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#### ABSTRACT

An approach to obtain disciplinary specific salary information for the institution of higher education budget process by mid-winter is considered. The approach involves using current year institutional mean salaries and prior year relative average salaries by academic discipline to provide "current" salary comparisons by academic discipline in the fall term. An advantage of this approach is to provide more timely departmental faculty salary comparisons earlier to assist in institutional budget decisionmaking. Data sources are faculty data exchanged among several Association of American Universities public institutions and American Association of University Professors (AAUP) forms publicly available for these institutions. An explanation of the methodology is provided, and salaries of civil engineering faculty are used to illustrate the method. A question in deciding whether to use this approach is whether the error associated with the use of forecasted mean salaries by rank and discipline are offset by having comparative values 3 to 4 months sooner. Applying the annual increase in salaries across disciplines from the AAUP survey to prior year known salary factors by discipline from a data exchange will, on average, produce comparison figures within 2.0 percent of the true value. Appended is one table which summarizes the results of the study. (Contains 14 references.) (SW)



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# More Timely Departmental Faculty Salary Comparisons

May, 1995

Dr. Steve Chatman Director of Analytical Studies Planning & Budget 104 University Hall University of Missouri Columbia, MO 65211

314 882 2312

chatmans@ext.missouri.edu

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This paper was presented at the Thirty-Fifth Annual Forum of the Association for Institutional Research held at the Boston Sheraton Hotel & Towers, Boston, Massacusetts, May 28-31, 1995. This paper was reviewed by the AIR Forum Publications Committee and was judged to be of high quality and of interest to others concerned with the research of higher education. It has therefore been selected to be included in the ERIC Collection of Forum Papers.

> Jean Endo Editor AIR Forum Publications



#### Abstract

Increasing reliance on peer comparisons to demonstrate institutional performance and contribute to institutional budget processes presents a challenge to institutional researchers when reporting departmental faculty salary comparisons. On one hand, mean institutional salary information is universally available in the fall from IPEDS *SA* or AAUP survey participation. On the other hand, information about salaries by discipline is not universal and is typically not available until spring. This paper examines the possibility, and associated problems, of using current year institutional mean salaries and prior year relative average salaries by academic discipline to provide "current" salary comparisons by academic discipline in the fall term, early enough in the budget planning process to be a successful contributor.



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#### Introduction

Faculty salaries are of key interest to the institution. They are the largest instructional expense and are critical to the institution's ability to retain and attract a qualified faculty and to maintain the positive morale of continuing faculty. Faculty salaries are a principal source of job dissatisfaction (Tack & Pattitu, 1992) and remain a primary reason for faculty leaving an institution (Breneman & Youn, 1988; Burke, 1987). Matier (1990) found that cash salary was the number one enticement of competing offers and was of major importance in decisions to leave. Matier (1991) also found salary to be of major importance in recruitment, although somewhat less so than in retention. This finding was supported by Smart (1990) who also reported that the importance of salary was inversely related to tenure status and current salary amount. It is evident that faculty salaries are important. Important because it is in paying salaries that the institution most clearly expresses what characteristics it values and how much they are valued. In turn, the salaries of individual faculty members become an expression of the quality of faculty on average and the competitiveness of the institution's salaries when expressed as mean salaries in comparison to those of peer institutions. Salaries have little or no meaning without comparison either within or between individuals. departments, and institutions (Frank, 1984; Nichols-Casebolt, 1993).

The only salary question supported by the analysis presented in this paper will be whether salaries are competitive, consistent with discipline peers at other institutions (Howard, Snyder, & McLaughlin, 1992). The only analytical distinctions that will be made by this paper will be those of discipline and rank. When comparing salaries between or within institutions, rank and discipline differences are probably the most widely recognized distinctions considered generally valid and minimally required to determine whether salaries are competitive (Hansen, 1985; Moore, 1993).

## Statement of the Problem

If comparison of faculty salaries with those of peer institutions is important, then researchers are faced with the challenge of gathering, analyzing, and reporting the information within the time-frame of institutional budget decision making. Institutional budget processes are typically well underway in the fall

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semester and are well formed by late spring. Comprehensive faculty salary information is typically not available until late in the spring. However, by late spring, there are excellent sources of information about institutional averages by rank and averages by discipline and rank.

Two sources of institutional faculty salary information have nearly universal participation and are very similar, the AAUP Annual Survey of Faculty Compensation and IPEDS SA Salaries. Tenure, and Fringe Benefits of Full-time Instructional Faculty Survey. Because participation is nearly universal and is reported at an institutional level of aggregation, most universities are willing to share their completed forms when prepared in the fall term. After all, the information will soon be publicly available and the form is short. The clear disadvantage of these surveys is the lack of faculty salary data by discipline. The lack of disciplinary data may not be a concern for institutional comparisons, but it is obviously a critical problem for collegiate or departmental comparisons. Institutions desiring departmental and collegiate analysis will need a different source.

