

**Budget and Economic Status Committee Compression Report**  
**February 16, 2006**  
**Chair: Stephanie Smullen**

Salary compression is a narrowing of pay differentials between people in the same or different job in an organization over time. It is created as growth in entry level salaries increase due to market forces and internal wages are not revised upwards.

In the state of Tennessee, this is somewhat offset by a longevity pay scheme rewarding \$100 a year service up to 25 years, or \$2500. This has not been increased in at least 30 years, and of course service beyond 25 years is not rewarded on a longevity basis. Note: \$100 in 1975 would be \$360 in 2005

While it is understandable that cost of living raises cannot be given every year, if the university makes no effort to compensate for those lost years, it makes one realize the university has no concern for the individual.

Junior faculty members see how the university treats senior faculty (who are not only valuable to the university, but revered by junior faculty as well) and fear how they will be treated when they are senior faculty members. This severely impacts their loyalty and desire to stay at UTC.

The smaller number of Associate Professors may be a reflection of this fear.

<b>2004-05 Faculty</b>		
<b>Rank</b>	<b>Number of 9-month Faculty</b>	<b>%</b>
Lecturer/ Instructor	54	16%
Assistant Professor	80	25%
Associate Professor	67	21%
Professor	123	38%
<b>Total</b>	<b>322</b>	<b>100%</b>

Assistant Professors have also pointed out a concern about the relatively small increase for Assistant to Associate (\$2000) compared to the increase for Associate to Professor (10%, ~\$6000).

**Salary Compression**

The dollars needed for each rank and department for 9-month faculty to be at 100% of the 04-05 CUPA averages. The 04-05 CUPA averages were supplied by Dick Gruetzemacher last year. No data was available on CUPA National Averages at the Instructor or Lecturer level. As a result, these valuable faculty members have been omitted from these results.

					<b>Percent of UTC faculty at these percentages of CUPA National Average</b>		
<b>Rank</b>	<b>N</b>	<b>Avg. UTC 2004-05 salary</b>	<b>CUPA National Avg.*</b>	<b>% of CUPA National Avg.</b>	<b>Less than 80%.</b>	<b>80-89%</b>	<b>90% or more</b>
<b>Assistant Professor</b>	80	49,181	52,983	93%	9%	25%	66%
<b>Associate Professor</b>	67	58,544	65,177	90%	18%	42%	41%
<b>Professor</b>	122	70,045	85,200	82%	58%	17%	25%
<b>Total</b>	268				34%	26%	41%

\*CUPA National Average is computed by weighting the individual CUPA national rank and discipline averages by the number of UTC faculty in each respective rank and discipline category.

One starts out reasonably well but the salaries become less competitive as one remains longer at UTC, going from 66% of Assistants at 90% of CUPA average to 41% of Associates and 25% of Full Professors.

Details for each department and rank are attached.

Note: CUPA averages are generally less than averages provided by professional societies (business, nursing, engineering, ....). For example, the ACCSB (business) averages tend to be less than comparable to CUPA averages. A few specific comparisons are:

	<b>ACCSB</b>	<b>CUPA National Average</b>
<b>Accounting</b>		
<b>Assistant</b>	94,800	81,041
<b>Associate</b>	92,500	86,165
<b>Professor</b>	104,000	100,001
<b>Marketing</b>		
<b>Assistant</b>	88,900	77,782
<b>Associate</b>	89,100	82,464
<b>Professor</b>	100,500	98,381
<b>Management</b>		
<b>Assistant</b>	80,000	77,353
<b>Associate</b>	82,600	80,687
<b>Professor</b>	95,500	99,579

## Addressing Compression

To address the compression problem for these 9 month faculty and raise UTC salaries to:

100% of the CUPA National Average would require \$2.85 million

90% of the CUPA National Average would require \$1.42 million

80% of the CUPA National Average would require \$440,000

These figures assume that the current (2005-06) salaries kept up with the 3.5% increase in the CPI.

