

Washington State University Faculty Senate

Ad-Hoc Committee on Salary Steps

Final Report and Recommendations

April 2024



Committee Members:

Laurie A. Drapela, WSU Vancouver, Committee Chair, College of Arts and Sciences

Gary Chastagner, WSU Puyallup Research and Extension Center, College of Agriculture,
Human, and Natural Resource Sciences

Brad Gaolach, WSU Everett, Director, Metropolitan Center for Applied Research and
Extension

Laura Lavine, WSU Pullman, College of College of Agriculture, Human, and Natural Resource
Sciences

Kay Olson, WSU Spokane, College of Nursing

Shannon Scott, WSU Pullman, School of Music

Acknowledgements

This report was made possible by the effort and dedication of several persons and organizations whom we acknowledge here:

- Anna Schilter (WSU Faculty Senate Assistant) and Matthew Hudelson (WSU CAS Department of Mathematics and Statistics) for assistance in obtaining archival documents of prior salary report investigations.
- Washington State University Institutional Research personnel Stephanie Kane and Coleen McCracken, for assistance with our inquiries about peer institutions and IPEDS.
- Melissa DiNoto and Zami Wilson of WSU Human Resource Services, for sharing their perspectives on the WSU AP Salary Step Schedule.
- Dean Dori Borjesson, for sharing her experiences with salary step system implementation while at the University of California- Davis.
- The Faculty Senate Executive Committee for their technical assistance and support.
- Faculty members, administrators, and supports staffs compiling prior salary reports at WSU (2005, 2007, 2020, and 2022).
- Faculty members, administrators, and support staff at peer and non-peer institutions who provided context for their salary adjustment processes.

Table of Contents

Executive Summary iv

Background and Committee Charge1

WSU Salary Policy: A Brief History2

Research Methodology and Selections of Peer Institutions.....8

Peer Institutions Faculty Compensation Strategies: Models13

Other Committee Charges22

Policy Recommendations for Improving Faculty Compensation at WSU25

References29

Appendix A32

Executive Summary

In the summer of 2022, WSU Provost Elizabeth Chilton’s office initiated a comprehensive review of faculty salaries across the Washington State University system with an eye toward identifying salary inequities and initiating rounds of salary adjustments enhancing salary equity (Chilton, 2022). In January 2023, selected faculty members received salary increases under this plan: adjustments ranged from \$1,000 to \$18,000 and were distributed across career and tenure-track faculty working at WSU’s five campuses (Pullman, Vancouver, Tri-Cities, Spokane, and Everett). Both the Provost and a past Faculty Senate Chair characterized the salary adjustments as a first-round process that would be repeated annually; and that roughly one million dollars was spent adjusting faculty salaries (Call, 2023).

Faculty across the WSU system wanted more information about the decision-making process resulting in faculty salary adjustments for a relatively small proportion of those eligible. Most pointedly, faculty expressed a need for WSU to embark upon a coherent faculty compensation strategy (Lavine, 2023). In September 2023, the WSU Faculty Senate created the ad-hoc committee on salary steps. After meeting monthly between October 2023 – March 2024 and studying our strategic planning peer institutions’ faculty compensation policies, it became clear that Washington State University lags far behind most of these colleges and universities. Specifically, WSU trails most of these campuses in terms of articulating a coherent faculty compensation policy, providing public accessibility of base compensation information for faculty, and benchmarking pooled salary information for tenure-track (TT) and career-track (CT) faculty relative to our strategic planning peers. As such, we offer the following recommendations:

