

Western  
Carolina  
UNIVERSITY

# Task Force on Faculty Promotion Increases

# COMMITTEE

- Cory Causby - Associate Vice Chancellor, Human Resources and Payroll
- Amy Murphy-Nugen –Social Work, Faculty Senate
- Brandon Schwab – Associate Provost for Academic Affairs
- Richard Starnes – Dean, College of Arts and Sciences (chair)
- Vicki Szabo –History, Faculty Assembly
- Drew Thomas - Director, Academic Resources and Business Operations
- Cheryl Waters Tormey – Geosciences and Natural Resources and Conservation Management, Faculty Senate

# BACKGROUND

During the spring 2018 semester, the Western Carolina University Faculty Senate passed a resolution - “Resolution to Adjust Tenure Track Promotion Salary Increases to 2018 Level” - that asked University leaders to consider “a retroactive increase for tenure track faculty members who have been promoted to associate and full professor” at the previous promotion adjustment rates of \$2000 for promotion to associate professor and \$3000 for promotion to full professor.

Also, determine the effect of such a change on compression and inversion.

# DEFINITIONS

- Faculty members were classified as compressed in salary if they were paid less than  $X\%$  above the median pay (by CIP code) of the next lower rank in the same department. Analysis done at 7.5% and 5%.
- Individual faculty members were classified as inverted in salary if they were paid less than the median pay of the next lower rank in the same department.

# SALARY INCREASE DATA

Table 1: UNC System Faculty Rank Promotion Rates				
School	Type of Increase	Asst-Assoc	Assoc-Full	Comments
WCU	Flat Rate	\$4,000	\$6,000	
ASU	Flat Rate	\$4,000	\$5,000	
UNC-Charlotte	Flat Rate	\$5,000	\$7,000	
UNC-Pembroke	Percentage	7%	7%	
ECU	Flat Rate	\$4,000	\$6,000	
NC State	Percentage	6%	8%	
Table 2: Other Institutions				
School	Type	Asst-Assoc	Assoc-Full	Comments
Univ of Memphis	Both	\$3,500 or 7% (if salary greater than \$50,000)	\$6,000 or 7% if salary greater than \$85,700)	
Univ of Washington (System)	Percentage	10%	10%	
Univ of California (System)	Laddered Salary Scale	Adjustment to next rung	Adjustment to next rung	20 salary rungs from Asst to Full
Univ of Florida	Percentage	9%	9%	
Univ of Georgia	Flat rate	\$6,000	\$7,000	
Univ of Missouri	Flat rate	\$6,000	\$8,500	

# METHOD

The Task Force met weekly to discuss the FS resolution, as well as short and long term solutions to faculty salary inequities, including but not limited to inversion, compression, and low overall salary.

- The Task Force also studied a wide range of data, including:
  - Average faculty salary by college and department (at all ranks Assistant, Associate, Full Professor)
  - CUPA (College and University Professional Association) data
  - Market and CIP (Classification of Instructional Programs) code medians
  - UNC system and national promotion increase data

# RECOMMENDATION

- The Task Force recommends implementing corrective adjustments for tenure track promotion raises granted in academic years prior to 2017 (\$2000 for Associate, \$3000 for Full) over 4 years starting in FY 2019-20.
- Of the eligible faculty, adjustments will be disbursed based on distance below their CIP median.
- This action will address some cases of compression and inversion, but it will not solve these issues at WCU. It will, however, demonstrate the University's commitment to addressing longstanding faculty salary issues.



# EFFECTS ON COMPRESSION & INVERSION

- Effects on Compression and Inversion, 7.5%
  - Compressed: 106 (before)      80 (after).
  - Inversion: 40 (before)      21 (after).

Cost \$567,000 plus fringe (approximately \$850,500)

# ADDITIONAL RECOMMENDATIONS

- Continue to place faculty salaries at the top of WCU's legislative agenda.
- Share this report and ongoing discussions of faculty salary issues with the Board of Trustees biannually.
- Under University guidance, encourage Departments and Colleges to develop written policies for salary adjustment processes.
- Provide training for Department Heads in setting initial faculty salaries and in managing the salary adjustment process, especially in terms of equity, compression, and inversion.
- Identify and publicize salary benchmarks for all CIP codes, including the methodology used to develop those benchmarks, including UNC system peer comparisons.
- Commit to using a significant portion of enrollment growth funds to address equity, merit, a living wage for all faculty, and market issues in faculty salaries.

# ADDITIONAL RECOMMENDATIONS

- Hold an annual open forum on faculty salaries, including reporting progress towards achieving salary benchmarks. This will allow leaders to report progress and overall faculty salary situation (tenure track and non-tenure track) annually to the Faculty Senate: (a) distributions by CIP, department, college, and overall; (b) benchmarks by CIP, including the methodology used to develop those benchmarks. Transparency and understanding of processes will improve morale and demonstrate progress towards a more equitable faculty salary model.
- Commit to revisiting the promotion increases to associate professor and full professor no later than the 2022 academic year, and every five years thereafter.
- Implement promotion ladder recommendations, and the associated salary adjustments, outlined by the Non-Tenure Track Faculty Task Force.

**QUESTIONS**