

Report and Recommendations of the Rank, Tenure, and Salary Committee

A. Statement of Problem – Faculty Salaries

1. The University's mission statement and associated verbiage refer to "academic excellence" and "instructional excellence". It is difficult to conceive how John Carroll University will be able to continue to attract and retain faculty that match these standards of excellence while offering salaries that are at or below the average of faculty at peer institutions.
2. In the early 1990's, President Michael Lavelle had an oral agreement with the University's faculty to adjust faculty salaries upward with an initial goal of surpassing the 50th percentile of the CUPA salary data¹, and a longer term goal of reaching the 65th percentile of the CUPA salary data. During the 1994-95 academic year, average faculty salaries (across all ranks) reached the 60th percentile of the CUPA salary data. After Father Lavelle's departure, the goal drifted away and by the 2001-02 academic year (the most recent year for which this data is available) the average of all faculty salaries had fallen to the 46th percentile. This information illustrates the positive effect that the establishment of a goal can have on faculty salaries.
3. Additional CUPA-based data provided by the administration, shows that for the 2003-04 academic year an additional \$145,350 is all that would have been required to bring JCU faculty salaries up to a level where the average salary for each rank in each department would be, at a minimum, at the 50th percentile. The data also shows that JCU had, on a departmental basis, many instances in which salaries for full professors (nine departments), associate professors (seven departments), or assistant professors (seven departments) were at or above the 60th percentile. When the standard is raised to the 80th percentile, the number of departments with salaries at or above that level for full professors, associate professors, and assistant professors were two, one, and two, respectively. This data provides evidence that the salary goals proposed herein are reasonable and reachable.
4. This proposal is an attempt to formally establish a goal for faculty salaries similar to the oral agreement that previously existed.

¹ The specifics of this goal are based on the collective best recollections of faculty familiar with the goal.

B. Recommendations

Motion: Adopt the following “Short-Range Goal”, “Long-Range Goal”, and associated “Process Standards” and ask the JCU administration to do likewise.

Short Range Goal

For every department, the median salary of tenure track faculty members in that department at JCU shall meet or exceed the 65th percentile of the average salaries for corresponding departments at comparable CUPA institutions² by the 2008-09 academic year (CUPA averages weighted to reflect the rank distribution within the JCU department and updated to the appropriate year using the Cost-of-Living Adjustment percentages computed annually by the Social Security Administration³).

Long Range Goal

For every department, the median salary of tenure-track faculty members in that department at JCU shall meet or exceed the 80th percentile of the average salaries for corresponding departments at comparable CUPA institutions¹ by the 2012-13 academic year (CUPA averages weighted to reflect the rank distribution within the JCU department and updated to the appropriate year using the Cost-of-Living Adjustment percentages computed annually by the Social Security Administration³).

Process Standards

- 1. The University will provide to the faculty, through the RTS Committee, yearly updates on the progress toward meeting the above goals.**
- 2. The University will provide to all department chairs, the yearly comparable CUPA institutions¹ salary percentiles for their respective departments. Department chairs will then provide each faculty in his/her department with the comparable CUPA institutions¹ salary percentile for the faculty member’s salary.**
- 3. The University will continuously monitor salaries to identify and resolve issues concerning Gender Equity.**
- 4. Any change in the definition of “comparable CUPA institutions¹” must be approved by the RTS Committee.**

² Currently “comparable CUPA institutions” is defined as the set of schools that participate in the CUPA salary survey and are also AACSB accredited.

³ Available at: www.ssa.gov/OACT/COLA/colaseries.html

C. Alternatives Considered

1. Setting a goal specific to each individual faculty member's salary relative to the CUPA percentile for their rank and discipline.
2. Setting a CUPA percentile goal regarding the average salary for a given rank regardless of discipline.
3. Setting less aggressive goals in terms of the timing and percentiles.

D. Results Expected

1. Short term: An improvement in JCU faculty salaries relative to our peers at other institutions.
2. Long term: A re-establishment of JCU faculty salaries at levels previously achieved, or above, and consistent with our mission statement.