

University of Baltimore



FACULTY SALARY STUDY

Market Assessment Methodology & Compensation Principles

February 5, 2014

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Document incomplete without accompanying commentary

 Sibson Consulting

Introduction

- This report utilizes the College and University Professional Association for Human Resources (CUPA-HR) National Faculty Salary Survey to analyze market competitiveness by faculty rank and discipline
 - Each College or School created a customized peer group to compare salaries; these were reviewed and approved by the Deans, HR, and Sibson
- Additional credible surveys were used for the Merrick School of Business, and School of Law; these surveys were provided by the schools and have been historically used to inform faculty hire offers. They were combined with CUPA-HR to make a composite market median for comparison, a common and acceptable practice in compensation methodology
- As reasonable, common and standard practice, the market median salary is used as the primary reference point in the analysis, in addition to a 20% range around the market median (80% to 120% of the median) representing a competitive range for individuals who are qualified with and possess the requisite credentials and proficiencies
- Multiple factors determine individuals' pay levels and, therefore, determination of “competitive” or “uncompetitive” salaries does not infer paid “appropriate” or “inappropriate”
 - Aggregate market gap should not be viewed as an indicator of equity or inequity
 - While an overall competitiveness percentage may indicate that UB's pay aligns with the market, this does not necessarily mean that individuals are paid appropriately or inappropriately
 - This analysis should be supplemented by an individual review of faculty to ensure that each is paid appropriately for their knowledge, skills, expertise and performance



1. Comparison Markets & Methodology

2. Compensation Principles

Comparison Markets

- In conjunction with HR and Sibson, each College/School/Library identified an appropriate comparison market for benchmarking salaries; each comparison market contains 10-15 institutions and was reviewed by the Dean, HR, and Sibson for reasonableness
- Factors used in the comparison market development included:
 - Institution type (i.e., public, private non-profit)
 - Similar level of instruction and/or type of Degrees granted
 - Similar programs offered
 - Student enrollment in College/School
 - Geography
 - Number of faculty
 - US News & World Report Ranking
- These factors acted as a funnel to most accurately reflect similar institutions where UB would compete for faculty talent and students, and also reflects similar financial circumstances
- The College of Arts & Sciences, College of Public Affairs, Merrick School of Business, School of Law/Law Library, and Langsdale Library each have their own comparison market

Comparison Market Details

Yale Gordon College of Arts and Sciences	
Institution (Location)	Comparable College/School
Georgia State University (Atlanta, GA)	College of Arts & Sciences
Jacksonville University (Jacksonville, FL)	College of Arts & Sciences
New Jersey City University (Jersey City, NJ)	William J. Maxwell College of Arts & Sciences
Towson University (Towson, MD)	College of Liberal Arts College of Fine Arts & Communications
University of Houston - Downtown (Houston, TX)	College of Humanities and Social Sciences
University of Massachusetts (Boston, MA)	College of Liberal Arts
University of Texas at Dallas (Richardson, TX)	School of Arts & Humanities
University of Wisconsin – Milwaukee (Milwaukee, WI)	College of Letters & Science
Valparaiso University (Valparaiso, IN)	College of Arts & Sciences
<i>The City University of New York – Baruch College (New York, NY)¹</i>	<i>Weissman School of Arts & Sciences</i>
<i>The City University of New York – Lehman College (New York, NY)¹</i>	<i>School of Arts & Humanities</i>
<i>University of Cincinnati (Cincinnati, OH)¹</i>	<i>McMicken College of Arts & Sciences</i>
<i>University of the District of Columbia (Washington, DC)¹</i>	<i>College of Arts & Sciences</i>

