

**METROPOLITAN STATE COLLEGE *of* DENVER  
BOARD OF TRUSTEES**

**Monday, June 19, 2006  
9 a.m. – 12 noon  
Tivoli Student Union Room 320  
Auraria Campus**

**AGENDA**

**I. CALL TO ORDER**

**II. APPROVAL OF MINUTES**

A. Approval of June 7, 2006, Board Meeting Minutes

**III. ACTION ITEMS**

The following items are recommended by Administration and Finance:

A. Review and Approval of \$1,000,090 budget allocation for Equity Adjustment Component for Professors and Associates.

**IV. PUBLIC COMMENT**

**V. REQUESTS FOR FUTURE AGENDA ITEMS**

**VI. ADJOURNMENT**

**METROPOLITAN STATE COLLEGE *of* DENVER  
BOARD OF TRUSTEES**

**Wednesday, June 7, 2006  
8 a.m. – 12 noon  
Tivoli Student Union Room 320  
Auraria Campus**

**MINUTES**

**I. CALL TO ORDER**

The meeting was called to order at 8:25 am by Trustee Benson.

**Board of Trustees Present:**

Trustee Bruce Benson; Trustee Gin Butler (via conference call); Trustee Alex Cranberg; Trustee Maria Garcia Berry; Trustee Mark Martinez; Trustee John Osborn; Trustee Adele Phelan; Trustee Ann Rice; Trustee Sean Tonner; Faculty Trustee Gene Saxe; Student Trustee Brian Glotzbach.

**Metro State Personnel Present:**

Stephen Jordan, President; Brandi Saturley, Administrative Assistant to the President; Stephen Jordan, Rudolfo Rocha, Vice President and Provost for Academic Affairs; Douglas Samuels, Vice President for Student Services; Natalie Lutes, Vice President for Administration and Finance; George Middlemist, Interim Vice President for Information Technology; Lee Combs, General Counsel; Cathy Lucas, Associate Vice President for Communications; Joan Foster, Dean, School of Letters, Arts and Sciences; Hal Nees, Faculty Senate President; Vonda Knox, Classified Staff Council President; Diane McAllister, Foundation; and others.

**II. EXECUTIVE SESSION**

At approximately 8:26 a.m., it was moved and seconded that the Board convene into Executive Session for the purpose of discussing personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S., and to possibly confer with the Board's attorney to receive specific advice on legal questions in accordance with 24-6-402(3)(a)(II), C.R.S. The motion passed unanimously. At approximately 8:50 a.m. the meeting was called back to order in open session by Chair Benson.

**III. APPROVAL OF MINUTES**

A. Approval of May 3, 2006, Board Meeting Minutes: It was moved and seconded to approve the May 3, 2006, Board meeting minutes. The motion passed unanimously.

**IV. ACTION ITEM**

- A. Election of Board Officers (Chair, Vice Chair, Secretary, Treasurer): It was moved and seconded that the current officers stay in their positions for the upcoming year. The motion passed unanimously.

**V. CONSENT ITEM**

- A. Approval of Coach Dunlap's Multi-Year Contract: It was moved and seconded to approve Coach Dunlap's multi-year contract. The motion passed unanimously.

**VI. PRESENTATION**

- A. Integrated Marketing Communications: Dr. Jordan introduced the Integrated Marketing Communications (IMC) staff, and Cathy Lucas introduced Stacey Lewis and Associates to present on the completed brand audit. Stacey Lewis and Associates reviewed the goals, desired claims, key messages, vivid descriptors, recommendations and alignment/positioning strategies of the Communications Plan. Trustee Cranberg commented that the positioning of leadership within the context of a "large" institution should include the large number of alumni; if the plan focuses not only on who is coming here, but who has *been* here as well, the "large" message should be what Metro State means to Denver. Trustee Martinez commented on the acculturation necessary to spread this message and asked how the College plans to address that. IMC staff responded that the plan was to provide training and through the training identify key spokespeople. Trustee Rice commented that while it is exciting to see a plan that captures the beliefs of the Board, there are space concerns for increased student enrollment. IMC Staff responded that the plan should result in improving the resources available to the college, improving internal esteem and attracting higher-caliber students. The final Plan will be available in approximately six months, and the IMC staff will present again to the Board.

**VII. ACTION ITEMS**

- B. Proposed Fiscal Year 2007 MSCD Operating Budget: It was moved and seconded to approve the action item with the exclusion of the \$1,000,090 budget allocation for Equity Adjustment Component for Professors and Associates with the intent to expedite the review and make a decision before the close of the month. This component will be reviewed and decided at the June 19, 2006 Special Board of Trustees Meeting.

Hal Nees, John Cochran, Biology Chair Joan Foster, Ed Lucero, Gene Saxe and others spoke to the critical importance the salary adjustment poses for Metro State's recruiting and retention abilities; Trustee Rice echoed the

concerns expressed by Trustees Garcia Berry, Cranberg and Martinez and stated that any other concerns must be expressed now, and that what issues need to be addressed should be articulated immediately in order to ensure all concerns are addressed in time to have a budget in place for the new fiscal year. All trustees concurred with the objectives of preeminence, competitive and equitable compensation plans, but requested further context for the various concerns, which included demonstrating salary compression, long-term ramifications, peer-group information and merit/evaluation process as it relates to the new budget proposal.

- C. Fiscal Year 2006-07 Student Charges and Related Budgets: It was moved and seconded to approve the action item as submitted.
- D. Change to Accounting Faculty Qualifications: It was moved and seconded to approve the action item as submitted. Trustee Cranberg applauded the effort to retain more qualified personnel.
- E. Change to the Application for Leave Without Pay Form: It was moved and seconded to approve the action item as submitted.
- F. Delegation of Approval of Changes in Forms to the President
- G. Changes in the Handbook for Professional Personnel Describing Advising and Professional Development Criteria: It was moved and seconded to approve the action item as submitted.
- H. Personnel Appointments: It was moved and seconded to approve the action item as submitted.

## **VIII. PRESENTATIONS**

- B. Update on Five-Year Plan for Athletics: Joan McDermott reported that just over the last week, the Athletics Department has had over 5,000 “touch-points,” of interaction with local Denver youth. She also presented on the Department’s progress towards the previously-established five-year goals. At this point, 2.5 years into the five-year plan, many goals have been met, including achieving a reduced reliance on Institutional Advancement Funds and an increase in fundraising. Metro State Athletics will also be hosting a Special Olympics event and has raised \$5,000 for the Children’s Hospital in Denver.

## **IX. REPORTS**

- A. MSCD Board – Chair Benson and President Jordan presented a framed photograph of St. Cajetan’s to Faculty Trustee Saxe for his years of devoted service.
- B. AHEC Board – Trustee Garcia Berry had no additional comments.
- C. President – Dr. Stephen Jordan reported the ongoing activities related to the recent laptop theft, which includes reviewing the report of the investigative

consultant. The report clearly demonstrates that there were no laws broken in the incident, and uncovered a rather isolated deviation. The recommended steps for improvement will be implemented in the coming months, but will remain confidential for security reasons. The Banner System will be modified so that no one can download data, and the improvement plan will be brought to the Board. Metro State's Center for Improving Early Learning just received a US Department of Education Grant for \$820,000 over the next 4-year period; Deborah Leong will be collaborating with Florida State to linguistic research.

- D. Student Government – Student Trustee Glotzbach reported that the SGA is enjoying the summer downtime, but will have its first meeting today. Student Trustee Glotzbach has been elected the VP of the “Roadies,” and is looking forward to the community outreach. Student Trustee Glotzbach also added his support for the compensation portion of the budget by indicating that he has attended Metro State because of the personalized academic experience available, and that it would not be possible without the strong faculty at Metro State.
- E. Finance Committee – Trustee Cranberg had no additional comments.
- F. Academic and Student Affairs Committee – Trustee Phelan reported that the Committee heard a presentation from Douglas Samuels regarding Learning Communities to help retain struggling students, and encouraged everyone to seek out information regarding this project.. Trustee Phelan also encouraged everyone to read the document from the Committee in the agenda items, and informed everyone that the document was a memo from the Committee, rather than minutes of the Committee meeting.
- G. Faculty Senate – Dr. Hal Nees had no additional comments
- H. Council of Chairs – Dr. John Schmidt reviewed the current state of faculty recruiting efforts, which is at the approximate count of 54 candidates either contracted, in process or soon to be offered a position.
- I. Alumni Relations: Ed Lucero updated the Trustees on Alumni Office activities, including the resignation of Amanda Garrison and the hiring of Stephanie Carroll. Mr. Lucero mentioned that the summer is the Alumni Office's time to plan, and the Office will participate in a strategic planning retreat on August 26. The Alumni Office's Annual Meeting is September 16, and will be held in the outlying community, possibly in the Stapleton area. This year's Annual Meeting will be Mr. Lucero's final duty as president of Alumni Association, and new officers and board members will be elected in August. Mr. Lucero also thanked Joshua Anderson for his involvement in the Integrated Marketing Communications Plan. Additionally, Mr. Lucero congratulated incoming Faculty Trustee Joan Foster, and reminded everyone that on July 23, 2006 is the City Park Jazz Night at the City Park, which will include appetizers, salsa jazz, jazz fusion. The event begins at 6 pm, and the Alumni Association Hospitality Tent will be at the southeast corner of the lot.
- A. Legislative – Capstone Group: Christine Staburg reported on bill activities since the legislative session adjourned, the deadline for signatures is tonight and anything the Governor doesn't veto or sign will become law. Ms. Staburg

reviewed the potential effects of the bill that politically balances the Board, the details regarding trustee terms.

**X. INFORMATION ITEM** (*Requires no approval by the Board of Trustees*)

- A. Personnel Actions Delegated to the President
- B. Minutes from the Academic and Student Affairs Committee Meeting May 17
- C. President's Report

**XI. PUBLIC COMMENT**

There was no public comment.

**XII. REQUESTS FOR FUTURE AGENDA ITEMS**

There were no requests for future agenda items.

**XIII. ADJOURNMENT**

## **GOALS FOR FACULTY SALARY REWARD SYSTEM**

**PURPOSE:** To encourage the highest quality faculty to choose to teach and to commit to a life-time career at Metropolitan State College of Denver, and to appropriately reward them in a competitive environment by valuing their performance over time through rigorous assessment and promotion and by providing incentives for annual performance through annual evaluations and merit rewards.

### **GOALS:**

- To position the college to be able to recruit new faculty at competitive salaries while minimizing compression on existing faculty in the same academic unit;
- To reward faculty for performance over time by recognizing promotion as a significant milestone and by placing more appropriate value on promotion as a base salary increase;
- To provide incentives for annual performance by creating a pool of base funds between 5 and 10 percent of the total faculty salary base which will be used for annual non-base merit awards;
- To develop an annual evaluation process in a collaborative environment to support the merit awards that fairly distinguishes inadequate performance, from satisfactory performance, from exceptional performance and which provides equity among faculty in the various departments and schools;
- To recognize the long-term impact of inflation by providing annual cost of living increases of 1.5 percent;
- To achieve and maintain a faculty salary distribution where salaries are distributed equally below and above the average of an appropriate competitive national peer group.

## Thoughts on Faculty Equity/Parity

Preeminence, by definition is the finest, top quality, and most excellent. In order to reach such a goal, institutions of higher education, and MSCD is no exception, the best and most diverse faculty available must be recruited and retained. One must remember that an institution is only as good as those who have the most impact on its constituents. It makes sense that to ensure quality instruction and advising, the academe must invest in its faculty.

These concepts are not at all new. For centuries and most notably during the Renaissance, a period when the quest for knowledge enhanced the quality of life for society, monarchs and popes sponsored artists who changed the standard of living in Western Europe. They realized that artists and artisans thrived only with meaningful support. Simply stated, when an individual's needs are full, then can he/she turn his/her thoughts to the arts, philosophy, architecture, or to forging tools. When an individual is freed from the worrying on how to sustain him/herself and family, then he/she can concentrate on the beauty of living life to its fullest.

As Stacy Lewis and Associates, the marketing consultants, noted in their recent presentation, MSCD has been mislabeled as an institution of second citizenry. Equitable and market value salaries would help tremendously to change this cultural misconception. The consultants presented an abundance of samples that demonstrated that the faculty at MSCD continues in the tradition of that Renaissance era. Current, and more importantly, former students who are today building on the tradition of the Renaissance generation, attested to the consultants how their lives have had a rebirth due in large part by their experience with the faculty at MSCD. The high quality education that they experience has transformed their lives from one of limited opportunities to one of unlimited enrichment. Beneficiaries of this transformation are not limited to the impacted students, but it will be transmitted to their children and their grandchildren who will live a life undreamed by their parents. At the root of this excellence in teaching is the passion that MSCD faculty brings to the classroom.