- WSU's Strategic Plan should incorporate a faculty compensation philosophy as well as a coherent strategy for achieving the fiscal goals expressed therein. The university needs a detailed roadmap to enhance faculty salaries to market levels *before* the funds become available to the WSU System. Such planning facilitates expeditious implementation of compensation adjustments when funds become available.
- WSU compensation policy should be thoroughly overhauled, starting with the data from the 2022-2023 salary study conducted by the Provost's Office. The university is in dire need of a compensation consultant specializing in fair and equitable base salaries among public research-intensive universities containing multiple geographic sites. Such expertise will be useful in redesigning faculty compensation for the WSU system.
- A permanent WSU Faculty Senate subcommittee investigating, monitoring, and advising changes to faculty base pay compensation as part of faculty governance should be created. This subcommittee should also serve as the repository for prior salary study investigations, be they generated by the WSU Faculty Senate or other university entity.
- WSU should consistently, publicly post TT and CT faculty base salaries on its HR website in three distinct forms: 1) TT and CT base salaries pooled by academic unit within colleges (system wide); 2) TT and CT base salaries pooled by academic unit within colleges for each geographic location (Everett, Spokane, Tri Cities, Vancouver, Extension, and research sites); and 3) every TT and CT faculty member's base salary listed and publicly available each academic year. These three sources will illustrate differences in faculty base salaries within and between academic units and state locations. Such data are critically important for both public accountability and designing a future salary step system or salary band system.

- WSU should publicly present on its Institutional Research (IR) website pooled base salaries for its CT and TT faculty, relative to our Strategic Planning Peers. Annual comparisons to these peers will provide critical benchmarks for designing a future salary step system or salary band system.
- In addition to the faculty base salary design overhaul expenditures, WSU executives must allot a pool of money to adjust faculty base salaries to the lowest step or band of the incoming base salary compensation system. Some faculty are so poorly paid on base that the lowest level of the new compensation policy exceeds their current salary by several thousand dollars. Creating a “shoring up” pool of money will allow for adjustment to the lowest level so the faculty member may begin participating in the salary step system at the appropriate point.
- WSU and the University of Washington need to leverage their leadership powers at the administrative, faculty, and legislative liaison levels to move the State of Washington Legislature toward intensive amounts of fiscal re-investment in higher education. The state’s budget experienced a recent surplus due to increased revenues from capital gains taxes (Cornfield, 2024); higher education deserves access to these surplus funds to rebuild faculty compensation after the Great Recession of 2008 and the global pandemic of 2020. While the legislative body’s focus on K-12 education is consistent with the preamble to our state’s constitution, such obligations do not excuse the Legislature’s poor investment in higher education faculty compensation.
- The State of Washington should re-establish the Higher Education Coordinating Board (HEC Board) and incorporate faculty compensation monitoring and oversight as part of its responsibilities. In addition to the ten-member citizens comprising the board,

compensation specialists with career experience in faculty compensation should be added as well as an equity officer to monitor faculty compensation among under-represented groups in higher education.

Washington State University Faculty Senate Ad-Hoc Committee on Salary Steps

Final Report and Policy Recommendations

Background and Committee Charge

In the summer of 2022, WSU Provost Elizabeth Chilton's office initiated a comprehensive review of faculty salaries across the Washington State University system with an eye toward identifying salary inequities and initiating rounds of salary adjustments enhancing salary equity (Chilton, 2022). In January 2023, selected faculty members received salary increases under this plan: adjustments ranged from \$1,000 to \$18,000 and were distributed across career and tenure-track faculty working at WSU's five campuses (Pullman, Vancouver, Tri-Cities, Spokane, and Everett). Both the Provost and a past Faculty Senate Chair characterized the salary adjustments as a first-round process that would be repeated annually; and that roughly one million dollars was spent adjusting faculty salaries (Call, 2023).

Faculty across the WSU system wanted more information about the decision-making process resulting in only sixteen percent of eligible faculty receiving salary adjustments (244/1,516 eligible – see Call, 2023). In January of 2023, a member of this ad-hoc committee, Laura Lavine, posted on the Faculty Senate page that WSU lacked a comprehensive strategy for implementing widespread equity in salary policy, as evidenced by narrowly applied adjustments from the Provost's Office. She noted that other public university systems used salary step systems to keep faculty salaries within normal ranges of one another and that Washington State should consider such a mechanism (Lavine, 2023).

