

February 20, 2014

To: Susan Sciame-Giesecke, Interim Chancellor

From: Faculty Senate Budgetary Affairs Committee

Chris Darr, chair
Rick Aniskiewicz
Kevin Clark
Marlene Greskamp
Linda Krause
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Diana Mishler
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RE: IU Kokomo Salary Proposal

Background:

The Budgetary Affairs Committee presented a request at the February 2013 Budget Hearings for the Interim Chancellor to work with the committee in addressing low faculty salaries. This proposal is the result of that effort. The purpose of this proposal is to create both immediate and long term solutions to this problem.

Problem:

Faculty salaries at IU Kokomo are low in comparison to the other IU regional campuses. With the assistance of IU Kokomo's Director of Budget Administration (Philemon Yebei), a compensation by campus comparison was performed (Table 1). This comparison includes current (as of November, 2013) salary figures across IU's regional campuses.

Table 1: 2013-14 AC1 Compensation by Campusⁱ

| Average of Annual Rate Non-Admin Title (50 Chars) | CAMPUS | | | | |
|--|-----------|-----------|------------|------------|------------|
| | EAST | KOKOMO | NORTH WEST | SOUTH BEND | SOUTH EAST |
| Acting Assistant Professor | | \$ 50,000 | | \$ 49,500 | \$ 90,000 |
| Assistant Professor Tenured/Tenure-Track | \$ 61,324 | \$ 55,869 | \$ 59,338 | \$ 57,174 | \$ 63,492 |
| Associate Professor Tenured/Tenure-Track | \$ 63,178 | \$ 62,375 | \$ 68,011 | \$ 61,284 | \$ 70,973 |
| Clinical Assistant Professor | \$ 58,061 | \$ 51,872 | \$ 55,093 | \$ 55,382 | \$ 60,484 |
| Clinical Associate Professor | | \$ 61,289 | \$ 58,337 | | \$ 63,051 |
| Clinical Lecturer | | | | \$ 47,086 | |
| Clinical Professor | | | | | \$ 68,354 |
| Lecturer | \$ 49,395 | \$ 44,380 | \$ 48,953 | \$ 40,806 | \$ 50,004 |
| Lecturer Convertible to Tenure-Track | | | | \$ 42,911 | |
| Professor Tenured/Tenure-Track | \$ 71,928 | \$ 88,342 | \$ 89,115 | \$ 77,454 | \$ 84,324 |
| Senior Lecturer | \$ 51,195 | \$ 48,443 | \$ 49,645 | \$ 40,295 | \$ 50,443 |
| Visiting Assistant Professor | \$ 52,000 | \$ 40,250 | \$ 53,125 | \$ 45,375 | \$ 52,232 |
| Visiting Associate Professor | | | | \$ 65,000 | |
| Visiting Clinical Lecturer | | | | \$ 48,000 | |
| Visiting Lecturer | \$ 36,341 | \$ 49,824 | \$ 35,233 | \$ 31,714 | \$ 45,448 |
| Visiting Professor | | | \$ 50,000 | | |
| Assistant Librarian Tenured/Tenure Track | | \$ 43,746 | \$ 50,419 | \$ 45,000 | \$ 45,598 |
| Associate Librarian Tenured/Tenure Track | \$ 67,659 | \$ 55,263 | \$ 58,738 | \$ 54,847 | \$ 51,128 |
| Librarian Tenured/Tenure Track | | \$ 68,110 | \$ 86,883 | | \$ 60,685 |

Table 1 shows that IU Kokomo is lowest in average salaries in four categories: Assistant Professor Tenure Track, Clinical Assistant Professor, Visiting Assistant Professor and Assistant Librarian Tenure Track. IU Kokomo is next to lowest (4th out of 5 campuses) in five categories: Associate Professor Tenured, Clinical Associate Professor, Lecturer, Senior Lecturer and Librarian Tenured/Tenure Track.