Here again, there are two public sources of faculty salaries by discipline and rank and both are produced by the research staff at Oklahoma State University, *Faculty Salary Survey by Discipline* and the CUPA *National Faculty Salary Survey*. The first report includes data from about 75 members of the National Association of State Universities and Land-Grant Colleges. The second report includes data from about 300 College and University Personnel Association members. These reports are a wealth of information and display mean faculty salaries by rank and discipline within geographic regions (OSU) or presence of collective bargaining (CUPA). In addition to the annual publications with standard breakouts, custom reports based on a subset of institutions can be purchased at very reasonable cost. Many researchers will find these sources more than adequate to meet their research needs. There are, however, problems for some institutions in using either the public documents or custom reports for local studies. First, the aggregate disciplinary means may not be acceptable to institutional leaders. Second, participation, while large, is limited and may not include all peer institutions. Third, local administrators, especially those at the collegiate or departmental level, may not be satisfied with the anonymity assured participants by OSU and may demand to see mean



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disciplinary salaries by institution. Fourth, the standard analytical clustering of CIP codes may not be the clustering of CIP codes that provides the most accurate comparative averages for an individual department, college, or institution. Fifth, and most important for this project, the annual public report and contracted custom reports are not generally available until well into the spring term. For some institutions there is another source of salary information by discipline and rank. Aggregated salaries by rank and discipline are often a confidential report for institutional exchanges. The exchange of data among similar institutions has several advantages for the participants, but again, the data are often not available early in the annual budget cycle.

# Methodology

This paper examines the possibility of wedding the disciplinary information available through an institutional exchange, similar to that presented in the OSU *Faculty Salary Survey by Discipline* and the CUPA *National Faculty Salary Survey*, to information available through the IPEDS *SA* or AAUP faculty salary survey. The key advantage of this approach is to provide disciplinary specific salary information for budget processes by mid-winter, when the information's impact on the decision making process will be far more than it would be in late spring. Specifically, the methodology considers whether the relative salary differences by discipline from the previous year can be accurately inflated to current year salaries by using the known increase in mean salaries across disciplines. In other words, could last year's relationship between mean salary for law professors to the salary of all professors be extended to this year using this year's mean salary of all professors? If so, then the advantages of disciplinary distinctions from the exchange of disciplinary specific faculty salary data might be combined with the timeliness of the institutional IPEDS *SA* or AAUP data to make detailed comparative data available in the fall when it might contribute to budget processes.

The data sources for this study were faculty data exchanged among several AAU public institutions and AAUP forms publicly available for these same institutions. The faculty data exchanged among AAU institutions is similar to the information supplied by institutions participating in the OSU and CUPA surveys.

While this study relied upon a faculty salary data exchange, a similar approach could be taken using the OSU or CUPA reports or special studies. In this study, exchange information is a more comprehensive source of peer information that can be aggregated at the four-digit CIP level. The four-digit CIP level was selected because this institution has determined that a four-digit CIP cluster generally provides the best fit to the departmental structure. Institutions participating in the AAU exchange included the flagship universities of Arizona, Colorado, Florida, Illinois, Kansas, Maryland, Minnesota, Missouri, Nebraska, North Carolina, Oregon, Texas, Virginia, Washington, and Wisconsin; California-Berkeley, Iowa and Iowa State, Michigan and Michigan State, Ohio State, Indiana University and Purdue, Pennsylvania State, and SUNY-Buffalo.

The faculty described by the two data sources, AAUP and AAU, differ to a varying and unknown degree. But even if they differ, the differences will have limited affect if the reports are internally consistent. For example, the AAU exchange reports faculty FTE and is therefore not limited to full-time faculty only. Other differences may exist depending on local practices and interpretation of directions and the differences between the two cannot be easily attributed to faculty characteristics. Some institutions include more faculty on the AAUP, some more on the AAU. Some report higher salaries on the AAUP, some on the AAU. However, and as will be described next, the differences between reports is of little consequence as long as the institutional reports are consistent from year to year in their interpretation of the directions and the comparisons are of salary and are made at the level of discipline and rank (Casey et al., 1985; Simpson & Sperber, 1987).