The WSU Faculty Senate created the ad-hoc committee on salary steps in March of 2023, accepting self-nominations from faculty for the 2023-2024 academic year. Its membership was ratified in September 2023 with the following charges:

Charges to the Washington State University Faculty Senate Ad Hoc Committee on Salary Steps

- Investigate how step salary systems at other universities are set up and implemented.
- Characterize faculty perspectives in those universities with a step salary system.
- Any other objectives that an ad hoc committee might determine as relevant to implementing a step salary system.
- Determine the existence of any legal barriers to implementing a step salary system.
- Investigate advantages and disadvantages of such systems.

To wit, the WSU Faculty Senate Ad-Hoc Committee on Salary Steps (FSAHCSS) used these objectives to guide our research activities over the course of six months (October – March), delivering the requested report in April of 2024. The following deliverable provides both current and historical information on the University’s faculty salary policy, provides a rationale for salary policy comparisons among WSU’s peer institutions, provides concrete examples of faculty compensation policies at peer institutions, identifies challenges and benefits of faculty salary step policies, and makes recommendations to the Faculty Senate regarding revised faculty compensation policies for tenure track and career-track faculty in the Washington State University system.

Washington State University Salary Policy: A Brief History of “30:40:30” Merit Increase Allocations vs. Merit-Triggered Salary Steps (1995-2023)

WSU salary policy is clearly stated in the Faculty Manual, Section III, C7a: “When funds become available for faculty salary increases, they shall be allocated in the following manner: unless provided otherwise by law or an alternative allocation is agreed upon per Section

III.C.7.c, salary-increase monies shall be allocated thirty percent (30%) to professional development, thirty percent (30%) to superior merit, and forty percent (40%) to equity” (2023-2024, p. 89). These proportions are revised from earlier practice documented in the 2021-2022 WSU Faculty Manual designating “30% to professional development; 40% to superior merit; and 30% to extraordinary merit, equity, and market adjustment” (WSU Faculty Manual, 2021-2, p. 88).

Colloquially known as “30:40:30,” the Washington State University Board of Regents initiated this faculty salary policy in 1995 to allow academic unit administrators greater latitude in awarding merit increases to academics’ base salaries. Two regents in particular expressed deep concerns that any across-the-board an annual increase in salary – such as professional development funds – could enhance salaries for faculty whose job performance ranked below WSU standards, as articulated by the academic unit. Final language added to the 1995 manual included a caveat that professional development funds can be withheld from faculty, should substandard performance or extraordinary circumstances occur (WSU Board of Regents, 1995, p. 5).

Faculty Senate Chair Doug Baker reminded the Board that during the last budget biennium (beginning July 1, 1993), a significant portion of the faculty received no salary increase at all, despite career merit. While he was grateful for the four percent mass salary increase from the most recent legislative session, he was still concerned about widespread faculty salary compression, salary inversion, and faculty attrition to better-paying universities. President Sam Smith also expressed concerns about WSU’s low faculty salaries, arguing that greater flexibility in compensation adjustment based on annual performance reviews could reward high-performing faculty with salary adjustments, placing their base compensation on par with peer institutions. He

notes that such discretionary use of base salary increases for some may result in no salary increases for others if additional revenue sources are not available¹ (WSU Board of Regents, 1995, p. 5).

Before the 1995 change, Washington State University used a merit salary step system for faculty compensation, whereby tenure-track faculty with appropriate career merit rankings could receive a consistent increase to their base salary at annual (or bi-annual) intervals. As recently as 1993, this salary step schedule encountered difficulties keeping base salaries in academic units within reasonable limits of dispersion while also preserving enough funds to substantively enhance faculty salaries for those who had exhibited extraordinary merit in the course of a given year. Beginning January 1, 1993, the Board of Regents authorized smaller step increases in base salary for qualified faculty while preserving a larger proportion of salary funds for merit increases (WSU Week, 1992). Both the 1995 WSU Board of Regents as well as the 1993 WSU Provost noted that the Washington legislature did not fully fund regular base salary increases for WSU faculty, prompting shifts in compensation structures to maximize administrative flexibility for awarding high-performing faculty with larger increases to base salary for extraordinary merit.