College of Public Affairs	
Institution (Location)	Comparable College/School
Appalachian State University (Boone, NC)	Separate Departments
Georgia State University (Atlanta, GA)	Separate Departments
Northeastern University (Boston, MA)	Separate Schools
Portland State University (Portland, OR)	College of Urban and Public Affairs
Rutgers the State University of New Jersey (Newark, NJ)	Each area has college status
University of Central Florida (Orlando, FL)	College of Health and Public Affairs
University of Louisville (Louisville, KY)	Separate Departments
University of Wisconsin – Milwaukee (Milwaukee, WI)	Separate Departments
<i>Fresno State University (Fresno, CA)¹</i>	<i>Separate Departments</i>
<i>San Francisco State University (San Francisco, CA)¹</i>	<i>College of Health and Social Sciences</i>
<i>San Diego State University (San Diego, CA)¹</i>	<i>School of Public Affairs College of Health and Human Services</i>
<i>The City University of New York – Baruch College (New York, NY)¹</i>	<i>School of Public Affairs</i>
<i>The City University of New York – John Jay College (New York, NY)¹</i>	<i>Separate Departments</i>
<i>The Pennsylvania State University – Harrisburg (Middletown, PA)¹</i>	<i>School of Public Affairs</i>
<i>University at Albany (Albany, NY)¹</i>	<i>Separate Schools</i>

¹ Did not participate in 2013 CUPA-HR National Faculty Salary Survey.

Comparison Market Details *continued*

Merrick School of Business	
Institution (Location)	Comparable College/School
Colorado State University (Fort Collins, CO)	College of Business
George Mason University (Fairfax, VA)	School of Management
Kennesaw State University (Kennesaw, GA)	Coles College of Business
Loyola University Maryland (Baltimore, MD)	Sellinger School of Business
Northern Kentucky University (Highland Heights, KY)	Haile/US Bank College of Business
Portland State University (Portland, OR)	School of Business Administration
The University of Tampa (Tampa, FL)	Sykes College of Business
University of Colorado – Colorado Springs (Colorado Springs, CO)	College of Business
University of Massachusetts – Boston (Boston, MA)	College of Management
University of Michigan – Dearborn (Dearborn, MI)	College of Business
University of Missouri – Kansas City (Kansas City, MO)	Henry W. Block School of Management
University of Nebraska at Omaha (Omaha, NE)	College of Business Administration
Wright State University (Dayton, OH)	Raj Soin College of Business

School of Law & Law Library	
Institution (Location)	Comparable College/School
Drexel University (Philadelphia, PA)	Earle Mack School of Law
George Mason University (Fairfax, VA)	School of Law
Illinois Institute of Technology (Chicago, IL)	Chicago-Kent College of Law
Rutgers the State University of New Jersey (Camden and Newark, NJ)	School of Law-Camden School of Law-Newark
Seattle University (Seattle, WA)	School of Law
Stetson University (DeLand, FL)	College of Law
Temple University (Philadelphia, PA)	Beasley School of Law
The Catholic University of America (Washington, DC)	Columbus School of Law
University of Maryland (Baltimore, MD)	Francis King Carey School of Law
University of Richmond (Richmond, VA)	School of Law
Villanova University (Villanova, PA)	School of Law
Widener University (Chester, PA)	Widener Law
<i>American University (Washington, DC)¹</i>	<i>Washington College of Law</i>
<i>Suffolk University (Boston, MA)¹</i>	<i>Law School</i>
<i>University of Pittsburgh (Pittsburgh, PA)¹</i>	<i>School of Law</i>

¹ Did not participate in 2013 CUPA-HR National Faculty Salary Survey.