The methodology is fairly simple. Faculty salary data shared by public AAU institutions from fiscal years 1990-1994 were processed as follows. First, faculty salaries were aggregated to the four-digit CIP code level within year for each institution. Second, the mean four-digit CIP salaries by rank were expressed as a salary factor where the denominator was the mean AAUP salary by rank for the group of public AAU institutions for the respective year and the numerator was the four-digit CIP salary by rank. Salary factors were therefore simple ratio measures. For example, from the AAU data exchange information it was determined that civil engineering professors were paid about \$67,012 on average in FY 1990. The mean

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salary of professors in FY 1990 from the AAUP survey was \$60,892. The salary factor for professors of civil engineering in FY 1990 was therefore 1.094, about 10% above average. The mean salary for all professors from the AAUP survey in FY 1991 was \$63,957. If the ratio from FY 1990, 1.101, were applied to the known all discipline AAUP average for FY 1991, \$63,957, then the mean salary for civil engineering professors in FY 1991 can be forecast to be \$70,417 (\$63,957 x 1.101). Actual mean salary for civil engineering professors in FY 1991 was about \$70,892, a fiscal year 1991 salary factor of 1.108. In this example, applying the disciplinary prior year salary factor to the mean salary across disciplines to yield a predicted disciplinary salary was fairly accurate, \$476. The degree of accuracy can also be directly measured by the difference in the salary factors from the two years. For example, \$476 is 0.7% of the FY 1991 AAUP average. The accuracy of this method is therefore directly reflected in salary factor change from year to year. In other words, if it were assumed that there would be no change in relative salary from year one to year two, then the extent of actual annual change is a direct measure of error.

#### Results

The results of this study are summarized in one table, *Table 1: Central Tendency and Dispersion of Salary Factors and FTE Figures by Discipline and Rank (1990-1994).* Returning to the example of civil engineering faculty, Table 1 reports that the mean salary factor over the five-year period was 1.103 or 10.3% above average. The distance between the highest salary factor for the five-year period and the lowest was 2.3%. In other words, mean salaries for professors of civil engineering were not always 10.3% above average. They actually varied about 10.3% within a range of 2.3%. Although it is not presented in this table, the high was 1.115 in FY 1992 and the low was 1.092 in FY 1994. The mean absolute value of annual change in salary factors was 0.9%. In other words, if the method proposed here had been used to forecast salaries of professors of civil engineering, then the forecasts would have been in error by an average of slightly less than one percent. The fourth informational item reported for civil engineering professors was that their FTE amounted to 316 on average over the five years. This same information is presented for associate and assistant professors for each of the 99 four-digit CIP clusters. Summary statistics across



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disciplines are also reported in Table 1.

Referring to *Table 1*, there was modest change across years in the relative salary of faculty by rank. Overall, mean salary factor range within discipline was 4.0% for professors, 4.2% for associate professors and 4.7% for assistant professors. Expressed as weighted mean salary factor range, the average range was 3.3%, 3.7%, and 5.1% respectively. This modest change, expressed as the mean absolute value of annual change, shows that rigid application would produce an average annual error of 1.5% for professors, 1.7% for associate professors, and 1.9% for assistant professors. As weighted averages, these mean absolute annual changes were somewhat more accurate at 1.2%, 1.6%, and 1.9% respectively. Of course, mean error would be far less than mean absolute error because estimates that were too high would be offset by those that were too low. The error reported here is therefore a maximum.

## Insert Table 1 About Here

## Conclusions

Whether the variance from year to year in salary factors is acceptable, and the method described here is useful, is a matter of subjective judgment. On one hand, there is error associated with the forecasts that would not be a problem if the institutional researcher were to wait until late spring for complete information. On the other hand, the forecasts can be made by mid-winter, when their value is greater than it would be in late spring. By late spring, budget processes will be well underway and will be difficult to change. Is the error associated with the use of forecasted mean salaries by rank and discipline offset by having comparative values three to four months sooner? Applying the annual increase in salaries across disciplines from the AAUP survey to prior year known salary factors by discipline from a data exchange will, on average, produce comparison figures within 2.0% of the true value. An equal or greater level of accuracy would likely result from using salary factors based on the NASULGC or CUPA reports.

Clearly, there are limitations with this approach. Foremost among these is that this method, like any other method that relies on detailed institutional reports, will be limited by annual changes in institutional policies and reporting practices. For faculty salary studies, these changes frequently reflect changing



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interpretation of who to include in a report and how that person should be classified by discipline. A special challenge for this period was the change in CIP codes for business and health sciences. One cluster, medical basic sciences, had to be dropped because of the wild fluctuations in number of faculty included from year to year.

There is one last point to be made in defense of this process. Even if institutional researchers elect not to use this methodology and instead rely on actual annual reports by discipline and rank, the fluctuations in salary factors from year to year present a similar problem. The problem associated with producing comparative averages using the methodology described in this paper is one of accuracy of forecast due to variance between salary increases overall and salary increases within discipline. The problem in using actual values for comparative purposes remains variance in salary increases within discipline. The comparative targets typically move erratically and whether the lag is one year, as would be the case if the actual annual reports were used, or a modified one year tag, as is described here, there will be error in either system. In fact, unless there is a clear short-term trend, the errors will likely be of similar magnitudes.