Nearly twenty years after the 1995 WSU Board of Regents and WSU President changed the compensation structure for faculty, the University faces the same challenges in securing funds from the state legislature to compensate tenure-track and career-track faculty in a competitive

¹ During the same meeting, the Board of Regents voted to increase President Sam Smith's base pay compensation by eight percent, paying him \$135,675 starting July 1, 1995 (deferred compensation also increased to \$50,000 per year). The primary rationale for the increase was to provide the WSU President a competitive executive salary, relative to the institution's peers.

way with our peer institutions. Moreover, stakeholders in higher education compensation in the state of Washington documented the deleterious effects of such underinvestment as early as 2005. In a salary report commissioned by the WSU Faculty Senate, committee members noted that WSU base salaries for tenure-track faculty were far below that of peer institutions, particularly for full professors, raising concerns about post-tenure faculty attrition. WSU faculty salaries, on average, were substantively below those of both public and private universities in the State. They note that Extension specialists (E-4) with faculty duties similar to traditional academic counterparts had lower salaries than these traditional professors and may be eligible for salary adjustments on the basis of equity (Washington State University Faculty Senate, 2005).

The 2007 Faculty Senate Faculty Salary Report investigated the longitudinal effects of the both salary strategies, underscoring the inadequacy of WSU's salary funds to adjust base compensation in recognition of "the four R's" – reward for outstanding performance, retention of top-performers, recruitment of promising new faculty, and recognition for productive faculty (p. 1). The authors traced the arc of faculty salaries in a single WSU science department between 1985-2006 to illustrate the longitudinal effects of faculty compensation policy designed to reward those with highest merit at the expense of regular increases for faculty meeting department productivity standards at par. In short, the top third performers in the department received a 3% raise per year during these years while the remaining two-thirds of performers received increases ten or more times smaller (Washington State University Faculty Senate, 2007, p. 7).