The record of our senior faculty, associate and full professors, attests to their contribution and their desire to share their life learning experiences with the young (and not so young) populace of Denver. These faculties have dedicated almost their entire career to MSCD. Justifiably they deserve a salary that allows them to be spouses, parents, mentors to students and new faculty, and active citizens. The first step in building preeminence is to recognize the achievements of the faculty, especially the senior faculty.

To continue the excellence of our faculty and to reach the goal of preeminence, higher education, and especially MSCD, must fulfill some of the basic needs of faculty: to attain a comfortable life style, to be valued, to pursue avocations, to raise a family, to contribute to the community, to be active in their profession and constantly develop as professionals.

Being a leader in the academe, in this global society into which our children and grandchildren will live, requires an investment in quality teaching, if I may, in teachers.



The attached Peer Review worksheets contains the four different sources and a list of the possible peer institutions. The institutions have been sorted based on the number of times that institution was identified. For example University of Houston Downtown was identified in three of the four sources. We included the CUPA HR (College & University Professional Association for Human Resources) for historical purposes, but CUPA is not included in the count.

The institutions identified by Trustee Cranberg have been highlighted in Blue. Six of his identified institutions were included through other sources, and the other four were in our CUPA list.

The second worksheet contains the criteria used in selecting the institutions in the four source groups.

POSSIBLE PEER INSTITUTIONS FOR MSCD

Institution	SOURCES					CUPA HR Historical
	Total Count	The Education Trust	Carnegie 3-6-2006	IPEDS 3-6-2006	Urban Institutions	
California State University - San Bernardino	3	X	X		X	
Northern Kentucky University	3	X	X		X	
University of Houston - Downtown	3		X	X	X	
University of South Carolina - Spartanburg	3		X	X	X	X
<b>Top 4</b>						
Black Hills State University	2		X	X		X
Boise State University	2		X		X	X
California State University - Fresno	2	X			X	X
Clayton College and State University	2		X		X	
Eastern Michigan University	2	X			X	
Kennesaw State University	2		X		X	
Missouri Western State College	2		X	X		X
Saint Cloud State University	2	X	X			
San Jose State University	2	X			X	
Shepherd College	2		X	X		
Southeastern Louisiana University	2	X	X			
Towson State University	2		X		X	
University of Alaska Anchorage	2		X		X	
University of Arkansas - Pine	2		X	X		
University of Central Oklahoma	2	X	X			
University of Nebraska - Omaha	2		X		X	
University of Nevada-Las Vegas	2	X			X	
University of North Florida	2		X		X	
University of Pittsburgh - Johnstown	2		X	X		X
University of Southern Indiana	2		X		X	
University of Texas - Pan American, The	2	X	X			
University of Texas - San Antonio	2	X			X	
Weber State University	2	X	X			X
Youngstown State University	2		X		X	
<b>5 thru 28</b>						
Adams State College	1		X			X
Arizona State University	1				X	
Athens State University	1			X		
Bluefield State College	1			X		
California Polytechnic State University - SLO	1		X			X
California State University - Chico	1		X			
California State University - Dominguez Hills	1				X	
California State University - East Bay	1		X			
California State University - Sacramento	1				X	
Calumet College of St Joseph	1				X	
Cameron University	1		X			
Central Michigan University	1	X				
Cleveland State University	1				X	
Coastal Carolina University	1		X			X
Concord College	1			X		
CUNY - Medgar Evers College	1		X			
CUNY Bernard M Baruch College	1		X			
CUNY Hunter College	1		X			
CUNY New York City College of Technology	1		X			
CUNY York College	1		X			
Dakota State University	1			X		X
Dixie State College of Utah	1		X			
Elizabeth City State University	1			X		

POSSIBLE PEER INSTITUTIONS FOR MSCD

Institution	SOURCES					CUPA HR Historical
	Total Count	The Education Trust	Carnegie 3-6-2006	IPEDS 3-6-2006	Urban Institutions	
Evergreen State College	1		X			
Fairmont State College	1			X		
Farmington State Univ of New York	1		X			
Florida International University	1				X	
Fort Lewis College	1		X			X
Glenville State College	1			X		
Indiana University - East	1			X		
Indiana University - Kokomo	1			X		
Indiana University - Purdue University Indianapolis	1				X	
Indiana University Northwest	1				X	
Kean University	1		X			
Keene State College	1		X			X
Lewis-Clark State College	1			X		X
Lock Haven University of Pennsylvania	1		X			
Louisiana State University - Shreveport	1				X	
Lyndon State College	1			X		
Macon State College	1		X			
Mesa State College	1		X			X
Metropolitan State University	1				X	
Middle Tennessee State University	1		X			
Millersville University of Pennsylvania	1		X			
Mississippi Valley State University	1		X			
Missouri State University	1		X			
Morrisville State College	1			X		
Pace University	1				X	
Pennsylvania College of Technology	1		X			
Portland State University	1				X	
Ramapo College of New Jersey	1		X			
Roosevelt University	1				X	
Rutgers - Newark, State University of NY	1				X	
Ryerson (Polthechnic) University	1				X	
Salem State College	1		X			
Sam Houston State University	1	X				
Shawnee State University	1		X			
Simon Fraser University	1				X	
Southern Illinois University - Edwardsville	1				X	
Southern Utah University	1		X			X
Southwest Missouri State University	1				X	
Southwest Texas State University - San Marcos	1				X	
St Petersburg College	1		X			
SUNY College - Buffalo	1		X			
SUNY College - Old Westbury	1			X		
SUNY College of Technology in Alfred	1		X			
Texas Southern University	1		X			
Texas State University-San Marcos	1		X			
Thomas Edison State College	1		X			
United States Air Force Academy	1		X			
United States Military Academy	1		X			
United States Naval Academy	1		X			
University of Arkansas - Ft Smith	1		X			
University of Arkansas - Little Rock	1				X	
University of Arkansas - Mont.	1			X		
University of Central Florida	1				X	

POSSIBLE PEER INSTITUTIONS FOR MSCD

Institution	SOURCES					CUPA HR Historical
	Total Count	The Education Trust	Carnegie 3-6-2006	IPEDS 3-6-2006	Urban Institutions	
University of Cincinnati	1				X	
University of Colorado at Denver	1				X	
University of Connecticut, Tri-Campus	1				X	
University of Illinois - Chicago	1				X	
University of Maine - Farmington	1			X		
University of Maine - Fort Ken.	1			X		
University of Maine - Machias	1			X		
University of Maryland-University College	1		X			
University of Memphis	1				X	
University of Michigan - Flint	1		X			
University of Missouri - Kansas City	1				X	
University of Missouri - St Louis	1				X	
University of Montana - Western	1			X		X
University of New Orleans	1				X	
University of North Carolina - Charlotte	1				X	
University of North Carolina - Greensboro	1				X	
University of North Carolina - Wilmington	1		X			X
University of North Texas	1				X	
University of Puerto Rico in Carolina	1		X			
University of Puerto Rico-Aguadilla	1		X			
University of Puerto Rico-Arecibo	1		X			
University of Puerto Rico-Bayamon	1		X			
University of Puerto Rico-Cayey Univ College	1		X			
University of Puerto Rico-Humacao	1		X			
University of Puerto Rico-Mayaguez	1		X			
University of Rhode Island	1				X	
University of South Alabama	1		X			
University of South Carolina - Aiken	1			X		X
University of South Florida	1				X	
University of South Florida - St Petersburg	1				X	
University of Southern Maine	1				X	X
University of Tennessee - Chattanooga	1				X	
University of Toledo	1				X	
University of Victoria	1				X	
University of Washington - Tacoma	1				X	
University of Western Sydney - Nepean	1				X	
University of Wisconsin - Milwaukee	1				X	
University of Wisconsin - Parkside	1		X			
Utah Valley State College	1		X			
Virginia Commonwealth University	1				X	
Washburn University of Topeka	1				X	X
Washington State University - Spokane	1				X	
West Liberty State College	1			X		
West Virginia State University	1			X		
West Virginia University Institu.	1			X		
Western Kentucky University	1	X				
Widener University	1				X	
William Paterson University	1				X	
Winston-Salem State University	1		X			X
Wright State University	1				X	
York University	1				X	
Arizona State University-East	0					X
Arizona State University-West	0					X

POSSIBLE PEER INSTITUTIONS FOR MSCD

Institution	SOURCES					CUPA HR Historical
	Total Count	The Education Trust	Carnegie 3-6-2006	IPEDS 3-6- 2006	Urban Institutions	
Bemidji State University	0					X
California State University - Bakersfield	0					X
California State University - Fullerton	0					X
California State University - Los Angeles	0					X
Central Washington University	0					X
Dickinson State University	0					X
Eastern New Mexico University-Main Campus	0					X
Eastern Oregon University	0					X
Eastern Washington University	0					X
Edinboro University of Pennsylvania	0					X
Frostburg State College	0					X
Lake Superior State University	0					X
Lander University	0					X
Mayville State University	0					X
Minot State University	0					X
Missouri Southern State College	0					X
Montana State University - Billings	0					X
Montana State University - Northern	0					X
Montana Tech of the University of Montana	0					X
New Mexico Highlands University	0					X
Northern Michigan University	0					X
Northern State University	0					X
Radford University	0					X
Salisbury University	0					X
San Francisco State University	0					X
Shippensburg University of Pennsylvania	0					X
Sonoma State University	0					X
South Dakota State University	0					X
Southern Oregon University	0					X
Southwest Minnesota State University	0					X
University of Alaska - Southeast	0					X
University of Nebraska - Kearney	0					X
University of North Carolina - Asheville	0					X
University of Texas - Tyler	0					X
University of Wisconsin - La Crosse	0					X
University of Wisconsin - Stevens Point	0					X
Valley City State University	0					X
Western New Mexico University	0					X
Western Oregon University	0					X
Western State College	0					X
Western Washington University	0					X

## Criteria Utilized to Identify Peers by Source

### The Education Trust Peers Criteria Utilized:

Sector = Public  
 Median SAT Composite Score  
 Size - Enrollment  
 Percent Pell  
 Percent Minority  
 Graduation Rate  
 Student Related Expenditures / FTE

### Carnegie Criteria Utilized:

Control: Public  
 Level: 4 Year  
 Undergraduate Instructional Program (type of degrees awarded)  
 Enrollment Profile (two-year or four-year institutions)  
 Undergraduate Profile (medium derived from ACT scores between 18-21 & full-time derived from part-time enrollment less than 40%)  
 Size and Setting (size derived from fte enrollment & setting based on location)  
 Graduate Instructional Program (types of graduate programs if any)

When selected on all of the above, no matches were found.

When selected on a combination of variables this is how the peers were identified.

### IPEDS (Integrated Postsecondary Education Data System) Executive Peer Tool Criteria Utilized:

Unduplicated 12-month headcount  
 Graduation Rate Survey cohort as a percent of all undergraduates  
 Number of Bachelor's degrees awarded  
 Tuition & fees revenues per FTE student  
 Primarily instruction FTE as a percent of FTE professional staff  
 Average salary equated 9-month contracts of full-time instructional faculty, all ranks

### Urban Institutions Criteria Utilized:

Urban location  
 Programs serving underrepresented, first generation, place-bound students  
 Commuter campus with some residence halls  
 Associated with economic & business development  
 Size (most are 20,000 plus students)  
 Type of undergraduate programs offered  
 High community college transfer rates  
 Faculty engagement with the communities

**PROPOSED TIMELINE  
FOR FACULTY/ADMINISTRATOR  
PERFORMANCE EVALUATION REVISIONS**

Faculty: Operate on a calendar year (January 1 through December 31)

- |   |                   |
|---|-------------------|
| ▪ Outside consultant to discuss concept with committee                      | July-August 2006  |
| ▪ Begin devising new evaluation form and criteria                           | September 2006    |
| ▪ Present new criteria and format to Faculty Senate and President's Cabinet | October 2006      |
| ▪ Submit recommendations for change as it applies to the Handbook           | October 2006      |
| ▪ Place recommendations on Board Agendas                                    | November 2006     |
| ▪ Begin training Deans and Chairs on new forms and evaluation criteria      | December 2006     |
| ▪ Begin training faculty on new forms and self-evaluation                   | December 2006     |
| ▪ Implement using new forms for goal setting                                | Dec 2006-Jan 2007 |
| ▪ Faculty are evaluated using new forms and new criteria                    | Nov-Dec 2007      |