	Percent at these percentages of CUPA National Average		
	Less than 80%.	80-89%	90% or more
Average number of years at UTC	21.8	13.8	11.2
\$ Needed to raise all salaries to 100% of the CUPA National Avg.	\$1,874,716	\$710,600	\$259,578
\$ Needed to raise all salaries to 90% of the CUPA National Avg.	\$1,157,455	\$259,843	
\$ Needed to raise all salaries to 80% of the CUPA National Avg.	\$440,194		

## Data Used

I obtained the data used from Dr. Pittenger. He sent me the data with the following explanation:

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*The second file is faculty&staff FY 05.xls. As you will see the file is its raw form. I generated the file a few minutes ago, asking IRIS to provide only data for 2004-2005.*

*The reported salary includes the total earned salary. Specifically, it includes income from "E" (a.k.a. state funds) and "R" (restricted accounts including grants, endowed professorships...) The file does not include the Longevity bonus, but does include the data the person was hired.*

I extracted from the *faculty&staffFY05.xls* file only Faculty and Faculty Administrators by sorting the file by ESgp and selecting on those with 1, 3 or 10. I further divided these entries into Faculty and Faculty Administration/12 month Faculty. I did not attempt to adjust 12 month Faculty salaries to be 9 month salaries – I simply omitted them from further calculations.

**Average UTC Salaries by Rank and Discipline Compared to 2004-05 CUPA National  
Norms for All Public Universities  
(NCB and CB Institutions Combined)**

**RANK: ASSISTANT**

UTC Dept <u>DEPT</u>	NATIONAL Ave. Pub. <u>Univs.</u>	UTC Ave. <u>2004-05</u>	\$ for Dept. to be 100% of National <u>Average</u>	Number at these percentages of National Average			
				Less than <u>80%</u>	<u>80-89%</u>	<u>90%+</u>	
ART	2	45,042	45,890			2	
BACC	5	81,041	77,691	39,989	1	4	
BIOL	3	49,248	43,741	16,520		1	2
BMGT	4	77,353	80,363	0		4	
BMKT	2	77,782	77,590	10,832		1	1
CHEM	4	50,252	41,232	36,082	1	3	
COMM	0						
CPSC	1	69,842	63,036	6,806			1
CRMJ	2	48,085	44,900	6,371			2
ECON	0						
EDUC	9	50,840	44,704	55,228	1	5	3
EHLS	1	48,414	44,440	3,974			1
ENGL	7	45,018	40,912	28,745	1	2	4
ENGR	0	63,048					
ESC	2	54,469	46,600	15,739	1		1
FORL	2	45,905	41,868	8,074			2
GEOL	2	51,766	47,793	7,946			2
HECO	3	47,654	42,755	14,697		1	2
HIST	4	45,339	41,200	16,556			4
MATH	5	49,724	48,190	12,279		1	4
MUS	4	44,308	43,125	5,426			4
NURS	4	51,141	49,719	18,924		1	3
PHIL	3	45,523	40,400	15,369		2	1
PHYS	0						
PHYT	2	58,934	56,637	4,753			2
POLS	1	48,192	48,328				1
PSY	4	48,835	45,464	17,350	1		3
SOC	2	48,758	41,200	15,116		2	
SOCW	0						
THSP	2	44,007	35,256	17,503	1	1	
<b>Total</b>	<b>80</b>	<b>4,238,642</b>	<b>3,934,483</b>	<b>376,982</b>	<b>7</b>	<b>20</b>	<b>53</b>
<b>Mean</b>		<b>52,983</b>	<b>49,181</b>				
<b>Percent</b>			<b>93%</b>		<b>9%</b>	<b>25%</b>	<b>66%</b>

**Average UTC Salaries by Rank and Discipline Compared to 2004-05 CUPA National  
Norms for All Public Universities  
(NCB and CB Institutions Combined)**

**RANK: ASSOCIATE**

UTC Dept.	NATIONAL Ave. Pub.	UTC Ave.	\$ for Dept. to be 100% of National Average	Number at these percentages of National Average			
				Less than 80%	80-89%	90%+	
<u>DEPT</u>	<u>N</u>	<u>Univs.</u>	<u>2004-05</u>	<u>Average</u>	<u>80%</u>	<u>80-89%</u>	<u>90%+</u>
ART	1	55,413	48,850	6,563		1	
BACC	5	86,165	83,238	15,815		1	4
BIOL	3	58,695	48,850	29,535		3	
BMGT	2	80,687	83,458	5,132			2
BMKT	2	82,464	90,499				2
CHEM	1	60,445	46,350	14,095	1		
COMM	3	57,210	46,757	31,360	1	2	
CPSC	2	78,472	76,087	9,258		1	1
CRMJ	2	58,616	57,680	6,292		1	1
ECON	1	72,504	56,150	16,354	1		
EDUC	6	61,607	50,406	67,204	3	2	1
EHLS	3	58,402	50,581	25,004	2		1
ENGL	2	55,151	50,388	9,527		1	1
ENGR	7	76,421	69,327	49,660		1	6
ESC	1	64,212	50,108	14,104	1		
FORL	2	57,414	50,683	13,463		1	1
GEOL	1	61,079	52,172	8,907		1	
HECO	3	55,445	50,214	15,693		1	2
HIST	0						
MATH	4	59,825	49,292	42,131		4	
MUS	1	54,071	50,893	3,178			1
NURS	5	61,928	52,022	49,529	2	2	1
PHIL	1	58,866	48,850	10,016		1	
PHYS	0						
PHYT	2	67,988	76,834	1,583			2
POLS	1	59,395	53,850	5,545			1
PSY	0						
SOC	3	58,081	48,705	27,938	1	2	
SOCW	1	61,005	52,923	8,082		1	
THSP	2	55,202	47,600	15,204		2	
<b>Total</b>	<b>67</b>	<b>4,366,831</b>	<b>3,923,115</b>	<b>501,172</b>	<b>12</b>	<b>28</b>	<b>27</b>
<b>Mean</b>		<b>65,177</b>	<b>58,554</b>				
<b>Percent</b>			<b>90%</b>		<b>18%</b>	<b>42%</b>	<b>40%</b>