There are several negative repercussions associated with IU Kokomo's low salaries. First, experience has shown that it is difficult to attract new faculty as well as retain some of our best faculty in the current salary environment. Faculty pursue other opportunities when they do not feel fairly compensated, and potential faculty are reluctant to come to our campus. Many IU Kokomo searches have been unable to attract their preferred first choice, or simply failed because of salary issues. Second, morale is an issue. IU Kokomo faculty know they are paid less than their regional campus colleagues, and with no clear rationale as to why this is the case, are left to believe this differential is arbitrary and unfair. Our campus is growing and is currently experiencing record enrollments. IU Kokomo must remove this salary problem if we hope to keep our talented faculty and attract high quality applicants.

Recommendations:

In order to deal with the immediate and long-term problem of low salaries, and to prevent this problem from reoccurring in the future, the Budgetary Affairs Committee makes the following recommendations:

(1) Salaries of current faculty should to be improved in the following ways.

(a) We ask the Interim Chancellor to appeal to the trustees of Indiana University for an exception to the raise percentage allowed—for instance, a one-time 5% raise across the board.

(b) We ask the Interim Chancellor to propose to the trustees a change in the raise policy such that the raise percentage/salary pool is tied to some metric other than current salaries, such as total campus revenue, annual increase in revenue, etc. For instance, if the campus has a large increase in funds, we could give raises based on that increase rather than raises based on current faculty salaries only.

(c) We ask the Interim Chancellor to work with the other regional campuses to raise the CUPA benchmark.

(2) New faculty should be hired in at starting salaries that reflect market forces and CUPA changes. Specifically, the committee recommends that all new faculty be hired in at no less than 85% of CUPA.

(3) "Merit" must be specifically defined. We ask that the Budgetary Affairs Committee, and perhaps the Faculty Affairs Committee, work with Interim VCAA Kathy Parkison to create a specific definition of merit, a set of standards that fit this definition, and a policy for determining and applying these standards.

(4) The committee recommends that a post-promotion, performance-based raise program be created. This program would be based on merit as defined in part (3), and would allow for outstanding faculty to receive a one-time significant raise after a specific period of time following promotion to Associate Professor, Professor, or Senior Lecturer. The Budgetary Affairs Committee, and perhaps the Faculty Affairs Committee, will work with Interim VCAA Kathy Parkison to determine the specifics of this program.

(5) Given that several of these proposed solutions require approval from entities off campus (including the trustees), further study will help improve our case. The committee proposes that Interim VCAA Kathy Parkison work with the committee to perform an analysis of faculty salaries in relation to a set of like institutions outside the IU system. This analysis will help to improve the analysis presented in this document.

(6) The committee recommends that each academic unit collect salary data from its professional associations in order to provide further comparative data on IU Kokomo faculty salaries. This data will provide an additional way to measure salaries, and should be used as the basis of equity raises. The committee believes that this data will be more accurate than the CUPA data that is currently used by IU Kokomo.

The committee asks that the administration work to enact these recommendations in the very near future.

Conclusion:

This document has given detailed analysis of the IU Kokomo faculty salary issue and has proposed several solutions to this problem. The Budgetary Affairs Committee respectfully urges Interim Chancellor Sciame-Giesecke to implement this plan as soon as possible.

ⁱ Notes on Table 1

(A) Average salary for AC1 Faculty in 10-Month positions ONLY. Librarians are excluded from this analysis because they are in 12-month positions.

(B) Average salary does not include any Additional Pay, Supplemental Pay, Administrative Pay, or Overload.

(C) Data could not easily be broken down to the RC level because campuses have different Organizational (departments) structures. E.g. Kokomo does not break out Chem, Math, Biology, Phys, which are all rolled up into KO---SSCI, unlike other campuses (see NW, SB). This is also the case with KO---HMAN, which does not breakout ENG, Folklore, etc. The ideal scenario would be to compare salaries between faculty in similar Schools or Departments.

(D) The average salary amounts here do not tell an accurate story, and should be interpreted with caution. For instance, the average salary for Assistant Professors is skewed upwards for East because of the larger number of Assistant Professors in the School of Business, a department that tends to pay higher salaries compared to other departments.