Administrators: Operate May 1 through April 30

- |   |                |
|---|----------------|
| ▪ Begin devising new evaluation form and criteria                           | July 2006      |
| ▪ Present new criteria to Council of Administrators and President's Cabinet | October 2006   |
| ▪ Submit recommendations for change as it applies to the Handbook           | October 2006   |
| ▪ Place recommendations on Board agendas                                    | November 2006  |
| ▪ Begin training supervisory positions on new form and evaluation criteria  | January 2007   |
| ▪ Begin training all administrative employees                               | Feb-March 2007 |
| ▪ Implement using new forms for goal setting                                | May 2007       |
| ▪ Administrators are evaluated using new forms and criteria                 | April 2008     |

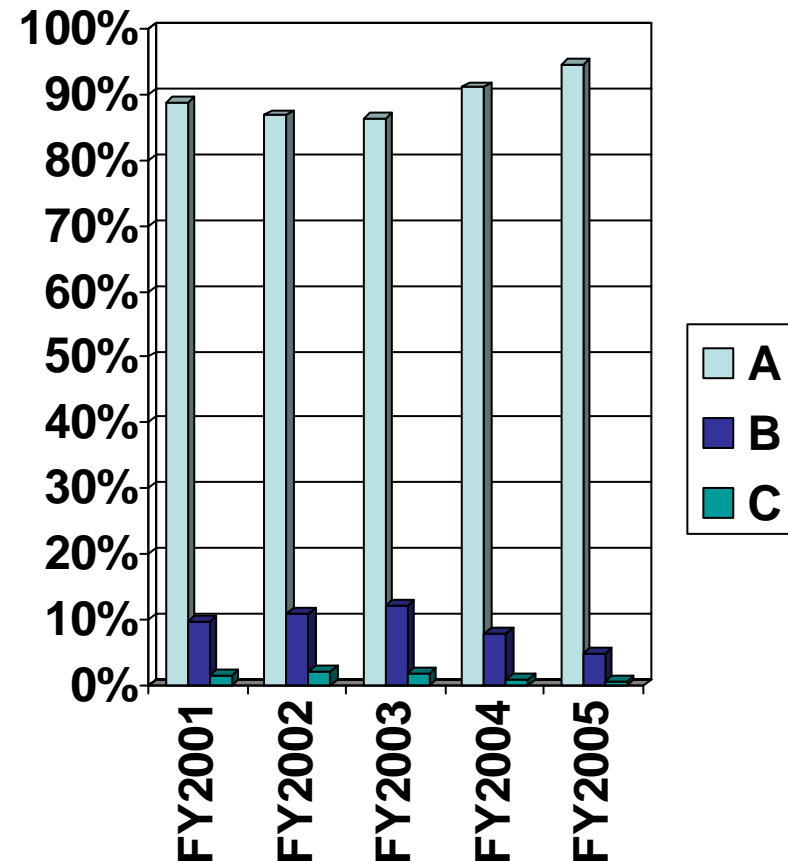
*Considerations:*

- *Both can be done simultaneously*
- *May be confusing for Board to review both forms at the same time*
- *Due to the dates and implementation timelines, this is a very aggressive schedule to train faculty*
- *Administrative side is more achievable based on the timelines*
- *Recommend that the new evaluation plan coincide with recommendation for adjustment to merit plans to tie the two together*
- *December Training for faculty may be difficult due to the December break*

# Associate & Full Professor Evaluations FY2001 – FY2005

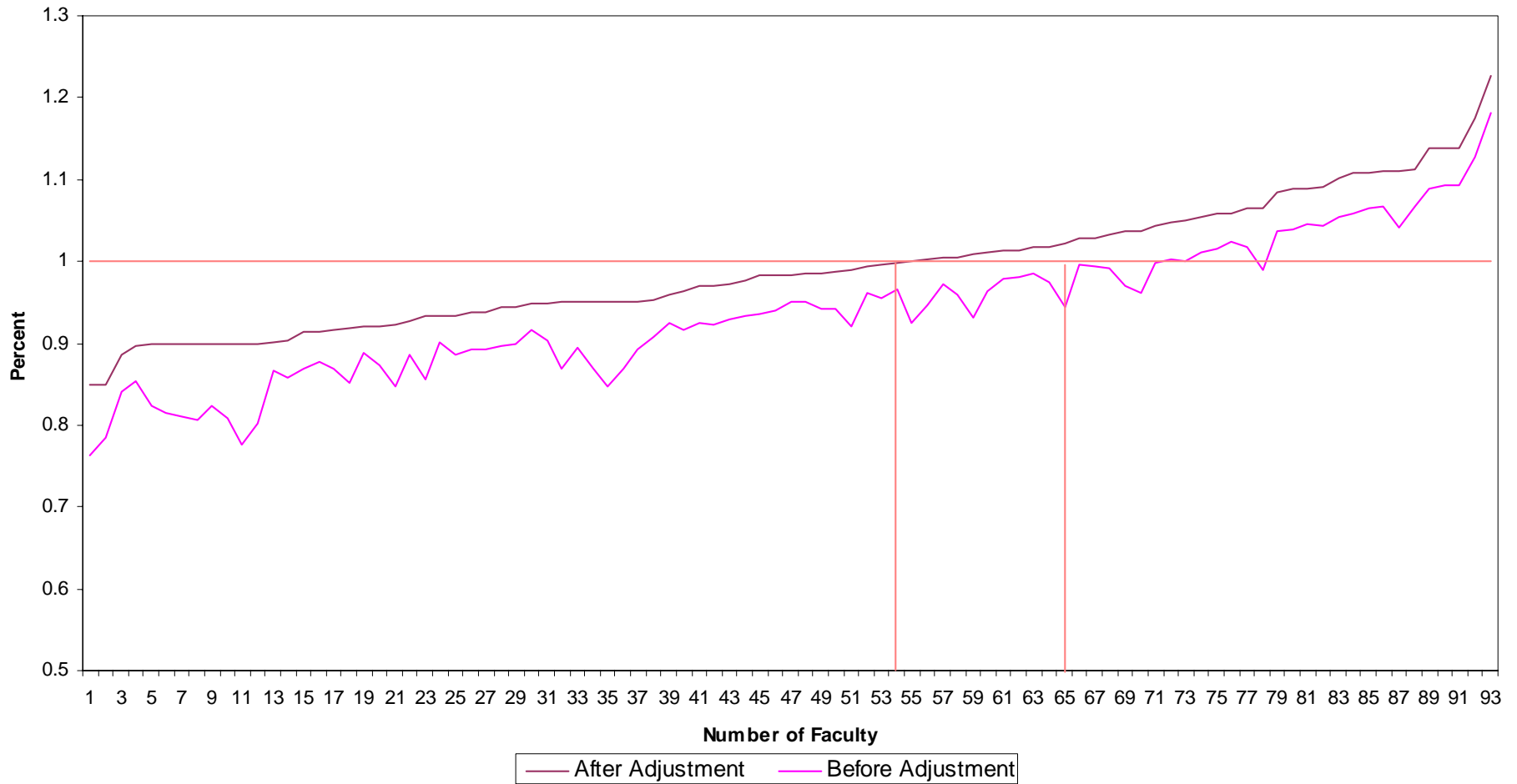
Over the past 5 years:

- The A & B categories account for an average of 98.6% of the total evaluation scores.
- The evaluation scores have been steadily increasing in the A category and decreasing in the C category.
- The A category has gone from 88.72% of the total in FY2001 to 94.51% of the total in FY2005.
- The C category has gone from 1.54% of the total in FY2001 to .73% of the total in FY2005.
- The B category steadily increased from 9.74% in FY2001 to 12.07 in FY2003 and then sharply declined to 4.76% of the total in FY2005

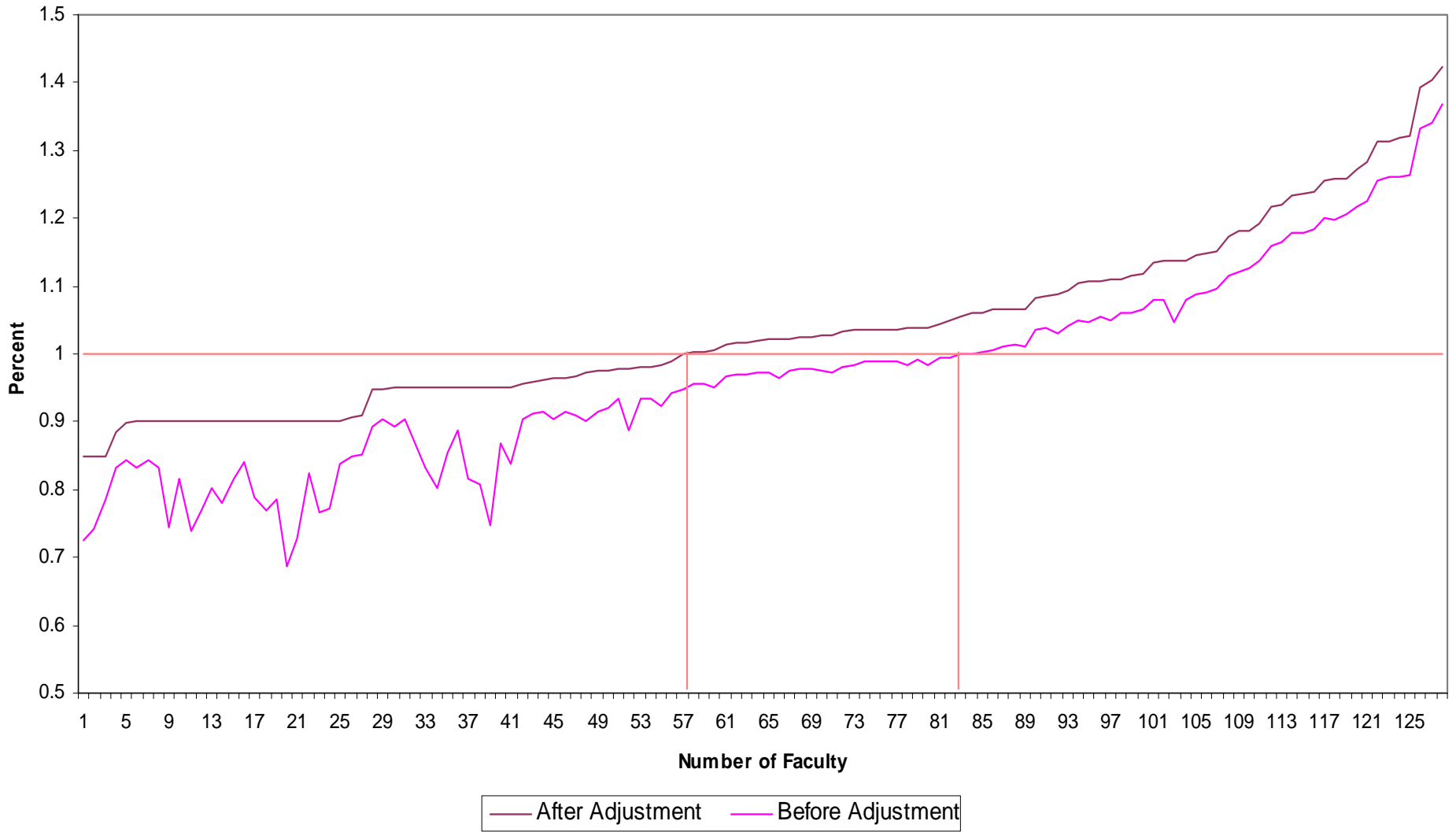




### Associate Professors Percent of CUPA Average



### Professors Percent of CUPA Average



**Analysis of Salary Compression of New Faculty Hires  
When Compared to Existing Associate Professors**

The average salary of Assistant Professor as a percent of Associate Professor salaries, by discipline

	FY06 Average Salary	Revised Average Salary including New Hires	Change in Compression
Accounting	87.14%	91.54%	4.40%
English	81.94%	82.91%	0.97%
Sociology	74.18%	74.78%	0.60%
Secondary Educ	85.21%	86.56%	1.35%
Criminal Justice	82.87%	83.49%	0.62%
Theatre	92.49%	91.57%	-0.92%
Spanish	80.25%	79.58%	-0.67%
History	86.97%	87.96%	0.99%
Philosophy	92.60%	95.18%	2.58%
Physics	88.89%	94.47%	5.58%
Aerospace	84.70%	90.88%	6.18%
HMTA	87.52%	91.40%	3.88%
Special Education	91.63%	89.50%	-2.13%

Represents disciplines that experience a change of + or - 0.6%.

A new Assistant Professor in the Management department was hired at 106% of the average Associate Professor salary. This department was not included in the chart above because it did not have an Assistant Professor in FY06 for comparison.

Based on FY06 CUPA data, Assistant Professors' salaries are an average of 86.62% of the Associate Professors.