**Figure 4. Individual Salary Increases Corrected for Inflation
in a Science Department**

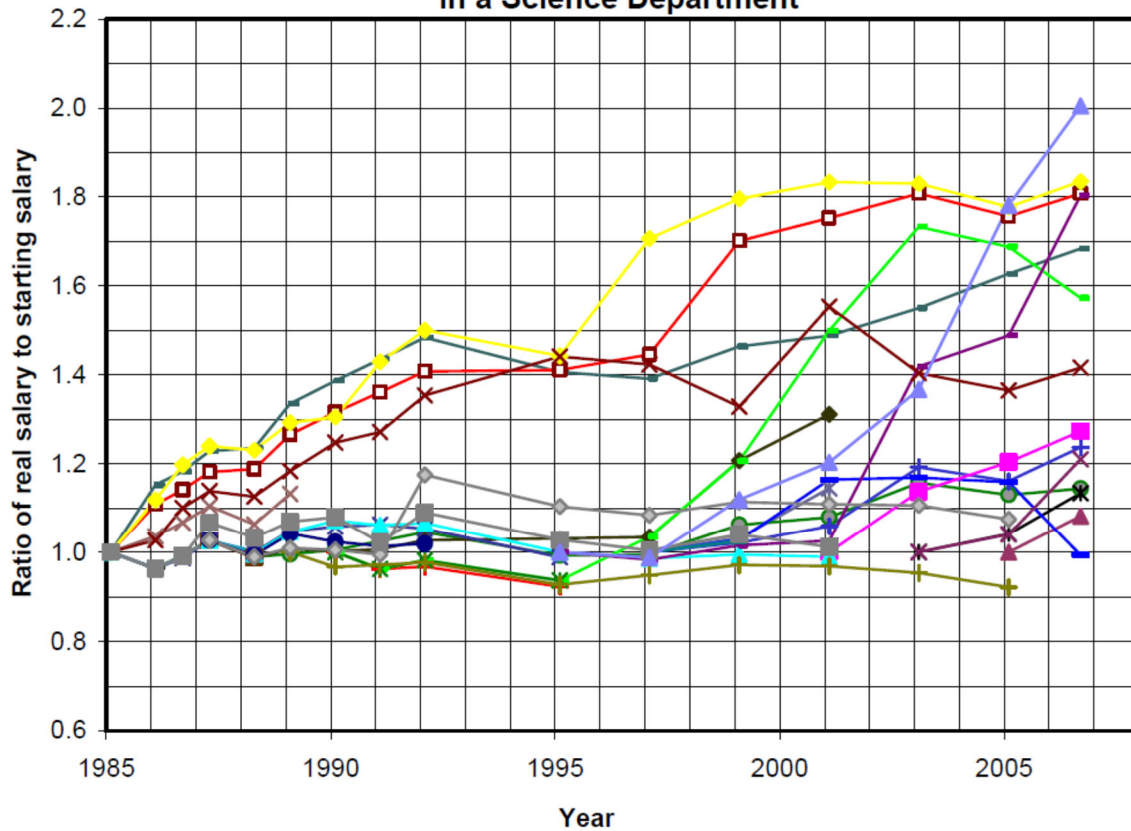


Figure 4 from the report (shown above) illustrates the salary stratification occurring in the science department over the eleven-year study period. Five faculty raised their base salaries between 1.4 to 2.0 times their initial base at the first year of hire, while the remaining faculty either increased their salaries by a factor of 1.3 or lower or *lost* salary (note the data point below 1.0 whose last salary year is 2005). The authors note the two-tiered society, observing that “individuals who were rewarded well in one year were also rewarded well in other years. At the same time, 2/3 of faculty experienced what may be called salary stagnation” (Washington State University Faculty Senate, 2007, p. 7). Salary compensation strategies producing wide variances

in faculty salaries are key mechanisms behind salary compression and salary inversion (e.g., when full professors' base salaries are less than that of assistant professors)².

In 2020, the WSU Salary Study Task Force investigated base salary equity by gender (McCluskey & Tibbitts, 2020). Comprised of women serving on WSU's Administrative Professional Advisory Council (APAC), Association for Faculty Women, Faculty Senate, and President's Commission on the Status of Women, the group explored how base salaries differed for male and female faculty within academic units by faculty rank (tenure-track and career-track). It also explored campuses' differences in base salaries by gender within academic units. They found that for career-track faculty, women earn 6.4% less than men, controlling for experience, rank, field, campus location, and race. Tenure-track women earned 2.6% less than men, controlling for similar variables. Both results were statistically significant, suggesting WSU consistently monitor gender disparities in base salaries for men and women across the university system and evaluate university hiring, promotion, and tenure practices that may be leading to inequities.

In 2022, the Washington State University Provost's Office conducted an in-depth analysis of base salaries across the system to identify both tenure-track and career-track faculty members whose annual compensation were at least one-standard deviation below the median for the academic unit in which they worked (Chilton, 2022). Department Chairs, School Directors, Extension Coordinators, and other first-line supervisors provided the requested information to the Provost's Office during the fall of 2022 and base salary adjustments were implemented in

² Between 1997 and 2007, the Washington state legislature allowed WSU to use local funds to supplant state appropriations for faculty salaries. This practice increased faculty salaries in keeping up with inflation but the state discontinued such variances in WSU faculty salary policy around 2007.

January 2023. A total of 1,513 faculty members qualified for a base salary adjustment, but with a budget of only 1,000,000.00 only 244 actually received pay adjustments. These 244 individuals were located across the WSU system and adjustments ranged from 1,000 to 18,000. A larger proportion of recipients were tenure-track rather than career-track (54.5% vs. 45.5% respectively) and women received a higher percentage adjustment than men (6.03% vs. 4.62% respectively). The College of Arts and Sciences housed the largest number of faculty receiving adjustments, followed by the Voiland College of Engineering and Architecture, then the College of Agriculture Human, and Natural Resource Sciences, and lastly the College of Veterinary Medicine (Call, 2023).

