

### **Goal of the Committee**

This report presents an analysis of faculty salary equity at Loyola University New Orleans. All comparisons use **median salary** (\$75,730 at Loyola University compared to \$69,121 for reference group schools).

The Ad Hoc Salary Committee is a sub-Committee of the Faculty Senate. This committee is comprised of the Provost, Six Faculty Members appointed by the University Faculty Senate and a representative from the Office of Institutional Research and Effectiveness. The goal of the Committee is defined as:

- Loyola median salaries in each discipline should be at the 50<sup>th</sup> percentile when compared to their peers (reference Group Schools are listed in Appendix I). Future phases of this model may be considered to include other variables; however, the first phase will focus on raising faculty salaries to the middle 50% of their peers.
- Creation of two (2) pools of funding: Equity Pool and Merit Pool, with equity split from merit to address equity separately.

This study is modeled after “The University of Akron Salary Compression Model”; which may be viewed in its entirety at: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=628005](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=628005)

### **Relevant Faculty Population/Data Source**

Data to support this process was obtained from the Office of Institutional Research and Effectiveness’ Faculty Database (FDB) and from the College and University Personnel Administrator’s National Faculty Salary Survey (CUPA-NFSS).

#### Faculty Population/FDB

As defined by the Committee, the faculty included in this study consisted of full-time tenure and tenure-track faculty employed during the fall 2010 semester. Excluded from this reporting were: semester faculty, part-time faculty, visiting faculty, administrators, library faculty, lecturers/extraordinary faculty, retired faculty, clinic faculty and faculty who fall well outside of the pay scales. Salaries reported include full-time faculty teaching salaries only; this excludes all stipends and non-salary compensation; 12 month faculty salaries were converted to a 9-10 month salary using a conversion of .818; contrary to CUPA methodology, for this study, leave without pay faculty were added back into the total population. The main source of data for faculty information was the FDB; information regarding the variables found within the FDB is identified in Appendix II.

#### Exclusions from this Study

Library and Law Clinic faculty salary equity issues will be addressed during academic year 2012-13, and therefore, are excluded from the this study; additionally, this information cannot be obtained from CUPA in a format comparable to other academic disciplines for comparison purposes and will require a different methodology.

Reference Group

The committee agreed that the General Reference Group would be used as the comparison group for this study; nevertheless, using this reference group excludes two (2) departments from the calculations (affecting 17 faculty members). Initially, there were five additional departments that did not have a match within the CUPA data; however, with the approval of the respective Dean’s Office, these departments were collapsed into general categories which resulted in a data match. Effected faculty will be reported within the new CUPA codes from this point forward.

Index

CUPA data was used to identify the overall index for the general reference group. This index includes the overall mean and median salary by rank. Again, all comparisons use **median salary** (\$75,730 at Loyola University compared to \$69,121 for reference group schools).

**Comparison Group**    **General Reference Group**  
**Group Size**            23 Institutions (Excludes Loyola)  
**Year**                     2010-11

Code/Title	Loyola University			B. Comparison Group Statistics (Based on Reported Average Salaries*)		
	N	Mean	Median	Mean	Median	N
<b>OVERALL INDEX</b>	<b>225</b>	<b>86,325</b>	<b>75,730</b>	<b>86,282</b>	<b>69,121</b>	<b>5,368</b>
<b>Professor</b>	91	106,173	96,399	104,970	92,655	1,711
<b>Associate Professor</b>	77	77,774	69,900	79,403	68,041	1,828
<b>Assistant Professor</b>	56	66,429	57,464	66,949	56,200	1,812
<b>New Assistant Professor</b>	12	69,480	61,932	68,905	63,134	101
<b>Instructor</b>	1	52,750	52,750	44,439	44,722	17

Salary Gaps Identified

The first step in this process was to identify salary inequity within each department based on relative salary ratios derived from Loyola’s reference group. The discipline-specific salary gaps for each rank were calculated using the following formula:

$$\% \text{ Gap} = \left[ \frac{\text{Loyola Rank Discipline Specific Median}}{\text{Overall Loyola Median}} - \frac{\text{Reference Rank Discipline Specific Median}}{\text{Overall Reference Median}} \right]$$