	<u>Publications</u>	<u>Presentations</u>	<u>Conferences</u>	<u>Grants</u>	<u>Books</u>	<u>Awards</u>	<u>Other</u>	<u>Grand Total</u>
<b>Aviation &amp; Aerospace Science</b>								
• Professor								0
• Associate	2	1	1	2		1		7
<b>Criminal Justice &amp; Criminology</b>								
• Professor	1							1
• Associate		8	6	1				15
<b>Engineering Technology</b>								
• Professor								0
• Associate	1			1				2
<b>Health Professions</b>								
• Professor	1	5						6
• Associate	5	1						6
<b>Hospitality, Meeting &amp; Travel Administration</b>								
• Professor	2							2
• Associate	5	1	3			2		11
<b>Human Performance &amp; Sport</b>								
• Professor	1	15	6					22
• Associate								0
<b>Human Services</b>								
• Professor								0
• Associate		1						1
<b>Industrial Design</b>								
• Professor		1	3					4
• Associate	11	1	1	1				14
<b>Nursing</b>								
• Professor		1						1
• Associate								0
<b>Technical Communications &amp; Media Production</b>								
• Professor	1	1						2
• Associate	2							2
<b>Teacher Education</b>								
• Professor	5	6	10					21
• Associate	5	9	2	2		2		20
<b>TOTALS BY RANK</b>								
• Professor	11	29	19	0	0	0	0	59
• Associate	31	22	13	7	0	5	0	78
	<u>Publications</u>	<u>Presentations</u>	<u>Conferences</u>	<u>Grants</u>	<u>Books</u>	<u>Awards</u>	<u>Other</u>	<u>Other</u>
<b>TOTAL</b>	42	51	32	7	0	5	0	137

**School of Business  
Faculty Achievements  
2005-2006**

	<u>Publications</u>	<u>Presentations</u>	<u>Conferences</u>	<u>Grants</u>	<u>Books</u>	<u>Awards</u>	<u>Other</u>	<u>Grand Total</u>
<b>Accounting</b>								
• Professor		10					1	11
• Associate	2	7			1			10
<b>Computer Information Systems</b>								
• Professor	5	23					2	30
• Associate	1	3						4
<b>Economics</b>								
• Professor	12	13					5	30
• Associate								0
<b>Finance</b>								
• Professor	1	2						3
• Associate	3							3
<b>Management</b>								
• Professor		11					11	22
• Associate	1	4						5
<b>Marketing</b>								
• Professor	1	2						3
• Associate	2							2
<b>TOTALS BY RANK</b>								
• Professor	19	61	0	0	0	0	19	99
• Associate	9	14	0	0	1	0	0	24
	Publications	Presentations	Conferences	Grants	Books	Awards	Other	Other
<b>TOTAL</b>	<b>28</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>123</b>

Letters, Arts & Sciences  
Faculty Achievements  
2005-2006

\*Includes Reviewers, Fulbrights,  
Science Advisors, and other activities.

	<u>Publications</u>	<u>Presentations</u>	<u>Conferences</u>	<u>Grants</u>	<u>Books</u>	<u>Awards</u>	<u>Other*</u>	<u>Grand Total</u>
<b>African &amp; African American Studies</b>								
• Professor			3				1	4
• Associate		3						3
<b>Art</b>								
• Professor	3							3
• Associate	2	1	1	4				8
<b>Biology</b>								
• Professor	1	3	2	5	1		8	20
• Associate	5	2		1			1	9
<b>Communication Arts &amp; Sciences</b>								
• Professor		9	1	1			6	17
• Associate		2	4				2	8
<b>Chemistry</b>								
• Professor	4	4	8				11	27
• Associate	1	1	2	2				6
<b>Chicana/o Studies</b>								
• Professor					1		2	3
• Associate	2	16	4	1			4	27
<b>Earth &amp; Atmospheric Sciences</b>								
• Professor	1	1	5	1			10	18
• Associate		1	4				4	9
<b>English</b>								
• Professor	7	11	6				8	32
• Associate	8	14			4		6	32
<b>History</b>								
• Professor	3	3		2	1		6	15
• Associate		4	1					5
<b>Mathematical &amp; Computer Sciences</b>								
• Professor		7		6			6	19
• Associate		5		6			14	25
<b>Modern Languages</b>								
• Professor	8	11	5		4			28
• Associate	2	25	2		4		3	36
<b>Music</b>								
• Professor		2			1		1	4
• Associate	2	4	1				1	8
<b>Philosophy</b>								
• Professor								0
• Associate	1	5					1	7
<b>Physics</b>								
• Professor	1	1						2
• Associate		2					4	6
<b>Political Science</b>								
• Professor	1	15	1				6	23
• Associate		2						2
<b>Psychology</b>								
• Professor	3		1		7		4	15
• Associate	7	13					8	28
<b>Sociology, Anthropology, &amp; Behavioral Science</b>								

• Professor	1	2					4	7
• Associate	3	3		2			5	13
<b>Social Work</b>								
• Professor								0
• Associate	3	4	3	2				12
<b>Women's Studies</b>								
• Professor		1						1
• Associate	2	10	4				5	21
<b>TOTALS BY RANK</b>								
• Professor	33	70	32	15	15	0	73	238
• Associate	38	117	26	18	8	0	58	265
	Publications	Presentations	Conferences	Grants	Books	Awards	Other	Other
<b>TOTAL</b>	71	187	58	33	23	0	131	503

**TOTALS FOR COLLEGE**

<b>TOTALS BY RANK</b>								<b>Grand Total</b>
• Professor	63	160	51	15	15	0	92	396
• Associate	78	153	39	25	9	5	58	367
	Publications	Presentations	Conferences	Grants	Books	Awards	Other	Other
<b>TOTAL</b>	141	313	90	40	24	5	150	763



	Est. Budget 2005-06	% Incr over Prior Yr	Est. Budget 2006-07	% Incr over Prior Yr	Est. Budget 2007-08	% Incr over Prior Yr	Est. Budget 2008-09	% Incr over Prior Yr	Est. Budget 2009-10	% Incr over Prior Yr	Est. Budget 2010-11
Stipend	\$2,400	6.98%	\$2,580	2.33%	\$2,640	2.27%	\$2,700	2.22%	\$2,760	2.17%	\$2,820
Est. Resident FTES*, eligible for COF	15,077.0	-5.12%	<b>14,342.0</b>	4.00%	14,939.8	2.13%	15,264.5	3.38%	15,798.1	3.35%	16,344.9
<b>Revenue Sources</b>											
Stipend (enrollment plus increase COF reimbursement)	33,883,200	8.43%	37,002,360	6.18%	39,441,072	4.30%	41,214,150	5.48%	43,602,756	5.40%	46,092,618
FFS-Enrollment Funding	0		2,905,836		5,811,672		8,622,537		8,622,537		8,622,537
Fee-for-Service	2,301,600		1,257,719								
Total State Support	<u>36,184,800</u>	13.77%	<u>41,165,915</u>	9.93%	<u>45,252,744</u>	10.13%	<u>49,836,687</u>	4.79%	<u>52,225,293</u>	4.77%	<u>54,715,155</u>
Student Share Tuition											
Resident Share with COF	37,476,604		37,366,652		39,158,343		41,009,585		43,504,347		46,135,402
Resident Share without COF	1,384,696		1,290,000		619,080		646,920		684,480		723,612
Non-Resident	3,847,028		5,125,967		5,861,725		6,138,287		6,511,641		6,905,292
Total	<u>42,708,328</u>		<u>43,782,619</u>		<u>45,639,148</u>		<u>47,794,792</u>		<u>50,700,468</u>		<u>53,764,306</u>
Other Than Tuition											
Program Fees	321,934		321,934	2.5%	329,982	2.1%	337,011	3.4%	348,402	3.4%	360,073
Educational Activities	1,037,604		1,046,918	2.5%	1,073,091	2.5%	1,099,918	2.5%	1,127,416	2.5%	1,155,601
Interest & Misc	736,909		736,909		736,909		736,909		736,909		736,909
Total	<u>2,096,447</u>		<u>2,105,761</u>		<u>2,139,982</u>		<u>2,173,838</u>		<u>2,212,727</u>		<u>2,252,583</u>
Indirect Cost Recoveries	222,764		222,764	3.0%	229,447	3.0%	236,330	3.0%	243,420	3.0%	250,723
Other:											
Total	<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>
Total Revenue	<u>81,212,339</u>		<u>87,277,059</u>		<u>93,261,321</u>		<u>100,041,647</u>		<u>105,381,908</u>		<u>110,982,767</u>
Total Revenue % Increase Over PY			7.47%		6.86%		7.27%		5.34%		5.31%

	<u>Actual</u> 2004-05	<u>Est.</u> 2005-06	<u>Est.</u> 2006-07	<u>Est.</u> 2007-08	<u>Est.</u> 2008-09	<u>Est.</u> 2009-10	<u>Est.</u> 2010-11
<b>A. Enrollment</b>							
DATA BOOK est							
Resident COF Eligible	14,626.7	14,118.0	14,342.0	14,939.8	15,264.5	15,798.1	16,344.9
Resident Non-COF		577.0	500.0	234.5	239.6	248.0	256.6
Non-Resident	425.8	410.1	414.2	462.1	472.1	488.6	505.5
<b>TOTAL</b>	<b>15,052.5</b>	<b>15,105.02</b>	<b>15,256.2</b>	<b>15,636.4</b>	<b>15,976.2</b>	<b>16,534.7</b>	<b>17,107.0</b>
<i>FTES Fiscal Year</i>	<i>15,052.5</i>	<i>15,105.0</i>	<i>15,256.2</i>	<i>15,636.3</i>	<i>15,976.2</i>	<i>16,534.7</i>	<i>17,107.0</i>
<i>FTES Academic Year</i>	<i>13,694.4</i>	<i>13,765.4</i>	<i>13,903.1</i>	<i>14,269.8</i>	<i>14,596.0</i>	<i>15,140.7</i>	<i>15,699.0</i>
<b>SUMMARY (Including Summer)</b>							
Continuing FTES		15,052.5	15,105.02	15,256.1	15,636.3	15,976.1	16,534.7
Growth at 1% (2008-2011)		52.6	151.1	152.6	156.3	159.8	165.2
Increase Load Estimate (Acad Yr)				136.5	137.9	348.1	351.6
Retention Growth (Acad Yr)				91.1	45.6	50.7	55.3
<b>Total Estimated FTES</b>		<b>15,105.0</b>	<b>15,256.1</b>	<b>15,636.3</b>	<b>15,976.1</b>	<b>16,534.7</b>	<b>17,106.8</b>
HC (fall/spring)	39,430	40,140	40,541	40,946	41,355	41,769	42,187
Estimated Growth			1.00%	1.00%	1.00%	1.00%	1.00%
Average Load (AY)	10.42	10.29	10.30	10.40	10.50	10.75	11.00
% of Student Body FR	32%	32%	32.91%	33.08%	33.36%	33.20%	33.05%
Est. freshman, FTES	4,816.80	4,869.35	5,020.45	5,173.05	5,329.35	5,489.15	5,654.35
(% of Student body, plus growth)							
Projected % of non returning FR		42%	42%	39%	37%	35%	33%
Estimated non returning (FR * %)			2,108.6	2,017.5	1,971.9	1,921.2	1,865.9
<b>B. Tuition</b>							
		<u>Est.</u> 2005-06	<u>Est.</u> 2006-07	<u>Est.</u> 2007-08	<u>Est.</u> 2008-09	<u>Est.</u> 2009-10	<u>Est.</u> 2010-11
<b>Given:</b>							
Resident		38,861,300	38,656,652	39,777,423	41,656,505	44,188,827	46,859,014
Non-Resident		3,847,028	5,125,967	5,861,725	6,138,287	6,511,641	6,905,292
		<u>42,708,328</u>	<u>43,782,619</u>	<u>45,639,148</u>	<u>47,794,792</u>	<u>50,700,468</u>	<u>53,764,306</u>
<b>Resident</b>							
Average Tuition per FTES (Not Fulltime rate)			2,517.63	2,580.57	2,645.08	2,711.21	2,778.99
FTES			14,842.0	15,174.3	15,504.1	16,046.1	16,601.5
Estimate Resident Student Share Tuition			37,366,652	39,158,343	41,009,585	43,504,347	46,135,402
Tuition in lieu of COF			1,290,000	619,080	646,920	684,480	723,612
<b>Total Revenue Tuition</b>			<b>38,656,652</b>	<b>39,777,423</b>	<b>41,656,505</b>	<b>44,188,827</b>	<b>46,859,014</b>
<b>Non-Resident</b>							
Average Tuition per FTES (Not Fulltime rate)			12,375.58	12,684.97	13,002.09	13,327.14	13,660.32
FTES			414.2	462.1	472.1	488.6	505.5
Estimated Revenue			5,125,967	5,861,725	6,138,287	6,511,641	6,905,292
<b>Total Projected Tuition Revenue</b>			<b>43,782,619</b>	<b>45,639,148</b>	<b>47,794,792</b>	<b>50,700,468</b>	<b>53,764,306</b>

