



**Southeast**  
Missouri State University

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# Brown Bag Presentation

## 2013 Salary Equity Study Final Recommendations

November 6, 2013

# Campus Process to Finalize Recommendations

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- Faculty Senate held three open forums and conducted an online survey with approximately 25% of faculty responding.
- Professional Staff Council and Clerical/Technical/Service Staff Councils gathered input through email and Council meetings.
- Multiple meetings held between each employee group's representatives and administration to share data and discuss parameters.

# Faculty Compensation Philosophy Final Recommendations

# Faculty Market Data

<b>J.W. Terrill Data Adjusted for FY 14 Increases</b>							
<b>College/ % to Peer Median</b>	<b>Instructor</b>	<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor*</b>	<b>Professor (W/Potential Post-Prof increases added)**</b>	<b>Total</b>	<b>Total (W/Potential Post-Prof)</b>
<b>College of Hlth &amp; Human Svcs</b>	108.70%	98.04%	101.79%	93.65%	<b>97.55%</b>	<b>101.00%</b>	<b>102.19%</b>
<b>College of Science Tech &amp; Ag</b>	108.09%	96.19%	105.06%	98.50%	<b>99.63%</b>	<b>101.49%</b>	<b>102.11%</b>
<b>College of Education</b>	102.50%	112.78%	99.14%	94.13%	<b>94.58%</b>	<b>98.11%</b>	<b>98.36%</b>
<b>College of Liberal Arts</b>	104.60%	101.16%	97.26%	93.69%	<b>96.66%</b>	<b>98.46%</b>	<b>99.29%</b>
<b>College of Business</b>	102.37%	136.57%	109.61%	96.62%	<b>98.11%</b>	<b>103.83%</b>	<b>104.80%</b>
<b>Kent Library</b>	107.56%	N/A	74.31%	111.76%	<b>128.77%</b>	<b>100.85%</b>	<b>108.34%</b>
<b>Total Overall Average</b>	<b>106.00%</b>	<b>105.51%</b>	<b>100.93%</b>	<b>95.99%</b>	<b>97.94%</b>	<b>100.51%</b>	<b>101.40%</b>
<p><b>*Total Professors/Eligible for Post-Professorial: 132/82</b>  <b>**Total Professors eligible but did not apply for Post-Professorial: 24 Of 82 (29.3%)</b></p>							

# Benchmark (Peer) Universities

- Arkansas State University \*
- Austin Peay State University
- Eastern Illinois University\*\*
- East Tennessee State University\*\*
- Illinois State University\*\*
- Indiana State University\*
- Jacksonville State University\*\*
- Missouri Southern State University \*
- Missouri State University\*\*
- Morehead State University\*\*
- Murray State University\*\*
- Northwest Missouri State University
- Southern Illinois University Carbondale\*
- Tennessee Technological University\*\*
- University of Southern Indiana\*\*
- University of Tennessee at Martin\*
- Western Illinois University\*\*
- Western Kentucky University\*\*

**\*Denotes AACSB Accreditation**

**\*\*Denotes AACN Accreditation**

# Code of Instructional Programs (CIP Code)

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- CIP codes are a national classification system for fields of study.
- Market median for faculty in the salary equity study is based on rank and CIP code.
- Individual faculty will have opportunity to request adjustment to their assigned CIP code based on their academic credentials and current teaching assignments.
- Requests will be reviewed by a four member CIP Code Review Committee chaired by Director Human Resources, with final appeal to Interim Provost
- Each academic department has received a listing of the CIP codes assigned to faculty in their departments and instructions and timeline for the review process.

# CIP Code Review Committee

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## Committee Members:

Dr. Wayne Bowen, Moderator of Chairpersons Forum

Dr. Kevin Dickson, Chair of the Faculty Senate Compensation Committee

Jim Cook, Director of Human Resources

Kathy Hagedorn, Hagedorn Institute (Equity Study Consultant)



# Parameters for Faculty Equity Pay Adjustments

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**Goal: Bring eligible individual Faculty to at least 90-93% of market median based on years in rank with overall college averages at 100% of market median.**

- Eligible Individuals:
  - Full Professors who have received satisfactory evaluations (last 3 years) **AND** have received Post-Professorial merit awards within at least seven years of their promotion to full professor or their last post-professorial award for each cycle.
  - Full professors, Associate and Assistant Professors who have received satisfactory evaluations (last 3 years) **AND** who have 7 or fewer years in current rank
  - RNTT Faculty who have received satisfactory evaluations (last 3 years) **AND** RNTT merit awards, once eligible, at least every seven years.

