

## **Further information concerning salary compression adjustments (Fall 2019)**

The current Collective Bargaining Agreement between the University and United Faculty of Central mandates a procedure to address salary compression and inequity, as follows:

16.8 Compression Adjustments. For the academic year 2019-20, the University will fund a \$1 million pool (including salary and benefits) that will be allocated to tenured and tenure-track faculty to address compression and equity issues. Procedures for allocation of funds will be agreed upon by a joint task force composed of three (3) members chosen by UFC and three (3) members chosen by the Provost. Recommendations from the taskforce will be submitted to UFC and CWU for joint approval. The joint taskforce will be provided with the 2018 CUPA data release to consider in evaluating compression/equity issues and recommended adjustments. The taskforce will meet during the 2018-19 academic year and compression/equity adjustments will take effect in 2019-2020.

### **General outline of the process and the outcome**

Since Fall 2018, CWU and UFC have been working to fulfil the above CBA mandate. A Salary Compression and Equity Task Force (SCETF) was appointed, comprising the following members:

- Dr. Lucinda Carnell (Biological Sciences)
- Dr. Tim Englund (Dean, College of the Sciences)
- Mr. Eric Galbraith (Human Resources)
- Dr. Holly Pinkart (Biological Sciences)
- Ms. Lisa Plesha (Business & Financial Affairs)
- Dr. Sathy Rajendran (Engineering Technologies, Safety, and Construction)

After completing their work (see details below), the SCETF submitted a report in May 2019 to the Labor-Management Council, which comprised the following members:

- Dr. Matthew Altman (Philosophy & Religious Studies, UFC President)
- Ms. Charlene Andrews (Faculty Relations Coordinator)
- Dr. Paul Ballard (Dean, College of Education & Professional Studies)
- Dr. Gary Bartlett (Philosophy & Religious Studies, UFC Vice President)
- Dr. Katherine Frank (Provost and Vice President of Academic & Student Life)
- Dr. Paul James (Biological Sciences, UFC Financial Officer)
- Dr. Martha Kurtz (Associate Dean, College of the Sciences)
- Dr. Terry Wilson (Management)

The Council approved the general shape of the report's recommendations, but charged the UFC President and the Provost to finalize the recommendations over the summer. The process has been completed by Dr. Bartlett (UFC President as of June 1), Interim Provost Lynn Franken, Ms. Andrews, Dr. Pinkart, and CWU President James Gaudino.

As explained in more detail below, compression was the major issue that the SCETF discovered. Compression means that lower-ranked faculty (i.e. Assistant and Associate Professors) are receiving almost the same salary as higher-ranked faculty (i.e. Associate Professors and Professors, respectively)—or, in extreme cases, even a higher salary than some higher-ranked faculty. This is a result of the increase in hiring salaries for new faculty having outpaced salary adjustments for existing faculty.

Salaries of 357 faculty were evaluated in this process. One hundred twenty-nine (129) tenured or tenure-track faculty (36.1%) will receive a salary raise as a result of this process. These raises will take effect as of September 15, except for chairs, where the raises will take effect September 1. *No faculty will see a salary decrease.*

These salary increases are *not merit pay*. If you are one of the majority who receive no increase, that simply means that your salary was found to be comparable to the national averages at master's-granting institutions for your field. The increases are targeted at faculty who are currently underpaid by the standards of their specialization, rank, and years in rank.

If you are one of the faculty who has been recommended for an increase, you will receive a letter by September 13, informing you of the amount by which your salary is to be increased.

### **Process details**

The SCETF requested from each college the base salaries of all tenured and tenure-track faculty, their years in rank, and their merit raises. Salary data were verified by department chairs and by the Office of the Provost. The SCETF decided that merit should ideally not be a factor in calculating whether a faculty member's salary was equitable, so they endeavored to minimize that factor. For faculty who had received merit in 2013 or later, salaries were back-calculated to remove annual raises back to the year(s) in which they received merit. Then the merit pay was deducted from the back-calculated salary. The resulting 'merit-less' salary then had the annual raises added back in, to create the current base salary for those individuals—i.e., the salary they would now have had, had they not received merit.