	<u>Est.</u> 2005-06	<u>Est.</u> 2006-07	<u>Est.</u> 2007-08	<u>Est.</u> 2008-09	<u>Est.</u> 2009-10	<u>Est.</u> 2010-11
<b>USES</b>						
Faculty	40,848,052	42,671,695	46,253,283	49,976,860	53,847,194	57,869,209
Base fund onetime Merit			1,004,168	2,252,700	2,507,159	2,772,056
Classified Staff	9,146,099	9,517,686	9,803,217	10,097,313	10,400,232	10,712,239
Scholarships	1,883,516	1,883,516	1,930,604	1,978,869	2,028,341	2,079,049
Administrators	9,188,610	9,461,720	9,745,572	10,037,939	10,339,077	10,649,249
Risk Mgt/Wrkr's Comp/Unemploymt	471,258	565,982	565,982	565,982	565,982	565,982
AHEC	6,779,590	7,307,254	7,526,472	7,752,266	7,984,834	8,224,379
Library	3,224,692	3,346,607	3,447,005	3,550,415	3,656,928	3,766,636
Bad Debt	1,123,086	1,151,163	1,179,942	1,209,441	1,239,677	1,270,669
Hourly	696,513	696,513	696,513	696,513	696,513	696,513
Grant Match	150,000	150,000	150,000	150,000	150,000	150,000
Mat/Sppl, Trvl, Cap	6,568,934	6,568,934	6,766,002	6,968,982	7,178,052	7,393,393
ICR	222,764	222,764	229,447	236,330	243,420	250,723
Reserves	12,822	12,822	12,822	12,822	12,822	12,822
Admin Rchrg to ST	186,319	186,319	186,319	186,319	186,319	186,319
Rent	388,150	388,150	388,150	388,150	388,150	388,150
Program Fees	321,934	321,934	329,982	337,011	348,402	360,073
<b>New Initiatives</b>						
Theme I	0	740,000	754,800	769,896	785,294	801,000
Theme II	0	1,544,500	1,575,390	1,606,898	1,639,036	1,671,816
Theme III	0	539,500	550,290	561,296	572,522	583,972
<b>Total Expense</b>	<u><u>81,212,339</u></u>	<u><u>87,277,059</u></u>	<u><u>93,095,959</u></u>	<u><u>99,336,001</u></u>	<u><u>104,769,952</u></u>	<u><u>110,404,249</u></u>
Available for distribution	0	0	165,362	705,645	611,956	578,518

- 3.0% Classified Staff, Administrators, AHEC, Library and Material and Supplies, ICR's
- 2.0% Themes. This is an average and each item will be evaluated separately.
- 2.5% Bad Debt, Scholarships
- Program Fees by the net rate of growth

Beginning in FY2008, increase tenure/tenure-track by a net of 40 positions per year toward goal of 60%. At 40 per/year, under the current enrollment assumptions this goal will be met in FY2015

Estimated Faculty Compensation (excluding Chairs Stipends)  
 To improve Percent of CHP taught by Tenure/Tenure-Track Faculty

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>I. Academic Year</b>						
<b>A. Tenure/Tenure-Track Faculty</b>						
Base	21,886,918	22,197,244	25,104,189	28,158,752	31,339,493	34,650,706
1.5% Incr for COL (FY2008-2011)		1,281,945	376,563	422,381	470,092	519,761
Base Adj, Fill vacant (offset new)	310,326	1,625,000				
New FT (toward Goal of 60%, net 40 FTEF/yr)			2,678,000	2,758,360	2,841,120	2,926,360
<b>Subtotal Base</b>	<b>22,197,244</b>	<b>25,104,189</b>	<b>28,158,752</b>	<b>31,339,493</b>	<b>34,650,706</b>	<b>38,096,826</b>
Increase Base for Merit (4% in '08; 8% in '09)			1,004,168	2,252,700	2,507,159	2,772,056
<b>Subtotal</b>	<b>22,197,244</b>	<b>25,104,189</b>	<b>29,162,920</b>	<b>33,592,193</b>	<b>37,157,865</b>	<b>40,868,882</b>
<b>B. Visiting Faculty</b>						
Base	8,125,701	7,797,980	6,914,678	7,122,118	7,335,782	7,555,855
3% Incr (FY2007-2011)		241,698	207,440	213,664	220,073	226,676
Lecturer Conversion		500,000				
Base Adjustment	(327,721)	(1,625,000)				
<b>Subtotal</b>	<b>7,797,980</b>	<b>6,914,678</b>	<b>7,122,118</b>	<b>7,335,782</b>	<b>7,555,855</b>	<b>7,782,531</b>
Vacancy Savings	(1,246,180)	(612,524)	(777,794)	(854,084)	(1,113,037)	(1,370,918)
To Adjunct Faculty	(1,400,000)	(1,625,000)	(1,700,000)	(1,400,000)	(1,300,000)	(1,200,000)
Onetime Realloc and Vacant	(460,000)			(500,000)	(500,000)	(500,000)
<b>Total hired Temporary Faculty</b>	<b>4,691,800</b>	<b>4,677,154</b>	<b>4,644,324</b>	<b>4,581,698</b>	<b>4,642,818</b>	<b>4,711,613</b>
<b>C. Adjunct Faculty</b>						
Base	7,157,471	8,907,471	8,407,471	8,659,695	8,919,486	9,187,071
To Lecturers	(1,548,720)	(691,200)				
To Visiting for Lecturer Conversion		(500,000)				
3% Incr (FY2008-2011)	1,750,000		252,224	259,791	267,585	275,612
<b>Subtotal</b>	<b>7,358,751</b>	<b>7,716,271</b>	<b>8,659,695</b>	<b>8,919,486</b>	<b>9,187,071</b>	<b>9,462,683</b>
Temporary Adjustments	1,400,000	1,625,000	1,700,000	1,400,000	1,300,000	1,200,000
<b>Total</b>	<b>8,758,751</b>	<b>9,341,271</b>	<b>10,359,695</b>	<b>10,319,486</b>	<b>10,487,071</b>	<b>10,662,683</b>
<b>D. Lecturers</b>						
Allocated annually from Adjunct	1,548,720	691,200	-	-	-	-
<b>Subtotal</b>	<b>1,548,720</b>	<b>691,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Temporary Adjustments						
<b>Total</b>	<b>1,548,720</b>	<b>691,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>E. Summer &amp; Chairs</b>						
FT & PT	1,945,357	1,945,357	2,245,357	2,312,718	2,382,099	2,453,562
3% Incr (FY2008-2011)		300,000	67,361	69,382	71,463	73,607
<b>Total</b>	<b>1,945,357</b>	<b>2,245,357</b>	<b>2,312,718</b>	<b>2,382,099</b>	<b>2,453,562</b>	<b>2,527,169</b>
<b>F. TOTALS</b>						
<b>Base Allocation (w/o OT merit)</b>	<b>40,848,052</b>	<b>42,671,695</b>	<b>46,253,283</b>	<b>49,976,860</b>	<b>53,847,194</b>	<b>57,869,209</b>
Temporary Adjustments	940,000	1,625,000	1,700,000	900,000	800,000	700,000
Estimated Vacancy Savings	(1,246,180)	(612,524)	(777,794)	(854,084)	(1,113,037)	(1,370,918)
<b>Total Compensation Expense</b>	<b>40,541,872</b>	<b>43,684,171</b>	<b>47,175,489</b>	<b>50,022,776</b>	<b>53,534,157</b>	<b>57,198,291</b>
<b>II. Cost per CHP -- Academic Year</b>						
Tenure/Ten-Trk (w/o OT merit)	\$ 148.38	\$ 154.78	\$ 154.42	\$ 154.75	\$ 155.61	\$ 156.88
Temporary	\$ 96.06	\$ 98.94	\$ 101.91	\$ 104.97	\$ 108.12	\$ 111.36
Adjunct	\$ 48.07	\$ 48.86	\$ 52.73	\$ 54.84	\$ 56.65	\$ 58.46
Lecturers	\$ 54.63	\$ 54.86				
<b>III. Increase/(Decrease) in Faculty</b>						
		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Tenure/tenure Track		25.00	40.00	40.00	40.00	40.00
Visiting Professors and vacants		(3.12)	(3.37)	(3.82)	(1.40)	(1.26)
Part-time (Adjunct)		14.25	8.37	(13.17)	(4.84)	(4.33)
Lecturers (PT w/Bene)		(25.00)	(20.00)	-	-	-
<b>IV. Comp Rate ( % change 2008 - 2011)</b>						
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Tenure/tenure Track (1.5%)	74,785	78,008	77,826	77,995	78,428	79,069
Average Non-Base Merit per			3,120	6,226	6,240	6,274
Visiting & Vacants (3%)	48,414	49,866	51,362	52,903	54,490	56,125
Adjunct Faculty (3%)	30,284	32,688	33,669	34,679	35,719	36,791
Lecturers (adjunct w/benefits) (3%)	34,416	34,560	35,597			
Estimated Rate for Tenure/Tenure Track		65,000	66,950	68,959	71,028	73,159

**MSCD FACULTY SALARY EQUITY AND PARITY  
2006 TASK FORCE REPORT**

Contents:

1. Executive Summary
2. Introduction
3. Phase I of Salary Administration Plan
  - a. Reliance on CUPA data
  - b. CUPA data limitations
  - c. Exception process
4. Task Force Plan
  - a. Current MSCD salary data
  - b. Salary of new hires
  - c. Salary of continuing faculty
    - i. Initial target floor salary calculation
    - ii. Salary administration plan—post conversion
    - iii. Salary test—subsequent years
      1. comprehensive review checkpoints
      2. salary test—tenured full professors
    - iv. illustration
5. Phase II of Salary Administration Plan
6. Additional Recommendations
  - a. Review of Existing Salary Administration Processes
    - i. salary at initial hire
    - ii. annual salary adjustment
  - b. CUPA Exception Process
  - c. Periodic Review of Salary Administration Plan, CUPA Comparator Institutions, and CUPA data
  - d. Department guidelines
  - e. Need for Additional Probationary Faculty
  - f. Adjunct Faculty Pay
  - g. Transparency of Salary Administration
7. Task Force Plan Cost Considerations
8. Appendices
  - a. History of equity/parity at MSCD

- b. Comparison of MSCD Faculty Salaries to CUPA Data
- c. MSCD Comparator Institutions
- d. CUPA Exception Request
- e. 2006 Task Force Members

## **1. EXECUTIVE SUMMARY**

2006 Faculty Salary Equity and Parity Task Force charge: develop a comprehensive faculty salary administration process supportive of MSCD's goal to become the preeminent public urban baccalaureate institution.

The Task Force has subdivided the project into two pieces:

- Phase 1: This will address 10-month salary inequity issues for near-term resolution, including salary at hiring, adjustments for promotion, cost of living factors, merit, and other milestone events (such as post-tenure review).
- Phase 2: Simultaneously with Phase 1, a comprehensive, long-term plan will be developed to integrate all aspects of faculty salary, including summer, department chair, and adjunct faculty compensation.

Our analysis indicates that MSCD's current salary system does not appear to have functioned equitably for all faculty members as intended. The Task Force Plan relies on CUPA-based target floor salaries (discipline- and rank-specific) and requires that adjustments be made for those merit-qualified (as defined in the plan) faculty members whose salaries fall below their respective target floor levels. In subsequent years salaries of those faculty undergoing comprehensive reviews for tenure, promotion, and post-tenure review will be reexamined to ensure that they have not fallen below appropriate target floor amounts. By attaching the salary testing process to comprehensive reviews, incremental administrative workload is minimized.

For those faculty members whose salaries are not below the target amounts, the existing MSCD salary administration processes appear to have produced results consistent with salaries at comparable institutions. For those merit-qualified faculty members whose salaries fall below the target amounts, this equity/parity adjustment plan will remedy revealed inequities and mitigate their associated consequences.

The Task Force recommends that the salary administration process be transparent and accessible.

### **Phase I**

#### **Selection of Comparator Institutions**

Although MSCD is a unique institution for a variety of reasons, Task Force members believe that the concept of comparator institutions is helpful if thoughtfully applied and periodically reviewed for relevance to MSCD programs and mission.

### **Primary Reliance on CUPA Data**

Information reported by CUPA is the most comprehensive, timely salary data set available. As such, the Task Force believes that reliance on CUPA data (subject to the exception process described below) is the best strategy for Phase 1.

