

## TARGET RATE METHODOLOGY FOR FACULTY VERSION 1.0

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Target salary is the minimum salary a faculty member should receive provided they have minimally met expectations for the position that they occupy. Thus, target salary is determined by fixed measures such as the CIP (Classification of Instructional Program) code of a given position and time in a particular faculty rank. The overall market-based compensation model for faculty also includes a significant merit-based component that is reflective of a faculty member's performance relative to other faculty in their unit and appropriately normed to the average market salaries in their field. Since merit requires an assessment that is performed annually and is variable over a career, it is not included as a component of target salary. Merit will not factor into this current mid-year raise but will be part of future CEC raise processes.

In developing a target salary based on years in rank, the Provost's office and the Faculty Compensation Taskforce (FCT) considered market realities that constrain the longevity schedule as well as career milestones for tenure track faculty that we wish to support and reward. A key constraint is the size of the promotion raise typically seen in the market versus our current promotion raise methodologies, which will not change as part of this new compensation model. Thus, moving a sixth-year assistant professor salary from 100% of market levels for assistant professors within a specific CIP code to 95% of market levels for an associate professor within a specific CIP code, most closely mimics the salary changes seen upon promotion under our current promotion policy. A similar analysis for the associate to full professor promotion suggests that a full professor should start at 83% of the market level for a full professor.

The FCT and the Provost agree that we must assure that long-term faculty members who meet minimal levels of performance are compensated at the market rate. Thus, target salary at all ranks does reach 100% after an appropriate time in rank. In some positions such as instructors, there is an immediate move to 100% of market but in others, most notably full professors, the attainment of 100% requires a significant number of years of service. Each position type has some underlying attributes that support the proposed longevity tables. The assistant professor progression starts at 90% of the market average. This starting rate is reflective of our current hiring salaries, which are competitive in the market. The salary takes a significant increase to 100% of market at year 3, which is intended to reward those faculty for successful third year reviews. For associate professors, target salary progresses gradually and then plateaus after six years. This timing reflects the first opportunity for an associate professor to be considered for promotion to full professor. Thus, the intent is to motivate associate professors to focus on achieving this promotion as soon as possible as a means to move up to the next level of compensation. For full professors, the salary data includes faculty with a broad range of "years in rank", from newly promoted professors to professors who have been in that rank for 30 or more years. Thus, the average salary for full professors represents a broad range of experience and 17 years was deemed an appropriate timeframe to meet the 100% of market target. As a reminder, the longevity progression does not include merit raises and we fully anticipated that many faculty will experience much faster progression toward (and above) their target salary due to performance-based raises.

The average market rate for instructor and senior instructor positions are currently linked to the tenure-track associate professor rank for a given CIP code (65% and 70% respectively). More work is likely ahead for the FCT for this employee group but the initial analysis suggest a starting target salary below 100% might render the institution at a competitive disadvantage for hiring new instructors. Thus, the initial longevity schedule starts instructors and senior instructors at 100% of their market salary and remain there unless additional compensation for merit is provided.

Non-tenure track faculty such as clinical and research faculty were assigned a market rate that is 85% of the salary of like-rank tenure-track faculty within that CIP code. This ratio (as well as the ratio for instructors and senior instructors) is based on an average of the institution's current practice. The FCT

and the Provost anticipate that we will continue to fine-tune these market rates since there is a broad variability in current compensation philosophies. Faculty senate will also consider alternative career tracks for our faculty, such as full-time but non-tenure track instructional faculty with assistant, associate, full professor ranks.

Finally, joint appointments have not been consistently and clearly documented or delineated in the past. Most appointments are “buy-outs” of time from a home department, but a handful of cases involve appointments intended to be shared or joint appointments. Thus, for this initial assessment, we have opted to simply apply market-based salaries on the faculty member’s current home (majority appointment) department’s CIP code. Again, the FCT and the Provost’s office will continue to refine our approach for appointments involving more than one academic department.

In closing, this market-based compensation approach is a work in progress. The Faculty Compensation Taskforce and the Provost’s office have worked diligently to get these faculty data compiled and analyzed so that we can launch this effort for the faculty, to complement the good work of HR in dealing with staff compensation. We have done our best to initiate this process in a fair and transparent manner and will continue to refine and improve it going forward.

## LONGEVITY SCHEDULE

<i>Rank Years Completed</i>	<i>Instructor</i>	<i>Senior Instructor</i>	<i>Assistant Professor</i>	<i>Associate Professor</i>	<i>Professor</i>	<i>Distinguished Professor</i>
0	100.00%	100.00%	90.00%	95.00%	83.00%	83.00%
1	100.00%	100.00%	90.00%	96.00%	84.00%	84.00%
2	100.00%	100.00%	90.00%	97.00%	85.00%	85.00%
3	100.00%	100.00%	100.00%	98.00%	86.00%	86.00%
4	100.00%	100.00%	100.00%	99.00%	87.00%	87.00%
5	100.00%	100.00%	100.00%	100.00%	88.00%	88.00%
6	100.00%	100.00%	100.00%	100.00%	89.00%	89.00%
7	100.00%	100.00%	100.00%	100.00%	90.00%	90.00%
8	100.00%	100.00%	100.00%	100.00%	91.00%	91.00%
9	100.00%	100.00%		100.00%	92.00%	92.00%
10	100.00%	100.00%		100.00%	93.00%	93.00%
11	100.00%	100.00%		100.00%	94.00%	94.00%
12	100.00%	100.00%		100.00%	95.00%	95.00%
13	100.00%	100.00%		100.00%	96.00%	96.00%
14	100.00%	100.00%		100.00%	97.00%	97.00%
15	100.00%	100.00%		100.00%	98.00%	98.00%
16	100.00%	100.00%		100.00%	99.00%	99.00%
17	100.00%	100.00%		100.00%	100.00%	100.00%
18	<b>100% ongoing until end of service for all ranks</b>					