It quickly became apparent that most departments had extensive compression at the rank of Professor; and to a lesser extent at Associate. Many Professors were being paid comparably to Associates in their department, and some Associates comparably to Assistants. The SCETF therefore agreed that their over-arching goal should be to ameliorate that compression, by recommending increases to the salaries of the affected Professors and Associate Professors.

However, it was not feasible for (e.g.) every Professor to have their salary raised to match that of the highest-paid colleague in their specialization (modulo years in rank). This is where the 'CUPA data' (see the CBA language quoted at the start of this memo) came in. These data are from an annual survey, conducted by the College and University Professional Association for Human Resources (CUPA-HR). The survey presents mean salaries for higher education faculty, grouped by disciplinary specialization (and also by factors such as type of institution). Each

specialization is identified by a 'CUPA code.' CWU faculty salaries were compared to national averages in their specialization at master's-granting institutions.

Department chairs were asked to suggest appropriate CUPA codes for their faculty. Some departments are quite homogenous in terms of faculty specialization, so that everyone in the department received the same code. Other departments, however, are more diverse: so some departments were divided into several groups of faculty, with each group having a different CUPA code. The SCETF then compared each faculty member's salary to the 2018 CUPA mean for their code, for faculty members at the same rank in master's-granting institutions.

The SCETF decided to recommend that compressed salaries should be increased to (or at least towards, so far as the funding pool allowed: see below) the appropriate CUPA means. This would also naturally ameliorate any other salary inequities that might exist.

In some cases the SCETF noted that some faculty might belong under a different CUPA code than the one suggested by the department chair, and that a final decision needed to be made about which code to use. Some of these decisions were made by the SCETF, and some were made by the UFC President and the Office of the Provost over the summer.

As noted, most compression was at the Professor rank. To factor in salary increases associated with years in rank, the SCETF created a CUPA spread for Professor salaries. The CUPA Survey stated that the average time in rank for Professors is 10 years. This average also holds at CWU. Therefore, the SCETF decided that the published CUPA mean salary for Professors (within each disciplinary specialization) should correspond to 5 years in rank. To obtain the low end of the scale (i.e. year 1 as a Professor), the CUPA mean for Associates was increased by 10%, which is what CWU provides upon promotion. The difference between these two salaries was then divided by 4, to produce an annual salary increment. (For example: if the low end was \$70,000, and the CUPA mean was \$80,000, the resulting annual increment would be \$2,500.) The salary spread was then extended up to a cap of 15 years, by adding that increment for each year. (In the example just used, the 15-year cap would be \$105,000.) Ninety-one (91) faculty at the Professor rank are recommended for a salary adjustment.

For Associate Professors, again a CUPA salary spread was created, incorporating years in rank up to a cap of 5 years (when promotion to Professor is available). The published CUPA mean salary for Associates (in each disciplinary specialization) was set at 3 years in rank. The low end (i.e. year 1 as an Associate) was set at the CUPA mean for Assistants plus 10%. The year 2 salary was set at the midpoint between the year 1 and year 3 salaries. Then the increment that separated year 1 from year 2, and year 2 from year 3, was added to the year 3 salary to create the year 4 salary; and added again to create the year 5 salary. Twenty-three (23) Associate Professors are recommended for a salary adjustment.

By definition, Assistant Professors are not subject to compression. Further, the SCETF found that most of the salaries of Assistants at Central were above the relevant CUPA mean. Nevertheless, a small number were below the applicable mean, and for that reason were

recommended for an increase. Fifteen (15) Assistant Professors are recommended for a salary adjustment.

The total increase in combined salary and benefits that is required to completely resolve these compression issues came to \$1,504,267.08. (The salary increase alone is \$1,266,537.92, and benefits add 18.77% to that figure.) However, the CBA mandate designates a pool of only \$1 million to be added to combined salary and benefits. So it is not possible at this time to completely resolve compression at Central. The SCETF therefore recommended that a fixed percentage of each individual salary increase be provided, so that the total, including both salary and benefits, did not (significantly) exceed \$1 million. Accordingly, each faculty member who is recommended for an increase will receive 66.48% of the ideal increase that would bring them to their respective CUPA means.

### **Further questions**

Faculty who have further questions about the details of the process described above should contact:

Ms. Lisa Plesha  
Associate Director of Financial Planning & Analysis  
[lisa.plesha@cwu.edu](mailto:lisa.plesha@cwu.edu)  
(509) 963-1233