**EXAMPLE: Dept A17 & 20, 2010 fall:**  
CUPA Data (Report Excerpt)

Dept A17	N	Loyola Median	N	Reference Group Median
Professor	7	\$92,902	110	\$97,144
Associate	3	\$61,209	117	\$64,370
Assistant	4	\$ 55,205	89	\$53,900

Dept A20	N	Loyola Median	N	Reference Group Median
Professor	4	\$97,498	59	\$86,524

**ProfessorA17 (example: negative gap)**

$$\% \text{ Gap} = G_i = \left[ \frac{\$92,902}{\$75,730} - \frac{\$97,144}{\$69,121} \right] = 1.2268 - 1.4054 = -0.1786 = -17.9\%$$

**ProfessorA20 (example: positive gap)**

$$\% \text{ Gap} = G_i = \left[ \frac{\$97,498}{\$75,730} - \frac{\$86,524}{\$69,121} \right] = 1.2874 - 1.2518 = +0.0356 = +3.6\%$$

- Negative gaps indicate the discipline/rank for which Loyola's relative median salary is lower than the relative median of the reference group;
- Positive gaps indicate the ranks for which Loyola's relative median salary is higher than the relative median salary of the reference group.

**Model for Allocating Funds to Disciplines**

The principle behind this model is to identify those departments where salary inequity exists based on the median salary within the departments. This method allocates funding to a specific discipline based on the deviation from the reference group median as calculated above (% Gap). For this exercise, **only those disciplines with a negative gap are addressed**, since these are the departments with identified salary inequity relative to the median salary at peer institutions.

The following table illustrates how this model would be applied based on a hypothetical pool of \$500,000 (assumed for illustrative purposes).

Rank/Dept	RG Med	N	Gi	Si	Gi *Si	Allocation % (Percentage)	Allocation \$ (Dollar Amount)
<b>ProfA17</b>	\$97,144	7	-17.9%	\$671,416	\$120,183	5.49%	\$27,436
<b>AssocA17</b>	\$64,370	3	-12.3%	\$184,698	\$ 22,718	1.04%	\$ 5,186
<b>AssistA17</b>	\$53,900	4	-5.1%	\$227,417	\$ 11,598	0.53%	\$ 2,648

- Rank/Dept = Affected rank by department (departments are coded to ensure confidentiality)
- RG Median = Reference Group Median Salary
- N = Number of faculty affected within the rank/department
- Gi = Calculated gap (Note: only negative gaps are presented; however, converted to a positive number for calculation purposes)
- Si = Total salaries within this rank/department
- Gi \* Si = Calculated gap multiplied by the Total salaries within rank/department
- Allocation % = (Gi \* Si)/Total (Gi \* Si); percentage of the pool allocated to this rank/dept (Sum Rank/Dept)
- Allocation \$ = Allocation % \* Salary Pool Amount (exampled based on \$500,000 pool)

Using this example, the department above would be allocated a total of \$35,270; allocated among the ranks: Professor: \$27,436, Associate \$5,186, Assistant \$2,648. Final allocation to individual faculty members within the department would be determined by the dean, supported by faculty productivity and merit, with attention to correcting existing inequities.

## Appendix I

### LOYOLA UNIVERSITY NEW ORLEANS General Reference Group

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Bentley University (MA) <sup>2</sup>	Mills College (CA)
Bradley University (IL) <sup>2,3</sup>	Providence College (RI)
Butler University (IN) <sup>2,3</sup>	Rollins College (FL) <sup>2,3</sup>
Creighton University (NE) <sup>1,2</sup>	Santa Clara University (CA) <sup>1,2,3</sup>
Drake University (IA) <sup>1,2,3</sup>	Stetson University (FL) <sup>1,2,3</sup>
Elon University (NC) <sup>2</sup>	The College of New Jersey (NJ) <sup>2,3</sup>
Fairfield University (CT) <sup>2</sup>	Trinity University (TX) <sup>2,3</sup>
James Madison University (VA) <sup>2,3</sup>	University of Mary Washington (VA) <sup>3</sup>
John Carroll University (OH) <sup>2</sup>	Valparaiso University (IN) <sup>1,2,3</sup>
Loyola University Maryland (MD) <sup>2</sup>	Villanova University (PA) <sup>1,2</sup>
Loyola Marymount Univ. (CA) <sup>1,2,3</sup>	Xavier University (OH) <sup>2</sup>
Mercer University (GA) <sup>1,2,3</sup>	