Comparison Market Details *continued*

Langsdale Library
Institution (Location)
Chicago State University (Chicago, IL)
Indiana University South Bend (South Bend, IN)
Roosevelt University (Chicago, IL)
University of Houston - Clear Lake (Houston, TX)
University of North Carolina at Wilmington (Wilmington, NC)
University of Rhode Island (Kingston, RI)
Wake Forest University (Winston-Salem, NC)
William Paterson University of New Jersey (Wayne, NJ)
<i>California State University, Los Angeles (Los Angeles, CA)¹</i>
<i>The City University of New York – Lehman College (New York, NY)¹</i>

¹ Did not participate in 2013 CUPA-HR Administrator or Professional Salary Survey

Salary Surveys Used

- Sibson, in collaboration with UB, identified appropriate salary surveys to use in conducting the market assessment for faculty and library positions

Survey Type	Survey Name	Comparison Market	College or School
Faculty Surveys	College and University Professional Association for Human Resources (CUPA-HR) National Faculty Salary Survey, 2013	Customized for College, School	College of Arts & Sciences College of Public Affairs Merrick School of Business School of Law
	Society of American Law Teachers (SALT) Law Equalizer Salary Survey, 2013	Mid Atlantic Law School Composite	School of Law
	Association to Advance Collegiate Schools of Business (AACSB) US Salary Survey Report, 2012-2013	Public Accredited Business Schools	Merrick School of Business
Library Surveys	College and University Professional Association for Human Resources (CUPA-HR) Administrators in Higher Education Salary Survey, 2013	Customized for Library	Langsdale Library Law Library
	College and University Professional Association for Human Resources (CUPA-HR) Professionals in Higher Education Salary Survey, 2013		

All survey data was aged to April 1, 2014 at 2.6%¹.

¹ Source: Sibson's annual Compensation Planning Survey detailing salary increase budgets by industry and job classification.

Additional Market Assessment Methodology Details

- Faculty members were matched to the appropriate rank and survey discipline in CUPA-HR's National Faculty Salary Survey
- UB matched each faculty member to the appropriate discipline using the *Classification of Instructional Programs: 2010 Edition* (CIP) published by the U.S. Department of Education's National Center for Education Statistics
 - The CIP taxonomy hierarchy is organized on several levels, the market assessment uses the first two levels:
 - 2-digit codes define the most general groupings of related programs (what we call the **aggregate discipline**)
 - 4-digit codes define intermediate groupings of programs that have comparable content and objectives (what we call the **sub-discipline**)
 - For example:
 - **42. Psychology.** Instructional programs that focus on the scientific study of the behavior of individuals, independently or collectively, and the physical and environmental bases of mental, emotional, and neurological activity.
 - » **42.28 Clinical, Counseling and Applied Psychology.** Includes: Clinical Psychology; Community Psychology; Counseling Psychology; Industrial and Organizational Psychology; School Psychology; Educational Psychology; Clinical Child Psychology; Environmental Psychology; Geropsychology; Health/Medical Psychology; Family Psychology; Forensic Psychology; Applied Psychology; Applied Behavior Analysis; Other
- Market data for each faculty member generally reflects the faculty member's rank and 4-digit discipline
 - 2-digit discipline data was used in cases where 4-digit discipline data was not available
- Merrick School of Business faculty CIP codes were aligned with AACSB disciplines and validated by UB HR
- UB salaries and market data are reflective of April 1, 2014 for appropriate comparison

Additional Market Assessment Methodology Details *continued*

- The following surveys were used to assess Library salaries:
 - College and University Professional Association for Human Resources (CUPA-HR) *Administrators* in Higher Education Salary Survey, 2013
 - College and University Professional Association for Human Resources (CUPA-HR) *Professionals* in Higher Education Salary Survey, 2013
- Library positions were matched to survey positions based on the essential functions, experience, and education required for each position; Sibson's initial matches were reviewed and validated with UB HR
 - Note that matches are rarely perfect— if the majority of the position's responsibilities were the same, then it was considered a match



1. Comparison Markets & Methodology

2. Compensation Principles

Draft Faculty Compensation Principles

Vision Statement

- *[USM II-1.21]* The University of Maryland System seeks to provide salaries for faculty that are adequate to attract and retain individuals with the qualifications and level of performance necessary for the University System and each of its constituent institutions to reach and to maintain the highest levels of excellence in education.
- In addition, UB believes that market salary levels for specific disciplines should be considered when reviewing external market competitiveness and setting salaries for faculty.
- To that end, faculty disciplines are mapped to the appropriate Classification of Instructional Programs CIP code and salaries are assessed relative to that CIP code and rank in published salary surveys to the extent market data is available.

