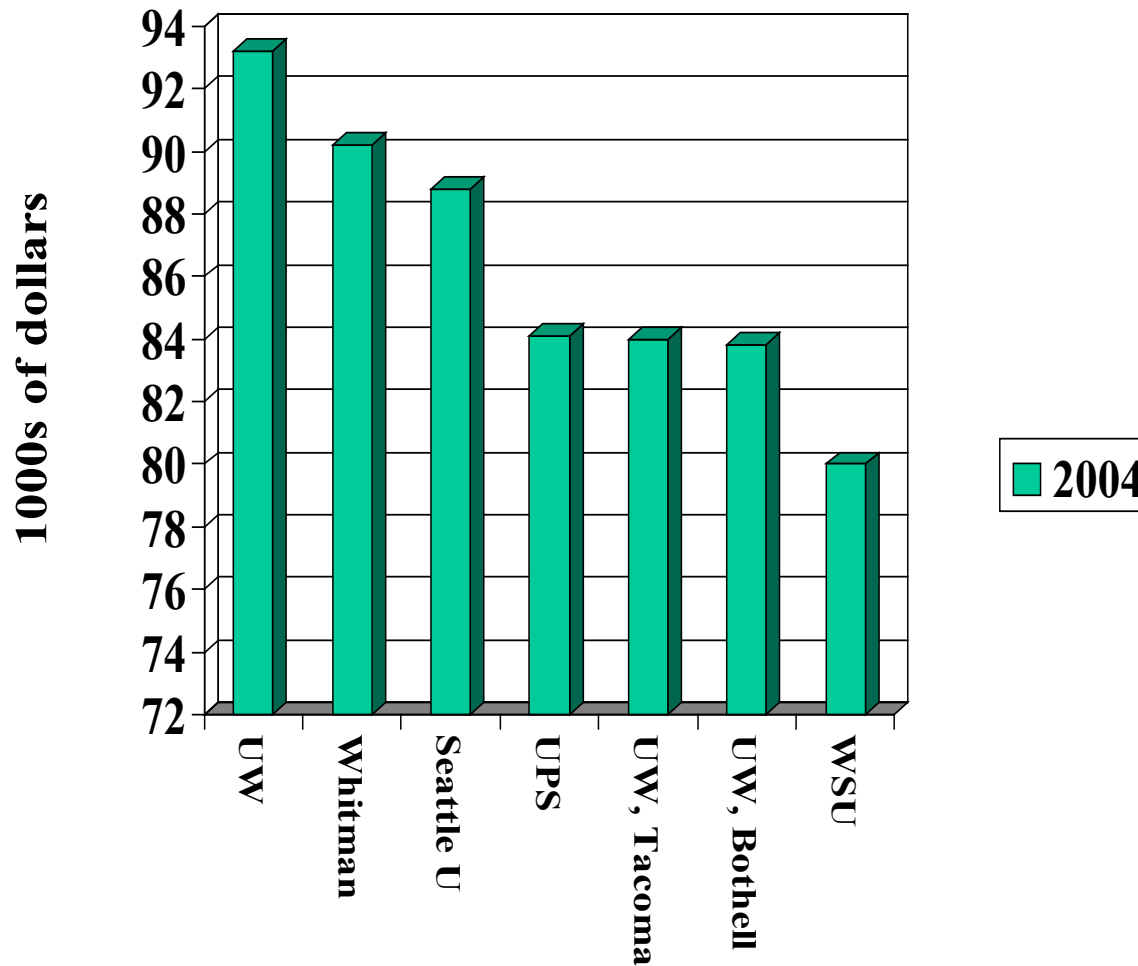
Full Professors more than 30% behind

Economics	\$76,333	-56.7%
Foreign Languages & Cultures	\$52,930	-53.5%
Finance Insurance & Real Estate	\$93,279	-47.6%
Marketing	\$91,597	-42.8%
Rural Sociology	\$63,208	-37.9%
Political Science	\$69,532	-37.6%
Philosophy	\$58,693	-37.5%
Teaching and Learning	\$62,162	-34.0%
School of Biological Sciences	\$72,739	-33.1%
Management & Decision Sci.	\$93,231	-32.7%
Pure & Applied Mathematics	\$69,414	-31.0%
Speech & Hearing Sci.	\$71,925	-30.0%