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Table 1: Central Tendency and Dispersion of Salary Factors and FTE Figures by Discipline and Rank (1990-1994)

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		Mean	Salary	Mean	Mean	Mean	Salary	Mean	Mean FTE	Mean Salan'	Salary Factor	Mean	Mean FTF
		Factor	r actor Range	Change	F 1 E	Factor	1	1	Faculty	Factor	:		Faculty
Physics	4008	1 023	0 025	0 007	776	1.024	0.031	0.022	175	1.057	0.016	0.009	145
Psychology	4200	0.908	0.076	0 019	33	0.963	0.042	0.020	=	0.886	0.072	0 020	20
Psychology, General	4201	166 0	0.012	0.006	525	0 955	0.019	0.008	197	0.908	0.037	0.010	661
Protective Services	4300	0.867	0.135	0 049	15	0.941	0.084	0.024	12	0.852	0.060	0 028	13
Public Administration	4400	1.089	0 077	0 026	40	1.048	0.069	0.030	17	1.009	0.075	0.037	18
Public Administration	44()4	0.968	160.0	0 026	52	1.021	0.089	0.022	22	1.014	0.061	0.022	29
Social Work	1407	0.938	0.019	0 006	66	1.007	0.042	0.017	102	0.923	0.025	0.008	81
Social Sciences & History	4500	1.023	0.114	0.037	43	0.899	0.076	0.044	21	0.882	0.125	0 059	16
Anthropology	4502	0.903	0 036	0.013	214	0.900	0.024	0.010	107	0.853	0.033	0.008	78
Economics	4506	1.165	0 033	0.011	329	1.119	0.049	0 022	147	16071	0 052	0.015	165
Geography	4507	0.934	0.016	0 007	133	0.947	0.047	0.020	89	0.903	0.033	0.016	58
History	4508	0.933	0.019	0.005	190	0 904	0.022	1100	248	0.849	0.027	0.007	166
Political Sciences	4510	1.004	0.015	0.007	313	0.940	0.028	0.009	153	0.902	0.057	0.015	145
Sociology	4511	196 0	0.009	0 003	280	0.918	0 017	0.006	176	0.903	0.029	0.014	109
Visual & Performing Arts	5000	0.816	0030	010.0	66	0.854	0.036	0.012	90	0 805	0.016	0.007	78
Dramatic Arts	5005	0.845	0.023	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	87	0.854	0.037	0.013	84	0.813	0.030	0.008	93
Fine Arts & Art Studies	5007	0.803	0.027	0 009	291	0.829	0.020	0.010	237	0.815	0.029	0.014	149
Music	<u>5</u> 009	0.818	0 017	0.005	492	0.855	0.019	-	345	0313	0.008	<u>č00.</u> 0	179
Heath Professions	5100	1.057	0.028	0.013	200	1 097	0.024		182	1.024	0.073	0.018	185
Communication Disorders	5102	0.921	. 0.0	010.0	79	0 926	0.028	_	54	0 874	0.045	0 0 1 9	48
Dentistry	<u>5104</u>	1.159	0111	0.050	<u>215</u>	1.236	0.068		214	1.157	0.096	0.048	153
Nursing	5116	0.906	0045	0 016		10.994	0.021			0 943	0.028	0.019	260
Pharmaev	5120	1 037	0.041	0.014	163	1.041	0.018	0.013		0.978	0.026		127
Public Lealth	5122	1 095	0 039	0.017	87	1 107	0.045			1.050	0.018		52
Vetermary Medicine	5124	0 986	0.017	0 007		1.076	0 016			1.071		0.008	182
Medical Residency MD	5129	1.421	0.062	0.039	-	1.478	0.083			1 418	0.102	0 044	882
Business Mgmt & Admin	5200	1 222	0.038	0.010	398	1 298	0.046		286	1 382			332
Accounting	5203	1 369	0 067	0017	76	1.451		0.020	66	1.533	<u>5</u> 60.0	-	83
Finance	5208	1301	1000		68	1 443	-	0.047	85	1 527	0 158	_	70
Marketing	5214	1 255	060.0	0.023	99	1 307	0.071	0.028		1.308	1010	0.026	61
(ieneral	6666	1 026	0150		633	1 016	0 092	0.031	532	1 004	0112	0.030	133
A time Mahan		1.00 M	01.0 0	210.0		0001	CTU U	0.017		0.983	250.0	0.019	<u>.</u> 9
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