Approved: Spring 2009 by SCAP and the Council of Deans

Legend Accreditation Codes: School of Law, ABA Accredited <sup>1</sup>  
College of Business, AACSB Accredited <sup>2</sup>  
College of Music, NASM Accredited <sup>3</sup>

## Appendix II

### Faculty Database (FDB) ACCEPTABLE ENTRIES & DEFINITIONS

10/08 (REVISED)  
THIS REVISION EFFECTIVE WITH 2008 FALL FDB

#### FIELD ENTRIES & DEFINITIONS

1. Checked: Indicates that this faculty member has been updated into the current FDB.
2. SSN: Social Security number without dashes.
3. CWID: Campus wide ID assigned through SIS.
4. Employee  
Full Name: Salutation, First Name, MI, Last Name
5. Employee Name: Employee's name, last name first.
6. First Name: Employee's first name.
7. Middle Name: Employee's middle initial or full middle name.
8. Last Name: Employee's Last Name.
9. Name Suffix: SJ, JR, SR, III, Etc.
10. Pathways  
College: HN, SS, MA, BU, LW, LWL, UL, AVP  
(No longer valid: A&S, CBA, MUSIC, CITY, LAW, University Library)
11. Pathways Dept: 20 Characters (Academic Teaching Dept.)
12. CUPA: CUPA Departmental Code – from CUPA documentation.  
Note: ensure faculty member is identified with the correct CUPA code. This is the code that faculty will be reported in and compared to when using CUPA National Faculty Survey data.
13. 2ND Dept: Used for people employed full-time in a department and who are also teaching in another department or college.
14. EEO Rank: PROF, ASSOC, ASSIST, INST, LECT, PROFU (University Professor), or "V" for Visiting at the end of any rank (i.e., PROFV), Artist-In-Residence.
15. Current Yrs in Rank: The number of years in current rank. First semester in rank counts as 1. Part-time faculty are not reported here.
16. EQV RANK: As in # 14 above & appropriate.
17. EMPL STATUS: "F" = Full-Time, "P" = Part-Time, "L" = Leave.
18. OCCPT: "FAC" Faculty, "ADM" Administration, "FLB" Library Faculty, "ADF" Staff/Faculty, "FLC" Clinic Faculty, "SPC" faculty on buyout/early retirement (not reported in CUPA). To be classed as "FAC" the majority of responsibility must be teaching.
19. Job Title: Dean, Assoc Dean, Assist Dean, Chair, Dir Of ..., etc.
20. Contr Cla: "12" = 12 Months, "09" = 9 Months, or 08F, 07S, 07M, 06F, etc. As stated on the contract of employment.
21. Contract Pd: Indicates Academic Year (08-09, 07-08, etc) or semester (2008F, 2007F).
22. Multi Yr Contract: Indicates time limit of certain contracts (1 year contract, 5 year contract. etc.)
23. Contg Fac: Only for full-time faculty. The only entry is a "Y" for yes. If the faculty member was a full-time member of the teaching faculty in the previous academic year at Loyola and is re-employed full-time in the current year then this field would have a "Y" entered.
24. Tenure Status: "T" Tenured, "NT" Non-Tenured, "E" Extraordinary, "11A" Clinic Faculty, "TRM" Term Faculty. As per contract. Part-time not reported here.