Full Professors less than 10% behind

College of Pharmacy	\$91,976	-9.6%
Basic Medical Science	\$86,922	-9.2%
English	\$75,737	-9.1%
Libraries	\$53,082	-8.8%
Hort. / Landscape Arch.	\$70,849	-8.4%
College of Veterinary	\$88,041	-6.9%
Appar. Merch. & Intr. Design	\$75,665	-6.9%
Biological Sys. Engr.	\$81,992	-5.9%
Plant Pathology	\$74,152	-4.2%
Physics	\$92,948	-4.0%
Entomology	\$76,883	-2.2%
School of Molecular Biosciences	\$96,413	1.7%
School of Hospitality Bus Mgt	\$99,394	10.1%

Full Professor Salaries in WA State



Extension Faculty

Comparison to Peers

	<u>State Staff</u>	<u>Field Staff</u>
Peer Average	\$68,701	\$47,279
WSU Average	\$73,300	\$53,295
Difference	\$ 4,598	\$ 5,969
Percent of WSU base	6.3%	11.2%

Unlike many of its peers, WSU Extension are tenured faculty with advanced degrees. State Staff often have teaching and research responsibilities along with extension.

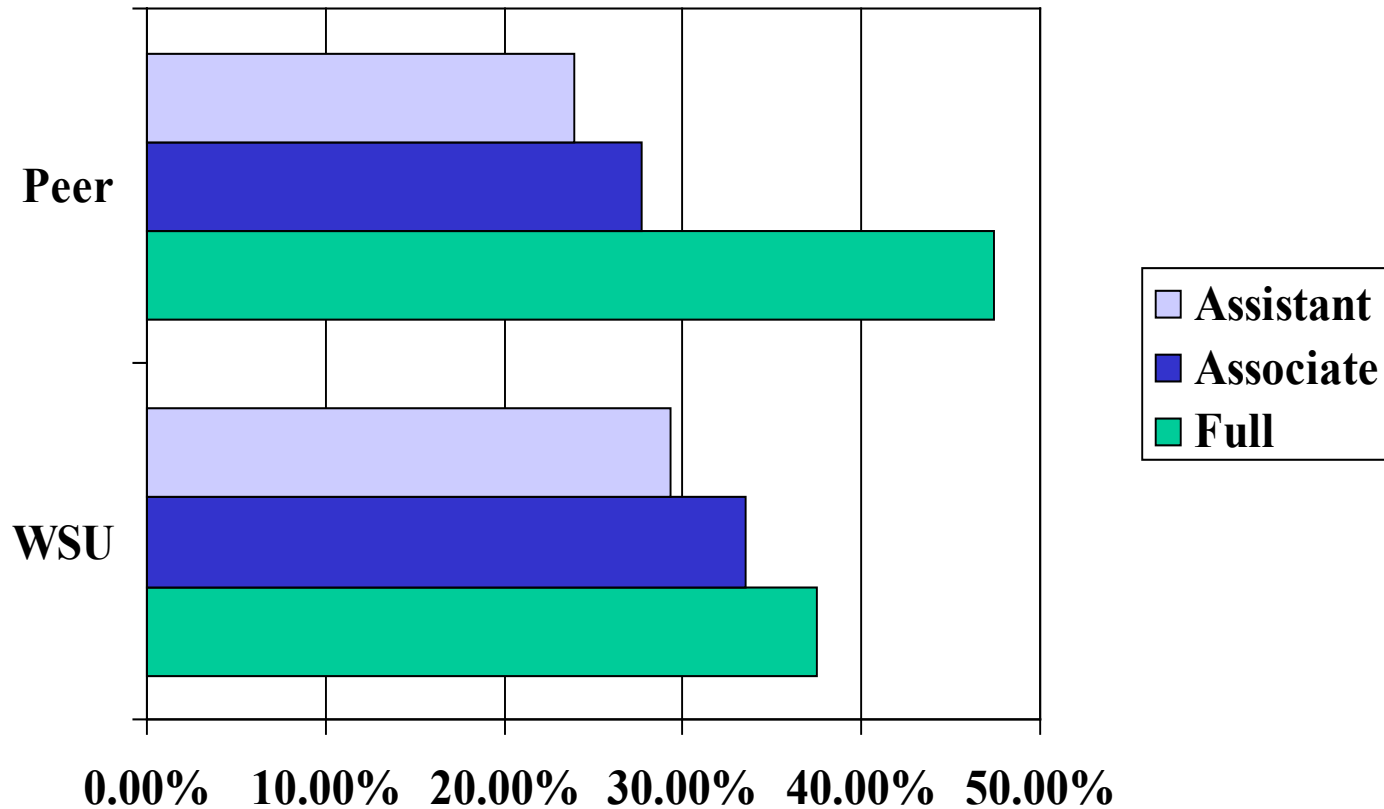
Extension Faculty (continued)