# Recommended Individual Faculty Salary Adjustments Compared to Market Median

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Eligible Full professors (who have not received their first post professorial merit award), Associate Professors, Assistant Professors and RNTT Faculty

Four to seven years in rank	93%
Three years in rank	92%
Two years in rank	91%
Zero to one year in rank	90%

# Recommendation for Full Professors with Post Professorial Merit

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- For Full Professors who have received one or more post professorial merit awards, the two most recent post professorial merit awards would be deducted from their base salary.
- Adjusted salary would be compared to 93% of their peer market median.
- Any salary difference to raise to 93% of market median would be added to their current base salary.

# Number of Faculty Eligible for Equity Pay Adjustment

<b>90/91/92/93% of Peer Median</b> <b>Professor, Associate and Assistant Professors, RNTT Ranks Seven or Less Years</b> <b>Timely Promotions for Post-Professorial and RNTT Merit Seven or Less Years</b> <b>Deduct Two most Recent Post Professorial awards</b>					
College	Instructor	Assistant Professor	Associate Professor	Professor	Totals
College of Hlth & Human Svcs	2	2	3	10	17
College of Science Tech & Ag	1	6	1	15	23
College of Education	2	2	4	6	14
College of Liberal Arts	6	6	4	29	45
College of Business	2	1	0	9	12
Kent Library	2	0	1	1	4
<b>Totals</b>	<b>15</b>	<b>17</b>	<b>13</b>	<b>70</b>	<b>115</b> (out of 395)

## Faculty Market Data – Approximate Results

College/% to Peer Median	Instructor	Assistant Professor	Associate Professor	Professor	Professor (W/Potential Post-Prof increases added)	Total	Total (W/Potential Post-Prof)
College of Hlth & Human Svcs	110.15%	96.67%	100.56%	95.03%	<b>100.45%</b>	<b>101.80%</b>	<b>102.86%</b>
College of Science Tech & Ag	109.51%	99.84%	103.87%	101.27%	<b>102.25%</b>	<b>103.33%</b>	<b>103.66%</b>
College of Education	97.97%	95.65%	92.99%	97.86%	<b>97.86%</b>	<b>96.33%</b>	<b>96.33%</b>
College of Liberal Arts	103.67%	99.39%	95.06%	98.08%	<b>99.99%</b>	<b>99.48%</b>	<b>100.29%</b>
College of Business	103.26%	105.36%	109.61%	101.33%	<b>101.46%</b>	<b>102.95%</b>	<b>102.95%</b>
Kent Library	90.00%	N/A	92.00%	93.00%	<b>95.19%</b>	<b>91.56%</b>	<b>92.97%</b>
<b>Total Overall Average</b>	<b>105.80%</b>	<b>99.99%</b>	<b>99.84%</b>	<b>99.11%</b>	<b>100.52%</b>	<b>101.01%</b>	<b>101.55%</b>

# Cost of Eligible Faculty Equity Pay Adjustments

<b>90/91/92/93% of Peer Median</b> <b>Professors, Associate and Assistant Professors, RNTT Ranks Seven or Less Years</b> <b>Timely Promotions for Post-Professorial and RNTT Merit Seven or Less Years</b> <b>Deduct Two most Recent Post Professorial Salary Awards</b>					
College	Instructor	Assistant Professor	Associate Professor	Professor	Totals
College of Hlth & Human Svcs	\$5,594	\$3,310	\$3,037	\$42,510	\$54,451
College of Science Tech & Ag	\$2,855	\$26,678	\$1,278	\$61,388	\$92,199
College of Education	\$3,110	\$1,360	\$6,233	\$34,719	\$45,422
College of Liberal Arts	\$8,012	\$16,275	\$22,781	\$128,888	\$175,956
College of Business	\$5,227	\$4,282	\$0.00	\$100,217	\$109,726
Kent Library	\$1,630	\$0.00	\$15,902	\$9,801	\$27,333
<b>Total</b>					<b>\$505,087</b>

# Faculty Overload Recommendation

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- Data gathered by JW Terrill on faculty compensation for academic year and intersession teaching overloads was shared with Faculty Senate.
- Defer recommendations until additional data can be gathered and analyzed during the Fall semester.
- Conduct discussions and develop recommendations during Spring 2014 semester with Faculty Compensation Committee, Chairperson's Forum and Dean's Council.