**Average UTC Salaries by Rank and Discipline Compared to 2004-05 CUPA National  
Norms for All Public Universities  
(NCB and CB Institutions Combined)**

**RANK: PROFESSOR**

UTC Dept. <u>DEPT</u>	<u>N</u>	<u>NATIONAL</u> Ave. Pub. <u>Univs.</u>	<u>UTC</u> Ave. <u>2004-05</u>	\$ for Dept. to be 100% of National <u>Average</u>	Number at these percentages of National Average Less than		
					<u>80%</u>	<u>80-89%</u>	<u>90%+</u>
ART	5	70,117	56,888	66,143	3	1	1
BACC	5	100,001	94,295	38,079		1	4
BIOL	4	78,830	62,895	63,740	3		1
BMGT	6	99,579	75,485	144,563	5	1	
BMKT	4	98,381	94,691	20,984		1	3
CHEM	6	86,874	66,860	120,082	4	1	1
COMM	2	74,114	90,424	0			2
CPSC	3	95,122	74,603	61,558	2	1	
CRMJ	1	74,141	64,611	9,530		1	
ECON	5	95,767	71,914	119,265	5		
EDUC	9	86,245	66,693	158,601	6	1	2
EHLS	4	72,503	62,093	41,642	1	2	1
ENGL	9	74,047	61,184	116,765	5	2	2
ENGR	11	102,453	86,170	200,096	6	3	2
ESC	0	84,905	62,426	0			
FORL	3	81,022	61,008	60,042	3		
GEOL	0						
HECO	0						
HIST	4	78,492	63,503	60,213	3		1
MATH	9	82,534	66,098	221,050	8		1
MUS	5	69,823	62,729	31,799	3		2
NURS	2	77,270	67,160	20,220	1		1
PHIL	2	76,170	84,474	0			2
PHYS	3	89,596	59,431	90,494	3		
PHYT	3	82,737	76,834	18,337		1	2
POLS	6	81,764	63,846	107,508	3	2	1
PSY	7	82,313	63,104	134,463	5	1	1
SOC	3	86,422	62,467	71,866	2	1	
SOCW	0						
THSP	1	71,175	59,353	11,822		1	
<b>Total</b>	<b>122</b>	<b>10,394,395</b>	<b>8,545,492</b>	<b>1,988,862</b>	<b>71</b>	<b>21</b>	<b>30</b>
<b>Mean</b>		<b>85,200</b>	<b>70,045</b>				
<b>Percent</b>			<b>82%</b>		<b>58%</b>	<b>17%</b>	<b>25%</b>

**Average UTC Salaries by Rank and Discipline Compared to 2004-05 CUPA National  
Norms for All Public Universities  
(NCB and CB Institutions Combined)**

**RANKS: ASSISTANT, ASSOCIATE AND FULL PROFESSOR**

	<u>N</u>	<u>NATIONAL</u> <u>Ave. Pub.</u> <u>Univs.</u>	<u>UTC</u> <u>Ave.</u> <u>2004-05</u>	<u>\$ for</u> <u>All Dept.</u> <u>to be 100%</u> <u>of National</u> <u>Average</u>	<u>Number at these percentages</u> <u>of National Average</u> <u>Less than</u>		
					<u>80%</u>	<u>80-89%</u>	<u>90%+</u>
<b>Total</b>	269	18,999,868	16,403,090	2,867,016	90	69	110
<b>Mean</b>		70,631	60,978				
<b>Percent</b>			86%		33%	26%	41%