Internal Comparison (CAHNRS)

Teaching/Research Faculty	\$65,584
State Extension Faculty	\$60,051
Difference	\$ 5,533

Salaries are based on 9 month appointments

Percent Distribution of Rank



The 30-40-30 Allocation

- Much of the committee discussion was about “fairness”. There was little consensus.
- Many of the programs comparing the worst to peer institutions are in relatively high paying fields, and some are in low paying fields.
 - Same pattern applies to fields comparing relatively well.
 - Finance full professors at \$93,270 on average, but 48% behind peers
 - Plant pathology full professors at \$74,152 on average, but only 4.2% behind peers.
 - Where should raise money go?
- Committee nearly unanimous that market salaries need to be acknowledged.

Issues with the 30-40-30 distribution

- **Whether to give a set dollar amount rather than percent of allocation for initial development.**
 - **Favors lower paid disciplines, exacerbates salary compression.**
- **With small allocations from state, whether 30% sufficient to reward normal contributions. The distribution biases towards superior merit and market.**
 - **Committee split on whether or not this was a problem.**

Issues with the 30-40-30 distribution (continued)

- **Within colleges and departments, some differentials are obscured by combined fields.**
 - Accounting and MIS
- **Disproportionate comparisons, funded by central, are not always allocated that way by Deans.**
 - Exacerbates differences of departments behind market across colleges *and* within colleges.

Some Suggestions to Consider

No consensus in the committee, but discussed

- **Trigger proposals: Unless allocation from state exceeds some level (most common suggestion was 2%) all money used for a single pool. Two suggested options were:**
 - **All across the board**
 - **All merit and market**
- **Consider compression as an equity issue, similar to racial and gender issues.**
 - **Impacts primarily full professors (tend to be over 40 – a protected group in WA state)**

President's Per-student Funding Idea: Benefits

- **WSU sets its own budgetary priorities.**
- **In general, WSU administration is likely to be more sympathetic, accessible and accountable to the reality that faculty salaries are low compared to our peers than the legislature.**
- **Continued lack of success with the current process suggests a new approach is a good idea.**

President's Per-student Funding Idea: Drawbacks

- **Improvement on salaries requires a good working relationship between administration and faculty.**
- **Puts the responsibility for salary increases fully on the university administration.**
- **Removes connection between faculty salaries and salaries for other state workers, and especially the union activities of other state workers.**

President's Per-student Funding Idea

- **The committee overall supported the proposal. Details of perceived benefits and problems are provided in the report.**
- **WSU administration indicated the state was unlikely to accept the proposal, at least in the near term.**