25. SCAP Cnt: SEE THE NOTES TO THE PSP. DEFINITION FOR COLUMN 3.  
Full-time equivalent faculty (FTE faculty definition for PSP). Full-time faculty count as 1; Part-time faculty 1-4 hrs as 0.33; 5-7 hrs as 0.67; and 8 or more hrs as 1. Effective 1983 Fall. Faculty on leave could be counted in this category; however if faculty is not teaching the count is 0.  
Independent Study courses are not counted to determine full-time equivalency.
26. Ethnic: "W" = White, "B" = Black, "A" = American Indian, "S" = Spanish Surname, "R" = Asian or Pacific Islander, "I" = International, "U" = Unknown, "O" = Other. (See HRS) – New IPEDS definitions will go into effect 2009 FDB.
27. Sex: "M" = Male, "F" = Female
28. Date of Birth: As 04/30/44; Month/Day/Year
29. Term Hired: Year first hired full-time without a break in service (as 2008F or 2008S or 2008M).
30. Current Yrs Of FT Svs: Total years of college level full-time teaching.  
Includes Loyola plus other full-time teaching. First year counts as one.  
Part-time faculty not reported here.
31. Asgn Dept: Budget code (See HRS).
32. AAUP Flag: Indicates if faculty member will be included in AAUP survey.
33. AAUP Salary: Salary to be included in AAUP Survey (does not include stipends or additional pay of any type).
34. Teach Salary: Portion of an individual's contract salary that is allocated to teaching duties.  
If faculty member is on leave during the fall, salary is NOT reported here. If faculty member on leave for the spring only salary would be reported here.
35. Adm Lib Salary: Portion of an individual's contract salary that is allocated to Administrative or Library Duties. If faculty member is on leave during the fall, salary is NOT reported here.
36. Equiv Salary: If field #17 is equal to "L" (Leave) then the dollar amount in this field is the dollar amount that the individual WOULD receive if s/he was regular full-time. (Whole salary if on leave goes here).
37. 2\_Dept\_Salary: The salary received from activities engaged in under field #14.  
(This is equal to the "L" (Leave) Salary actually paid to the faculty member).
38. Total Salary: Total of Field #'s 34, 35, & 37.
39. Prior\_Teach\_Sal: Prior year's teaching salary.
40. Prior\_Adm Lib Sal: Prior year's Administrative/Library salary.
41. Prior\_Equiv Salary: Prior year's Equiv Salary.
42. Prior\_2\_Dept Sal: Prior year's 2\_Dept\_Salary.
43. Prior\_Total Salary: Prior year's Total Salary.
44. SCCH: The total student course credit hours. (No longer used)
45. FTE Std: Full-time equivalent students. (No longer used)
46. # Crses: The total number of courses the faculty member is teaching. (No longer used)
47. Sal \$ FTE: Field 34 divided by field 41. (No longer used)
48. Term Degree: The terminal degree as defined by the college/department or by generally accepted academic/professional practices. This is used when calculating percentage of faculty with terminal degrees.
49. Highest Deg Level: Highest degree earned code.
50. Highest Degree: Field #49 defined.
51. Highest Degree: Degree major.
46. Jesuit: If the individual is a member of the Society Of Jesus, then a "Y" would appear here.
47. Religious: If the individual is a member of any religious order or denomination: a Priest, Minister, Reverend, Brother, Sister, or Rabbi the entry should be a "Y" for yes. If the field is blank, such is interpreted to mean no.
48. Salutation: Proper salutation for faculty member.
49. Sabbatical: Indicates period of sabbatical.

50. Leave Period: Indicates period of leave.
51. Sabbatical Comm: Most Common: "F" = Full Salary; "6" = 2/3 Salary, "W" = Without Pay  
Other codes available: "1" = 3/8 salary, "2" = 2/5 salary, "3" = 1/3 salary,  
"4" = 1/4 salary, "5" = 1/2 salary, "7" = 3/4 salary, "8" = 3/5 salary, "9" = 4/5 salary,  
"G" = 2/3 salary plus grant, "R" = salary reimbursement
52. Leave Comm: Most Common: "F" = Full Salary; "6" = 2/3 Salary, "W" = Without Pay  
Other codes available: "1" = 3/8 salary, "2" = 2/5 salary, "3" = 1/3 salary,  
"4" = 1/4 salary, "5" = 1/2 salary, "7" = 3/4 salary, "8" = 3/5 salary, "9" = 4/5 salary,  
"G" = 2/3 salary plus grant, "R" = salary reimbursement
53. BuyOut/Ret.  
Comment: Any comment necessary to the individual record.