### **CUPA Exception Process**

Due to program uniqueness, administrative alignment issues, and faculty availability, there are MSCD programs for which CUPA data does not work well. The Task Force Plan includes a transparent process for opting out of reliance solely on CUPA data.

### **Overview of Salary Adjustments**

- **Adjustments to base salary**

- *Promotion*

Based on CUPA data and compression concerns, the Task Force recommends base salary adjustments for promotion as follows:

PROMOTION TO:	BASE ADJUSTMENT:
Associate Professor	\$4,000
Full Professor	\$6,000

Base salaries of MSCD faculty previously promoted will receive a net adjustment to these amounts, effective AY 2006-2007.

- *Equity/parity adjustment for current faculty*

Subsequent to the promotion adjustment, below-CUPA salaries of current MSCD faculty will be adjusted toward CUPA median of comparator institutions, by rank, discipline, and MSCD performance rating. For those faculty members whose salaries exceed the relevant CUPA median, there will be no reduction in pay.

- *Cost of living*

The Task Force recommends that faculty members whose annual evaluation rating is at least B receive annual cost of living base salary adjustments.

- *Post-tenure review*

The Task Force recommends a base salary adjustment for meritorious post-tenure review.

- **Annual non-base adjustments:** The following components will not be incorporated into base pay, but will be treated as annual bonus.



- *Merit*
- *Summer* (continuation of current process until completion of Phase II)
- *Special assignment* (continuation of current process)

The Task Force believes that salary modifications are time-critical and that meaningful, reliable Phase I adjustments can be made prior to completion of Phase II.

### **Phase II**

Issues to be addressed in Phase II of the faculty salary project include:

- Summer pay
- Department chair compensation
- Adjunct faculty pay
- Comparison of MSCD Salary Administration Plan to other institutions
- Evaluation/feedback of salary administration plan

Additional Task Force recommendations are included within this report.

## 2. INTRODUCTION

The 2006 Faculty Salary Equity and Parity Task Force was charged to develop a comprehensive faculty salary administration process which will support MSCD's goal to become the preeminent public urban baccalaureate institution. The Task Force subdivided the project into two pieces:

- Phase 1: This will address 10-month salary inequity issues for near-term resolution, including salary adjustments for promotion, cost of living factors, merit, and other milestone events (such as post-tenure review). The timeline for implementation will be subject to available funding. Phase I addresses salary issues of tenured/tenure track faculty.
- Phase 2: Simultaneously with Phase 1, a comprehensive, long-term plan will be developed to integrate all aspects of faculty salary, including summer, department chair, and adjunct faculty compensation.

Reasons for bifurcation include:

- Data available from other institutions necessary to address parity concerns do not include summer pay.
- Although the task force believes that a *best practices* approach to salary administration will be fruitful, it has been difficult to acquire salary administration plans from other institutions. To date, responses have been fragmented or nonexistent.
- The task force believes that salary modifications are time-critical and that meaningful, reliable Phase 1 adjustments can be made independently of Phase 2.

The Task Force Report uses these terms defined as follows:

- **cost of living salary adjustments:** The Task Force recommends use of the Consumer Price Index for all urban consumers for Denver-Boulder-Greeley as basis for COL salary adjustments.
- **equity:** within each rank and discipline, salaries should be set fairly based on credentials, productivity, and merit; longevity is subsumed within the productivity component
- **parity:** salaries should be on a par with comparable institutions across the country; MSCD average salaries, by rank and discipline, should equal those of appropriately selected peer institutions; peer institution characteristics include

public and urban, with programs, budgets, and enrollments comparable to MSCD

- **compression:** the devaluation of longevity by the marketplace shrinks the salary range within a discipline such that salaries of new hires are not as different from that of long-term faculty as historically observed; compression is more likely in those academic areas experiencing rapid technological change and/or heightened market supply and demand forces
- **inversion:** inversion occurs when new hires receive larger salaries than ongoing faculty; like compression, it generally results from faculty supply and demand pressures, and may be viewed as a “loyalty tax” on those faculty members who choose not to relocate.

MSCD’s recent history of addressing equity/parity concerns is summarized in Appendix A. Equity/parity analysis serves multiple purposes: it provides a measure of resources necessary to select and compete with benchmark institutions in the recruitment and retention of faculty needed to execute MSCD’s mission; it serves as a reality check for faculty in their employment decisions based on perceptions of underpaid/overpaid status; it provides the institution with information needed to avoid costly salary litigation; it dissipates an environment of mistrust by improving transparency of information; it serves as a management tool for supporting faculty productivity; it is a precondition for collegiality across the institution. Equity/parity analysis represents an opportunity to revisit the College’s faculty compensation system to ensure that it: supports the mission of the College; is sensitive to differences among the disciplines; is sensitive to differential faculty productivity; supports standards established by relevant accreditation associations (ongoing and aspirant); and is fair, workable, and sustainable.

### 3. PHASE I OF SALARY ADMINISTRATION PLAN

Section 4 of this report describes processes for Phase I of the salary project.

#### **Reliance on CUPA Data**

The College and University Professional Association for Human Resources (CUPA) is the national authority on compensation surveys for higher education HR professionals. CUPA publishes the annual National Faculty Salary Survey for Four-Year Institutions (NFSS), which collects salary data for full-time faculty at private and public institutions nationwide by discipline and rank. The difference in competitive pressures for faculty faced by academic schools/programs is embodied in CUPA data. Information reported by CUPA is the most comprehensive, timely salary data set available. As such, the Task Force believes that reliance on CUPA data (subject to the exception process described in Section 6) is the best strategy for Phase I.

#### **CUPA Data Limitations**

Points to consider in using CUPA data include:

- as reporting by institutions is voluntary, it is potentially erratic and inconsistent
- institutions can report salaries by rank in any of 332 four-digit CIP codes defined by the U.S. Department of Education (representing only a fraction of its available Classification of Instructional Programs)
- reported categories occasionally reflect very limited sample sizes
- the CIP codes used in CUPA data collection do not uniformly correspond to MSCD academic programs
  - program structure evolves in response to local market needs
  - program structure is affected by MSCD administrative alignment concerns
- there is a time lag inherent in CUPA data resulting from its data collection cycle
- CUPA's nationally-averaged data does not reflect local economic and professional realities
- salary information reported by CUPA is historical; it is not intended to anticipate future realities
- many of the urban institutions in the MSCD comparator group are non-reporting, thereby potentially creating a bias toward rural institution data.

Where appropriate, CUPA data should be supplemented with salary information from accrediting associations and other discipline-specific sources.

### **Exception Process**

Limitations inherent in the data result in situations where exclusive reliance on CUPA information will be counterproductive. An *exception process* is therefore needed to avoid unintended consequences, as addressed in Section 6 of this report.

## **4. TASK FORCE PLAN**

### **Current MSCD Salary Data**

Examination of current MSCD salary data reveals a wide range of faculty salaries. Drivers of individual salary differentials include:

- discipline
- rank
- longevity
- salary plan in effect at initial hire
- timing of impact of state budget restrictions on higher education

- salary adjustments from prior equity/parity plans and other administrative efforts (e.g., “re-centering”) to improve faculty recruitment and retention
- merit ratings of faculty member
- merit ratings of other faculty members within the same department. (Each year the MSCD salary administration plan provides for a constant rate of salary increase across departments. Funds not allocated to sub-excellent faculty are distributed to excellent faculty within that department. This mechanism potentially creates interdepartmental inequities – faculty rated “A” in one department may receive a different rate of pay increase than faculty rated “A” in another department.)

This confluence of factors underlies significant disparities in faculty salaries, some of which are dysfunctional. Depending on specific circumstances, MSCD salary administration processes may have worked equitably for some faculty members (i.e., created salaries consistent with CUPA comparators) while inappropriately disadvantaging others. Since merit raises have been calculated as a percentage of salary, where base salary has been inequitable the merit raise process has leveraged the underlying inequity.

Dr. Elizabeth Frederick, Department of Management, compared the salaries of each MSCD faculty member to CUPA data (see Appendix B). Her analysis indicates the following:

- Large disparities exist among salaries of current MSCD full professors based on when they were hired, how their initial salary was set, and whether they were eligible for salary adjustments under “one time” or special circumstances (described in Appendix A). Looking at average salary masks significant underlying variations from CUPA norms.
- Salary compression is greater for faculty members who have been promoted twice while at MSCD compared to those promoted once.
- Mid-career faculty members appear to have been more disadvantaged by MSCD processes than other groups.
- Differences in performance ratings do not explain differences in salary. Salary differentials appear to have resulted from inconsistent hiring practices and salary adjustment disparities over the last 10 years.

### **Salary of New Hires**

CUPA median for rank and discipline is the starting point for calculating initial salaries of incoming probationary faculty. To stabilize CUPA median salary data, the Task Force recommends use of a three-year rolling average CUPA median. The time lag inherent in CUPA data mandates that a COL roll-forward adjustment be made to the selected CUPA benchmark.

In its quest to become the premier public urban baccalaureate institution, MSCD may recruit faculty with demonstrated records of outstanding achievement. In exceptional circumstances the appropriate hiring authority may seek an initial salary exceeding the CUPA median.

### **Salary of Continuing Faculty**

It is the consensus of the 2006 Task Force that the best strategy for resolving existing salary inequities in the conversion to a new salary administration plan is to:

- calculate a 2006-2007 “fresh start target floor” salary level that is sensitive to discipline, rank, and performance rating;
- identify and adjust the salary of any faculty member whose salary falls below the relevant floor amount;
- where no upward adjustment is indicated, apply the salary resulting from the current MSCD salary administration plan as default starting point under new plan.

### ***Fresh start target floor salary calculation***

The first step in determining target salaries is the retroactive promotion “catch-up” adjustment for faculty previously promoted at MSCD (see Table 1).

<b>Table 1 Base Salary Adjustment for Promotion</b>		
<b>Promotion to</b>	<b>Base Adjustment<sup>1</sup></b>	<b>Catch-up Base Adjustment<sup>2</sup></b>
Associate Professor	\$4,000	\$2,500
Full Professor	\$6,000	\$3,800

<sup>1</sup>Current adjustments are \$1,500 and \$2,200.

<sup>2</sup>These adjustments would be effective beginning AY 2006-2007.

The second step in the fresh start target floor salary calculation reflects the relationship between the faculty member’s most recent 5-year average merit score (modified to correct for the 2003 changes in evaluation categories) and CUPA percentiles, specific as to discipline and rank, as presented in Table 2. (CUPA percentiles will be interpolated as necessary. For faculty hired after 2001, the average of all MSCD evaluation scores will be used.)

<b>Table 2 Conversion Salary Adjustment for Current Faculty</b>		
<b>MSCD Percentile for 5-Year Average Performance Rating<sup>1</sup></b>	<b>Alternative 1: Adjust to CUPA Percentile Salary Target<sup>2</sup></b>	<b>Alternative 2: Adjust to Percent of CUPA Median<sup>2</sup></b>
75 <sup>th</sup> – 99 <sup>th</sup> percentile	60 <sup>th</sup> percentile	110%
50 <sup>th</sup> – 74 <sup>th</sup> percentile	50 <sup>th</sup> percentile	100%
25 <sup>th</sup> – 49 <sup>th</sup> percentile	40 <sup>th</sup> percentile	90%
<25 <sup>th</sup> percentile	Not eligible for adjustment	Not eligible for adjustment

<sup>1</sup> Dr. Ellen Susman (Department of Psychology) calculated current MSCD 5-year average performance rating percentiles: 75<sup>th</sup> percentile=4.90; 50<sup>th</sup> percentile=4.75; 25<sup>th</sup> percentile=4.55. Because average performance ratings vary across MSCD Schools, an adjustment factor should be considered to normalize scores.

<sup>2</sup> The Task Force recommends that the choice between adjustment alternatives should reflect additional considerations including: relationship between CUPA percentiles and percent of CUPA median; relative costs of alternatives; and funds available for faculty salary improvement. These alternatives result in faculty performance history being reflected in conversion to new system.

The application of Tables 1 and 2 provides a fresh start salary under the new plan that is sensitive to discipline, rank, and performance (as required by the *MSCD Handbook*). This methodology differs from prior CUPA-based salary adjustment formulas in three important respects:

- initial salary adjustment is sensitive to MSCD merit history
- longevity is not a factor independent of merit qualification and comprehensive performance review, as described below
- adjustments are not restricted to faculty with below-CUPA median salaries.

Individual salaries of all MSCD probationary and tenured faculty members should be tested against their corresponding targets and adjustments made for each faculty member whose salary is less than the target floor amount to obtain starting salary amounts for conversion to the new system. In the event that available funds are inadequate to adjust salaries to these calculated targets, proportional adjustments should be made.