Pay Positioning, and Survey Sources

- While the American Association of University Professors (AAUP) annual salary survey is useful in understanding high-level trends in faculty pay, it only reports salaries by rank and not by discipline, which may lead to difficulties in recruiting and retaining faculty in certain areas at UB.
- Because UB believes that salaries are influenced by discipline, UB targets a competitive range of 80% to 120% of the *50th percentile* in aggregate of the comparison market for each College/School using rank and discipline-specific salary data provided by the CUPA-HR¹ National Faculty Salary Study.
- UB also targets a competitive range of 80% to 120% of the *50th percentile* for librarians in aggregate as determined by role-specific market data from the CUPA-HR Administrators and Professionals in Higher Education Surveys.
- UB targets a competitive range of 80-120% of the market median while also determining salary placement based on individual circumstance. Aggregate pay positioning does not mean that each faculty member will be paid at the market media.
- In addition to CUPA-HR, UB will consider other legitimate sources of salary data that may be specific to certain disciplines or areas (e.g., AACSB, SALT).

¹ College & University Professional Association for Human Resources

Draft Faculty Compensation Principles *continued*

Pay Systems & Delivery

- Base salary is the primary vehicle for compensating faculty and reflects competitive market rates for each faculty member's rank and discipline; in addition, the base salary reflects the individual's time in rank, capabilities, contributions, and performance.
- In addition to University base salary, faculty receive stipends, additional project-based remuneration, and/or course release for responsibilities above and beyond their core responsibilities.
- Faculty are eligible to receive annual merit and cost of living adjustments as determined by the State of Maryland and/or Chancellor of the University System of Maryland.

Faculty Salary Program

- *Placeholder for future salary program (e.g., UB has developed salary ranges for each School/College that are competitive with the previously defined market, a faculty member's salary is determined based on an evaluation of both the external competitive market for the position, as well as consideration for the relative internal value among similarly situated faculty within the School/College, faculty progress through the ranges based on their annual performance and contribution, etc.)*
- *Please see Next Steps for details on developing the faculty salary program.*

Performance & Professional Growth

- *[USM II-1.21]* Salary increases for current faculty shall be based on merit, and shall be determined on the basis of exceptionally effective teaching, scholarship and public service. Equity considerations may be taken into account in awarding salary increases.
- In accordance with USM policy, annual salary increases are determined by the degree to which each individual develops and/or maintains his or her capabilities as documented in the annual performance management process conducted by each College/School.
- Evaluations will also be considered in teaching awards, promotions, and tenure decisions as noted in the Faculty Handbook.

Draft Faculty Compensation Principles *continued*

Roles & Responsibilities

- The President approves the faculty compensation principles and the resulting faculty salary program.
- The Provost, Deans, Library Director, and the SVP, Finance & Administration (members of the Executive Committee) recommends and endorses the faculty compensation principles and the faculty salary program.
- Members of the Executive Committee communicate with all faculty on appropriate pay-related matters and strategy.
- The Faculty Senate provides faculty perspectives to Deans and the Provost on pay-related matters and communicates with the faculty as appropriate.
- Comparison markets are developed by each Dean and Library Director, working with their leadership and/or other selected group; comparison groups are reviewed for reasonableness.
- Human Resources assists the Division of Academic Affairs and the Executive Committee with initial program development and regular, ongoing review and maintenance. Human Resources will perform a comprehensive market review every three years with targeted reviews as needed based on significant changes in the market and/or at the University.

Communication & Openness

- The University is committed to openness and transparency and will communicate the compensation principles to all faculty to ensure that the principles that guide salary decisions are clearly understood.
- While regular program updates will be communicated to faculty (e.g., relationship to the market); all results will be shared in the aggregate and individual information will be protected.