# Staff Compensation Philosophy Final Recommendations



# Administrative Professional Market Data

<b>J.W. Terrill Data Adjusted for FY 14 Increases</b>			
<b>Hay Points</b>	<b>Average Southeast Salary</b>	<b>New Market Median</b>	<b>Total Average % to New Market Median</b>
<b>Admin/Prof Hay 200's</b>	\$34,033.05	\$32,894.46	103.46%
<b>Admin/Prof Hay 300-350</b>	\$39,325.99	\$39,742.28	98.95%
<b>Admin/Prof Hay 350-400</b>	\$47,512.25	\$46,590.09	101.98%
<b>Admin/Prof Hay 400's</b>	\$57,006.35	\$60,764.90	96.53%
<b>Admin/Prof Hay 500/600/700's</b>	\$71,243.41	\$75,183.29	95.91%
<b>Admin/Prof Hay 800-900</b>	\$88,174.34	\$92,614.39	96.46%
<b>Admin/Prof Executive</b>		n/a – market	n/a – market
<b>Total</b>	N/A	N/A	98.05%

# Clerical, Technical, and Service (CTS) Market Data

<b>J.W. Terrill Data Adjusted for FY 14 Increases</b>			
<b>Pay Ranges</b>	<b>Average Southeast Salary</b>	<b>New Market Median</b>	<b>Total Average % to New Market Median</b>
<b>CTS Ranges 80-83</b>	\$10.67	\$9.66	110.41%
<b>CTS Ranges 24-25, 84</b>	\$11.82	\$13.07	90.43%
<b>CTS Ranges 25-27, 85</b>	\$14.57	\$16.31	89.31%
<b>CTS Ranges 27-30, 86-87</b>	\$20.34	\$21.85	93.07%
<b>Total</b>	N/A	N/A	92.45%

# Parameters for Staff Equity Pay Adjustments

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**Goal: Bring eligible Staff to between 85%-95% of market median based on years of service with the University and years in current position.**

## **Eligible Individuals:**

- Staff who have received Meets Expectations performance evaluation for the prior 3 years.
- Executive Staff and Deans were not included in the market study.

## **Criteria:**

- Years of service with the University as of December 31, 2013
- Years of service in current position as of December 31, 2013

# Recommended Individual Staff Salary Adjustments Compared to Market Median

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	Years in Current Position	
Years of Service	0 to < 3	3 +
0 to < 5	85%	85%
5 to < 10	87.5%	90%
10 to < 15	90%	92.5%
15 +	92.5%	95%

# Recommendation for Staff Receiving Extra Merit Awards

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- For Staff who have received extra merit awards, the amount of any extra merit award received in the past 6 years would be deducted from their base salary before calculating percent to peer market median.
- Adjusted salary would be compared to their peer market median based on recommended criteria.
- Total recommended salary adjustment per individual (all staff) would be capped at 15% increase.

## Administrative Professional Market Data – Approximate Results

Hay Points	Average Southeast Salary	New Market Median	Total Average % to New Market Median	# of Eligible Employees
Admin/Prof Hay 200's	\$34,405	\$32,894	104.59%	17
Admin/Prof Hay 300-350	\$41,016	\$39,742	103.21%	25
Admin/Prof Hay 350-400	\$48,506	\$46,590	104.11%	23
Admin/Prof Hay 400's	\$60,686	\$60,765	99.87%	21
Admin/Prof Hay 500/600/700's	\$74,223	\$75,183	98.72%	16
Admin/Prof Hay 800-900	\$92,925	\$92,614	100.34%	3
Admin/Prof Executive		n/a – market	n/a – market	1
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>102.06%</b>	<b>106 (out of 375)</b>

# Clerical, Technical, and Service (CTS) Market Data – Approximate Results

Pay Ranges	Average Southeast Salary	New Market Median	Total Average % to New Market Median	# of Eligible Employees
<b>CTS Ranges 80-83</b>	\$10.67	\$9.66	110.41%	0
<b>CTS Ranges 24-25, 84</b>	\$12.30	\$13.07	94.10%	50
<b>CTS Ranges 25-27, 85</b>	\$15.28	\$16.31	93.68%	35
<b>CTS Ranges 27-30, 86-87</b>	\$21.64	\$21.85	99.03%	14
<b>Total</b>	N/A	N/A	96.34%	<b>99 (out of 208)</b>

## Cost of Staff Equity Pay Adjustments

Years of Service	0 to < 3 Yrs in Current Position	3 + Yrs in Current Position
0 to < 5	85%	85%
5 to < 10	87.5%	90%
10 to <15	90%	92.5%
15 +	92.5%	95%