***Salary administration plan—post conversion***

- **Comprehensive review checkpoints.**

At MSCD there are several occasions which trigger comprehensive reviews of faculty

credentials and productivity by a variety of participants across the College. The Task Force believes that the comprehensive reviews associated with tenure, promotion, and post-tenure review decisions can reliably serve as salary checkpoints, and should be accompanied by salary adjustment to correct for indicated deviations from appropriate comparator standards. Tying salary checkpoints to comprehensive reviews allows for salary examination without entailing an additional review procedure, and can potentially alert MSCD administration that problems have arisen which should be addressed. The Task Force recommends that the Senate Faculty Welfare Committee design an appeal process effective for faculty salary dispute resolution.

- **Base adjustments**

- *Promotion*

Based on CUPA data and compression concerns, the Task Force recommends base salary adjustments for promotion as previously presented in Table 1.

- *Cost of living*

The Task Force recommends that faculty members whose annual evaluation rating is at least B receive a cost of living base salary adjustment using the consumer price index for all urban consumers for Denver-Boulder-Greeley. This CPI measure is chosen because: (1) the majority of MSCD faculty live within this area; (2) it is readily available; (3) data release points are timely for MSCD’s annual evaluation and hiring processes; (4) the State of Colorado uses it for calculating the inflation component for TABOR revenue limit calculations.

*Post-tenure review of full professors*

As a vehicle for recognizing sustained excellence by merit-qualified, tenured full professors, the Task Force recommends the schedule of base salary adjustments in Table 3. This adjustment will function to convert a portion of prior years’ merit pay from “annual bonus” status to base salary where justified by the comprehensive review.

<b>Table 3</b>	
<b>Base Salary Adjustment for Post Tenure Review</b>	
<b>MSCD Percentile for 5-Year Average Performance Rating</b>	<b>Base Salary Adjustment</b>
75 <sup>th</sup> – 99 <sup>th</sup> percentile	\$5,000
50 <sup>th</sup> – 74 <sup>th</sup> percentile	\$3,000
25 <sup>th</sup> – 49 <sup>th</sup> percentile	\$1,000



< 25 <sup>th</sup> percentile	No base adjustment
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The Task Force recognizes that longevity, *per se*, is neutral. Prior to attaining full professor status, faculty members have the opportunity to increase base salary through promotion (in addition to COL adjustments). The above Plan provides opportunity for base salary adjustment to those tenured full professors who sustain a long-term record of excellence, as evidenced by ratings from the 5-year post-tenure review cycle. This feature of the Plan is designed to prevent any salary compression/inversion beyond that embodied in CUPA data.

- **Annual non-base adjustments:** The following components will not be incorporated into base pay, but are part of annual salary.
  - *Merit*

There will be an independent merit fund pool. The Task Force recommends that annual merit distributions be allocated as presented in Table 4:

<b>Table 4</b>	
<b>Non-Base Annual Merit Pay</b>	
<b>Annual Performance Rating Percentile Range</b>	<b>Merit Pay<sup>1</sup></b>
75 <sup>th</sup> - 99 <sup>th</sup> percentile	3X
50 <sup>th</sup> - 74 <sup>th</sup> percentile	2X
25 <sup>th</sup> - 49 <sup>th</sup> percentile	X
< 25 <sup>th</sup> percentile	No merit pay

<sup>1</sup> X equals funds available for merit pay divided by number of faculty members eligible for merit pay.

- *Summer pay*

The Task Force recommends continuation of current process until completion of Phase II.

- *Special assignment*

The Task Force recommends continuation of current process and encourages transparency.

- *Discretionary*

The Task Force recommends that any discretionary merit pay processes be transparent.

## 5. PHASE II OF SALARY ADMINISTRATION PLAN

Phase II is the ongoing development of a comprehensive plan that encompasses all aspects of faculty salary resources. In addition to the processes described above for Phase I, Phase II will also encompass:

- summer pay
- department chair compensation
- long-term salary compression preventives
- adjunct faculty pay
- methodology for evaluation/feedback of salary administration plan.

Phase II will begin with a comparison of MSCD salary administration processes to those of other institutions. Best practices will be identified and, where appropriate, incorporated into the MSCD plan.

## 6. ADDITIONAL RECOMMENDATIONS

### **Review Specific Existing Salary Administration Processes**

In addition to periodic testing of faculty salaries to ensure that they do not fall below appropriate floor amounts, the Task Force also believes that at least two features of the current MSCD faculty salary plan should be examined for their potential role as contributors to inequities: salary setting at initial hire and annual merit pay salary adjustments.

**Salary at initial hire.** As previously described, there are situations where strict reliance on CUPA data may produce dysfunctional decisions (also noted by the 2003 Hiring Task Force). Further, because the process incorporates salary levels of current faculty members so that new hire's salary does not exceed that of comparable current faculty, existing inequities may taint the setting of the new faculty member's initial salary.

**Annual salary adjustment.** The Task Force recommends reexamination of the current merit pay system. Faculty members with identical annual performance evaluations in different departments receive different rates of pay increase as a function of whether their departments have faculty members with low productivity and low performance ratings.

### **CUPA Exception Process**

Section 3 (CUPA Data) describes limitations inherent in CUPA data. Local economic and professional realities as well as evolutionary program changes may dictate that deviations from CUPA-based salary calculations are necessary to support MSCD's mission. The Task Force recommends that the Vice President for Academic Affairs define an exception process to include: criteria to be met for treatment as an exception; other acceptable sources of salary standards (accrediting bodies, professional societies, etc.); a process for approval of exception salaries; and identification of potentially affected individuals and appropriate communications with them.

The exception process would be triggered by any of the following circumstances:

- No CUPA data is reported for a CIP category.
- There is insufficient data (i.e., the number of reporting institutions is too low for reliability).
- CUPA data for a discipline are not competitive with the Denver economy, thereby preventing positions from being filled.
- A demonstrated inability to hire faculty exists.

Under such circumstances an effort should first be made to identify an alternative match between CUPA CIP category data and MSCD program. If no appropriate match exists an alternative source of data should be utilized. The exception process should be reevaluated each year. A sample CUPA Exception Request Form is included in Appendix D.

### **Periodic Review of Salary Administration Plan, CUPA Comparator Institutions, and CUPA Data**

The Task Force recommends that the Faculty Welfare Committee of the MSCD Faculty Senate include in its purview the monitoring function for this Task Force Plan, as well as periodic review of the selection of CUPA peer institutions and CUPA data. The Committee should determine that the selected institutions are appropriate benchmarks, taking into account mission, student demographics, economic environment, and academic program characteristics. CUPA data should be readily accessible to all interested parties.

Although the processes captured in Tables 1, 2, and 3 comprise a compression prevention plan, salaries should be monitored to ensure that compression does not exceed that inherent in the faculty marketplace.

### **Department Guidelines**

The Task Force Plan relies heavily on the annual evaluation process and comprehensive reviews for tenure, promotion, and post-tenure review. The *Handbook* requires that department guidelines define program-specific standards for these evaluations. Although it is not within the purview of the Task Force to address annual and comprehensive review standards, we recognize that our Plan can be only as effective as the underlying department guidelines in recognizing faculty productivity. While we recognize that our recommendations increase the pressure for high annual evaluations we believe that the salary administration plan must include performance-based rewards. We encourage faculty to engage in continuous improvement of department guidelines to support the missions of their programs and the College.

### **Need for Additional Probationary Faculty**

For several years MSCD has experienced significant enrollment growth, while simultaneously reducing its use of probationary and tenured faculty. The “lecturer” position was created to address this faculty shortfall. The Task Force recommends discontinuance of the lecturer position, as it undermines the mission of the College and does not assure quality teaching. Additional probationary faculty positions are necessary to solve chronic understaffing. President Jordan and the Board of Trustees have indicated their commitment to the goal of increasing the proportion of full-time faculty.

### **Adjunct Faculty Pay**

Successful delivery of MSCD programs requires a faculty mix that relies heavily on adjunct (temporary and part-time) instruction. We recommend that adjunct faculty pay be addressed promptly and thoroughly. Departments consistently report difficulty in hiring qualified adjunct faculty due to pay rates that do not compare with that of local competitor institutions. The pay rate for part-time instructors was increased in 2006.

### **Transparency of Salary Administration**

Task Force members report concern expressed by their constituents that MSCD faculty salary administration lacks the transparency expected of a public institution. We recommend that this perception be addressed through effective communication means, including *Handbook* revision, as appropriate. The Task Force believes it is especially important that any salary exception approval processes be transparently and explicitly communicated to the faculty.

## **7. COST OF TASK FORCE PLAN**

Estimates of the direct cost of plan implementation to adjust salaries of faculty currently below target floor levels and identification of individual salaries to be adjusted are pending refinement of faculty input data and plan features. We recommend that salary adjustments be implemented in their entirety in 2006, as piecemeal and/or delayed application will invalidate the numerical analysis and fail to remedy the inequities.

Beyond the direct costs of plan implementation, additional considerations include: cost/benefit analysis of future plan-based adjustments; cost savings from litigation avoidance; and increased productivity effects that flow from a market- and merit-based salary administration plan perceived to be transparent and equitable.

## **APPENDIX A: RECENT HISTORY OF EQUITY/PARITY AT MSCD**

This summary of MSCD salary equity/parity activity is based on Dr. Elizabeth Frederick's historical analysis. Dr. Frederick is the only faculty member to have participated in all groups which have studied the issue since 1994. Faculty salary equity/parity activity includes these 1994-2005 events listed below. Related reports and notes are on file in the Office of the Vice President for Academic Affairs.

- 1994, April: "Salary Equity Oversight Committee" was formed with Jerry Giesler, Dean of SCOBs, as chair.
- 1994, May: This committee met, looked at the previous "Rager" model (from 1986), and recommended expanding the focus to equity and parity, rerunning the numbers, and bringing in a consultant.
- 1994, Fall: A new and expanded "Equity/Parity Committee" was formed to continue the work. Michael Brown, Dean of SCOBs, chaired the committee.
- 1994, October-November: Dan Julius, Associate Vice President—Academic Affairs at University of San Francisco, was hired to assist in the MSCD equity and parity analysis. Dr. Julius met with various faculty groups and administrators and evaluated MSCD salary administration and structure.
- 1994, November: The MSCD Faculty Protective Association filed its salary lawsuit.
- 1995, February: The Salary Equity/Parity Committee delivered its "Interim Report to the President."
- 1995, April: MSCD department chairs were instructed to review salary data and initial target salary calculations based on the formula:  $CUPA + 750(LA - LC) MWT$ . This formula adjusts CUPA salary amounts for both a longevity component and a merit weighting factor.
- 1995, April: President Kaplan announced the distribution of \$200,000 to begin to address the \$587,875 salary shortfall resulting from the above target salary formula.
- 1995, October: President Kaplan announced that the remaining shortfall must be satisfied through internal reallocation. A new Equity/Parity Committee was appointed with a greatly expanded charge: review the equity parity model used in the previous academic year; review summer session compensation compared to peer institutions; review and make recommendations for department chair compensation.

- 1996, April: President Kaplan's "Final Plan—Equity/Parity" was distributed to faculty.
- 1996-2001: The funds indicated in the "Final Plan" were allocated, and some of the other recommendations were implemented. Economic recession, administrator and staff layoffs, and MSCD independence from the State College system occurred. President Kaplan established an "Equity/Parity Task Force," chaired by John Landry, Associate Dean of SCOBS.
- 2001, November: The Equity/Parity Task Force was charged to: review the previous model; run the numbers on faculty salaries; review the findings and make recommendations to the President on issues related to the possible distribution of equity/parity catch-up funds.
- 2002, April: Dr. Kaplan sent a memo to the faculty summarizing the status of the faculty equity/parity study. Subsequent MSCD personnel changes and economic events precluded further work by this task force.
- 2004, December: Interim President Kieft announced the formation of the current Equity/Parity Task Force.
- 2005: Task Force report was distributed to the campus community by Interim President Kieft, who referred the report to incoming President Jordan. President Jordan rejected the plan recommended in the 2005 Task Force Report and charged the group with designing a comprehensive faculty salary resource plan.

## APPENDIX B: COMPARISON OF FACULTY SALARIES TO CUPA AVERAGE

E. A. Frederick, Department of Management, Spring 2006

Introduction. This analysis was done to identify the extent to which disparities exist within faculty salaries at MSCD. It is hoped that the differences shown below will be helpful to decision makers for identifying where future salary adjustments need to focus.

Data and Analysis. Individual faculty members were put into groups based on [1] when they were hired and/or [2] whether or not they received a recent market and/or equity adjustment in salary [from either the 1996 E/P Plan or the 2000 market adjustment for some disciplines.] Information on these factors came from MSCD's Staffing Patterns for 1996 and 2000. Salary, rank, ratings, & CUPA average data came from the Spreadsheet from Admin & Finance [2/21/2006] provided to the E/P Task Force in April.

Calculations were done by hand [with a calculator and rounding off] and therefore, it would be good to confirm these results with a complete data file.

### TABLE 1: FULL PROFESSORS

<u>GROUP/COHORT</u>	<u># ABOVE CUPA IN SPRING 2006</u>	<u>\$ ABOVE [MEAN]</u>	<u># BELOW CUPA IN SPRING 2006</u>	<u>\$ BELOW [MEAN]</u>
B & B-1: 53 Senior Faculty [defined as longevity + full professor] that received E/P adjustments [or were eligible but their salary was already at CUPA] under 1996 E/P Plan.	34/53  [64%]	<u>+ \$9,700</u>	19/53  [36%]	<u>- \$3,100</u>
C & D: 49 Junior Faculty [employed in 1995 or hired between 1996 – 2000] <u>that did not</u> receive E/P adjustment.	1	<u>+ \$2,000</u>	48/49  [98%]	21 - promoted 2 X [assistant to full] <u>- \$15,100</u>  27 – promoted 1 X [associate to full] <u>- \$9,100</u>
E & F: 1 Full Professor hired between 2001 – 2005:  [P1 -- P6 in 2006]	--	--	1/107	<u>- \$1,800</u>



### **Results presented in Table 1**

Table 1 shows a summary of the extent to which all current full professors are above or below the CUPA average for full professors in their discipline.

It is clear that large disparities exist among salaries of current full professors at Metro based on when they were hired, how their initial salary has been set, and if they were eligible for salary adjustments under one time or special circumstances (see Appendix A for history). As a group, long-term full professors [Groups B & B-1, those that had the opportunity to receive E/P adjustments under the 1996 E/P Plan] are earning much more than current full professors that were not eligible for adjustments under that plan [Groups C & D]:

	<u>% above CUPA</u>	<u>Amount</u>	<u>% below CUPA</u>	<u>Amount</u>
Groups B & B-1	<u>64</u> % [34/53]	+ \$ 9,700	<u>36</u> % [19/53]	- \$ 3,100
Groups C & D [promoted twice]	<u>2</u> % [1/49]	+ \$ 2,000	<u>98</u> % [48/49]	- \$ 15,100
[promoted once]				- \$ 9,100

Second, when looking within Groups C & D [faculty that did not receive E/P adjustments during 1996 – 2000] you can see a large difference between faculty members based on whether they have been promoted once or twice since being here at Metro. This shows a clear association between Metro’s policy of small promotion adjustments and salary “compression.”

Because of this, President Jordan’s proposal to make promotions more meaningful through larger promotion adjustments makes a lot of sense, and the \$6,000 adjustment that he proposes [from associate to full] exactly matches the disparity shown in this analysis.

Finally, the table shows that the faculty members that are doing the worst overall in terms of salary [relative to CUPA] are these mid-career individuals, Groups C & D. Although there is only one recently hired full professor here at Metro, that individual has been hired at a salary much closer to the market rate for professors in their discipline, than that of current experienced and productive faculty at MSCD.

### **Results presented in Table 2**

Table 2 is a summary of the same information as in Table 1, only it is for current assistant and associate professors. A number of observations can be made about the differences shown. First, it is interesting to note that the proportion of assistant and associate professors above and below CUPA is very similar regardless of when they were hired [~ 16 % above and ~ 84 % below CUPA].

Second, when comparing the three faculty groups in terms of both the average amount of money above [+4,900, +2,100, +3,200] and below [-6,200, -6,400, -4,100] the CUPA average for discipline and rank, it is again the middle group, C & D, that is worse off in terms of salary [relative to market]. A third observation that can be made based on the data displayed in Table 2 is that it appears that newer faculty [107 individuals, Groups E & F] are being hired more in line with the market rate for their disciplines [the CUPA average].

**TABLE 2: ASSISTANT & ASSOCIATE PROFESSORS**

<b><u>GROUP/COHORT</u></b>	<b># ABOVE CUPA IN SPRING 2006</b>	<b>\$ ABOVE [MEAN]</b>	<b># BELOW CUPA IN SPRING 2006</b>	<b>\$ BELOW [MEAN]</b>
B: 20 faculty members [with longevity] that received E/P adjustments under 1996 E/P Plan.	3/20 [15%]	<b><u>+ \$4,900</u></b>	17/20 [85%]	<b><u>- \$6,200</u></b>
C & D: 51 Junior Faculty [employed in 1995 or hired between 1996 – 2000] <u>that did not</u> receive E/P adjustment.	9/51 [17%]	<b><u>+ \$2,100</u></b>	42/51 [83%]	<b><u>- \$6,400</u></b>
E & F: 107 new faculty members hired between 2001 – 2005:  [P1 -- P6 in 2006]	17/107 [16%]	<b><u>+ \$ 3,200</u></b>	90/107 [84%]	<b><u>- \$4,100</u></b>

**Results presented in Table 3.**

Table 3 is a summary of the 5 year average performance rating of faculty members in 4 of the 6 groups for which salary comparisons were made. [NOTE: Ratings were not available for all faculty, particularly for the 107 probationary faculty.]

The information in this table disconfirms one of the major possible explanations [performance differences] for the salary differences presented in the previous two tables. Although individual

faculty members within each of the groups in Table 3 have excellent performance, there is no meaningful difference between the 5 year average performance ratings for longer-term [Groups B and B-1] and shorter term faculty [Groups C & D].

### Conclusion?

The differences shown in Tables 1 and 2 for faculty members at MSCD primarily result from differences in hiring practices and differences in salary adjustment practices over the last 10 years, NOT from performance differences. Salary administration at MSCD needs to be fixed.

**TABLE 3: PERFORMANCE RATINGS**  
[5 year average]

Current Faculty Earning <b><u>MORE than CUPA</u></b>	Current Faculty Earning <b><u>LESS than CUPA</u></b>
<b><u>4.77</u></b>  n = 48 Groups B & B-1	<b><u>4.82</u></b>  n = 7 Groups B & B-1
<b><u>4.78</u></b>  n = 22 Group C&D	<b><u>4.81</u></b>  n = 50 Group C

### **Key for Abbreviations in Tables 1 – 3:**

**A-E** Group/Cohort that the individual belongs to based on hiring date and whether or not they received a previous salary adjustment [1996 Plan or 2000 “market adjustment”]:

- A** = some [not all] faculty members from departments of ACC, MTH, CMS that received “market adjustments during Summer 2000.
- B** = full professors that received Equity/Parity adjustments [distributed over 5 years, 1995 – 2000] as part of President Kaplan’s 1996 Equity/Parity Plan.

- B-1** = full professors in 1996 that were at or above “target salary” under 1996 E/P Plan therefore did not receive E/P adjustments.
- C** = “junior faculty” members at Metro at the time the 1995 E/P Plan was initiated that did not qualify [had not been employed at Metro long enough] to receive adjustments.
- D** = faculty members hired between August 1995 – 2000 that were ineligible for the 1996 E/P Plan adjustments.
- E** = probationary faculty [P1 – P6] on the 2/21/2006 spreadsheet.

**ST** assistant professor

**OC** associate professor

**PR** full professor [**PR – 06** was just promoted to that rank]

**#** faculty number [for identification purposes] on handwritten summaries of data handed out at E/P Task Force meeting on May 13 refers back to a number given to those listed on Spreadsheet from Admin & Finance, 2/21/2006 .

**APPENDIX C: MSCD COMPARATOR INSTITUTIONS  
(CARNEGIE GROUP)**

<u>INSTITUTION</u>	<u>LOCATION</u>	<u>REPORTS TO CUPA</u>
Adams State College	Alamosa CO	Yes
Black Hills State University	Spearfish SD	Yes
Boise State University	Boise ID	Yes
California Polytechnic State University—SLO	San Luis Obispo CA	Yes
California State University—Chico	Chico CA	No
California State University—East Bay	Hayward CA	No
California State University—San Bernardino	San Bernardino CA	No
Cameron University	Lawton OK	No
City University of New York Bernard M. Baruch College	New York NY	No
City University of New York Hunter College	New York NY	No
City University of New York Medgar Evers College	Brooklyn NY	No
City University of New York New York City College of Technology	Brooklyn NY	No
City University of New York York College	Jamaica NY	No
Clayton State University	Morrow GA	Yes
Coastal Carolina University	Conway SC	No
Dixie State College of Utah	Saint George UT	Yes
Fort Lewis College	Durango CO	Yes
Kean University	Union NJ	Yes
Keene State College	Keene NH	Yes
Kennesaw State University	Kennesaw GA	Yes
Lock Haven University of Pennsylvania	Lock Haven PA	Yes
Macon State College	Macon GA	No
Mesa State College	Grand Junction CO	Yes
Middle Tennessee State University	Murfreesboro TN	Yes
Millersville University of Pennsylvania	Millersville PA	No
Mississippi Valley State University	Itta Bena MS	Yes
Missouri State University (was Southwest Missouri State University)	Springfield MO	Yes
Missouri Western State University	Saint Joseph MO	Yes
Northern Kentucky University	Highland Heights KY	Yes
Pennsylvania College of Technology	Williamsport PA	No
Ramapo College of New Jersey	Mahwah NJ	Yes
Salem State College	Salem MA	Yes
Shawnee State University	Portsmouth OH	Yes
Shepherd College	Shepherdstown WV	No

Southeastern Louisiana University	Hammond LA	Yes
Southern Utah University	Cedar City UT	Yes
State University of New York at Buffalo	Buffalo NY	No
State University of New York at Farmingdale	Farmingdale NY	No
State University of New York College of Technology at Alfred	Alfred NY	No
St. Cloud State University	St. Cloud MN	Yes
St. Petersburg College	Saint Petersburg FL	No
Texas Southern University	Houston TX	Yes
Texas State University—San Marcos	San Marcos TX	Yes
The Evergreen State College	Olympia WA	No
Thomas Edison State College	Trenton NJ	No
Towson University	Baltimore MD	Yes
United States Air Force Academy	USAF Academy CO	No
United States Military Academy	West Point NY	No
United States Naval Academy	Annapolis MD	No
University of Alaska Anchorage	Anchorage AK	Yes
University of Arkansas at Fort Smith	Fort Smith AR	No
University of Arkansas at Pine Bluff	Pine Bluff AR	No
University of Central Oklahoma	Edmond OK	Yes
University of Houston—Downtown	Houston TX	Yes
University of Maryland University College	College Park MD	No
University of Michigan—Flint	Flint MI	Yes
University of Nebraska at Omaha	Omaha NE	Yes
University of North Carolina at Wilmington	Wilmington NC	Yes
University of North Florida	Jacksonville FL	Yes
University of Pittsburgh Johnstown Campus	Johnstown PA	No
University of South Alabama	Mobile AL	Yes
University of South Carolina—Upstate	Spartanburg SC	Yes
University of Southern Indiana	Evansville IN	Yes
University of Texas—Pan American	Edinburg TX	Yes
University of Wisconsin—Parkside	Kenosha WI	No
Utah Valley State College	Orem UT	Yes
Weber State University	Ogden UT	Yes
Winston-Salem State University	Winston-Salem NC	Yes
Youngstown State University	Youngstown OH	Yes

## APPENDIX D: CUPA EXCEPTION REQUEST

**Program/Department Proposing Request:** \_\_\_\_\_  
**Program** **Department**

**Applicable CUPA Exception Criteria:**

- No CUPA data for category
- Insufficient data for program
- Economic reasons
- Inability to hire

**Rationale for Request:** \_\_\_\_\_

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**Proposed Alternative Source of Salary Data:** \_\_\_\_\_

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**Required Signatures:**

\_\_\_\_\_  
**Department Chair** **Department** **Date**

\_\_\_\_\_  
**Dean** **School** **Date**

\_\_\_\_\_  
**Vice President for Academic Affairs** **Date**

**APPENDIX E: TASK FORCE MEMBERS**

Tamy Calahan, Human Resources  
John Cochran, Deans' Council  
Catherine Curran, LAS  
Elizabeth Frederick, BUS  
Rodolfo Garcia, LAS  
Debora Gilliard, BUS  
Earl Hasz, Faculty Senate  
Frieda Holley, Interim Provost and VPAA  
Natalie Lutes, VPFA  
Virginia Parker, Task Force Chair  
Sandra Phifer, SPS  
Nancy Shanks, SPS  
David Skougstad, Faculty Senate  
Ellen Susman, LAS