Bands	CTS	Professionals
Pay Band 1	\$0.00	\$34,198
Pay Band 2	\$77,111	\$82,248
Pay Band 3	\$107,061	\$73,491
Pay Band 4	\$59,750	\$99,825
Pay Band 5	n/a	\$55,085
Pay Band 6	n/a	\$24,172
Pay Band 7	n/a	\$11,971
<b>Totals</b>	<b>\$243,922</b>	<b>\$308,990</b>
	<b>Total:</b>	<b>\$624,912</b>



Bargaining Units Compensation  
Philosophy  
Final Recommendations

# Bargaining Units Equity Study Process

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- Discussions held with Teamsters and Operating Engineers as part of 2013 wage agreement negotiations.
- Operating Engineers agreed to Human Resources conducting a local wage survey based on mutually agreed businesses/ organizations.
- Total salary pool for adjustments, including benefits, was agreed not to exceed 1.9% of total wages for bargaining unit.
- Parties have until November 30, 2013 to complete survey and mutually agree on a strategy to address pay inequities.

# Current Operating Engineers Market Data

## (Classifications under Market Median)

Job Title	Current Median	Market Median	Difference	No. of Employees
Electrician/HVAC/MEP/Plumber	\$19.43	\$22.33	(\$2.90)	17
Equipment Operator	\$18.64	\$20.06	(\$1.42)	2
Pipefitter/Welder	\$19.80	\$20.49	(\$0.69)	1
Courier	\$11.48	\$12.14	(\$0.66)	1
Painter	\$18.40	\$18.97	(\$0.57)	5
Carpenter	\$18.65	\$19.06	(\$0.41)	10
Mail Processor	\$11.78	\$12.13	(\$0.35)	1
<b>Total</b>				<b>37 (out of 88)</b>

# Parameters for Operating Engineers Equity Pay Adjustments

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- Agreed pool of 1.9% of bargaining unit salaries equals \$51,352 base salary pool.
- Cost to bring all classifications to 100% of market median equals \$126,402.
- Proposal to cap individual salary adjustments at \$1.00 per hour at a base salary cost of \$57,558.

# Operating Engineers Approximate Results

100% of Market; \$1.00 per hour Individual Max Increase

Job Title	Current Median	Market Median	Difference	Total Cost
Electrician/HVAC/MEP/Plumber	\$20.43	\$22.33	(\$1.90)	\$35,360
Equipment Operator	\$19.64	\$20.06	(\$0.42)	\$4,160
Pipefitter/Welder	\$20.49	\$20.49	\$0.00	\$1,431
Courier	\$12.14	\$12.14	\$0.00	\$1,365
Painter	\$18.97	\$18.97	\$0.00	\$5,907
Carpenter	\$19.06	\$19.06	\$0.00	\$8,611
Mail Processor	\$12.13	\$12.13	\$0.00	\$724
<b>Total</b>				<b>\$57,558</b>

# Projected Total Costs

Employee Group	E&G Funding Cost	Auxiliary/Designated Funding Cost
Faculty	\$505,087	\$0.00
Professional and Administrative	\$255,131	\$125,860
Clerical/Technical/Service	\$215,511	\$28,411
Bargaining Units	<u>\$41,675</u>	<u>\$16,532</u>
<b>Subtotal</b>	<b>\$1,017,404</b>	<b>\$170,803</b>
plus MOSERS	\$146,540	\$29,002
plus FICA/Medicare	<u>\$77,831</u>	<u>\$13,066</u>
<b>Total</b>	<b>\$1,241,775</b>	<b>\$212,871</b>

Faculty: 101.01% market; 115 individual adjustments; 29.1% of total group

Professional/Administrative: 102.06% market; 106 individual adjustments; 28.3% of total group

CTS: 96% market; 99 individual adjustments; 47.6% of total group

# Implementation Timeline

October 18	CIP Review Committee Chartered and current assigned CIP Code lists and review process distributed to each academic department and college.
October 24	Board of Regents approve Faculty and Staff Equity plans.
November 1	Deadline for CIP Code review requests from Faculty to be submitted to Chairpersons.
November 8	Deadline for Chairpersons to submit Faculty CIP code review requests with their comments to CIP Code Review Committee.
November 20	CIP Code Review Committee to meet with each Dean to discuss CIP code review requests.
November 29	CIP Code Review Committee responds in writing with determination on assigned CIP code to all requests for review of faculty assigned CIP codes.
November 30	Deadline for Operating Engineers and University to agree on strategy to implement equity study results for their bargaining unit.
Week of Dec. 9	Interim Provost responds to any faculty appeals of the CIP Code Review Committee's determination.
December 13	Individual letters issued to faculty and staff advising of their market median salary and their eligibility for a equity salary increase.
January 1, 2014	Salary equity increases take effect (for non-grant funded employees).