***Washington State University Faculty Senate Ad Hoc Committee on Salary Steps (2023-2024):
Research Methodology***

The WSU Provost's Office characterized the 2022-2023 salary equity study and compensation adjustment process as a first step to bringing WSU faculty salaries in range with peer institutions. As mentioned earlier in this report, inquiries from WSU faculty to the Faculty Senate and Provost regarding greater transparency about executive decision-making in awarding compensation adjustments lead, in part, to the creation of the current investigative body. After the Faculty Senate ratified the ad-hoc committee composition on 21 September 2023, the committee met on a monthly basis between October and March 2024, producing drafts of the final report in April.

The primary charge to the committee was to investigate how salary step faculty compensation policies are designed and implemented at other universities. To that end, the committee referenced the University's Institutional Research division and obtained a list of peer

institutions used for strategic planning through 2025³ (<https://ir.wsu.edu/strategic-plan-peers/>).

These institutions are research-intensive (per the 2018 Carnegie classification criteria), “have a veterinary school, may or not have a medical school, may or may not be AAU members, are within 50% of WSU’s enrollment, and are within 100% above or below WSU’s research and development expenditures” (WSU Institutional Research, n.d., n.p.).

Thirteen institutions of higher education comprise WSU’s Strategic Plan Peers. They are as follows:

Washington State University Strategic Plan Peer Institutions,
2020 - 2025

Colorado State University - Ft. Collins, Colorado
Iowa State University – Ames, Iowa
Louisiana State University - A&M – Baton Rouge, Louisiana
Mississippi State University – Starkville, Mississippi
North Carolina State University – Raleigh, North Carolina
Oregon State University – Corvallis, Oregon
Purdue University – West Lafayette, Indiana
University of Georgia – Athens, Georgia
University of Maryland - College Park, Maryland
University of Missouri – Columbia, Missouri
University of Nebraska – Lincoln, Nebraska
University of Tennessee – Knoxville, Tennessee
Virginia Polytechnic University – Blackburn, Virginia

Each member of the ad-hoc committee investigated two or three universities, conducting archival research on faculty compensation policies. While our focus was on salary step information, other aspects of faculty compensation were also of interest: American Association

³ The Strategic Planning Peers list replaces the Legislative Peers list, which was used by the defunct Higher Education Coordinating Board (HEC Board) to guide Washington-based higher education institutions in peer comparisons.

of University Professors (AAUP) membership, presence of a faculty union, dedicated monitoring and oversight of faculty compensation (e.g., faculty senate committee on compensation; an administrative unit or subunit tracking faculty compensation), public documents regarding recent studies of faculty salaries, and any public posting of faculty salaries benchmarked relative to peer institutions (however the particular institution defined them). Ad hoc committee members did not receive compensation (either stipend or course release) to conduct the current study; as such, our approach was largely archival and anecdotal. While we focused on WSU's Strategic Planning Peers, we also explored other institutions whose salary step information was publicly available and/or who had completed faculty compensation reviews and amended their faculty compensation policies as a result.

Benchmarking base salaries to Strategic Planning Peers: The Integrated Postsecondary Education Data System (IPEDS)

Prior salary studies employing cross-institutional comparisons among Washington State University and its peer institutions typically evaluated differences in base salaries among tenure-track and non-tenure faculty ranks (e.g., Washington State University Faculty Senate, 2005; 2007). We used the Integrated Postsecondary Data System (IPEDS) compiled by the National Center for Education Statistics (NCES) to generate average base salaries among three tenure-track ranks (assistant, associate, and full professors) and two non-tenure track ranks (instructors and lecturers) (IPEDS, n.d.). According to WSU Institutional Research, WSU base salaries for

Table 1: Average Salary Equated to 9 Months of Full-Time Work: IPEDS Data, 2022-2023 - Strategic Planning Peers					
Institution	Full Professor	Institution	Associate Professor	Institution	Assistant Professor
University of Maryland - College Park	185,725.00	University of Maryland - College Park	131,058.00	University of Maryland - College Park	116,205.00
Purdue University - Main	158,118.00	Purdue University - Main	115,620.00	Purdue University - Main	103,631.00
Oregon State University	156,891.00	Virginia Polytechnic University	114,183.00	University of Georgia	103,312.00
University of Tennessee - Knoxville	156,891.00	Oregon State University	108,835.00	Virginia Polytechnic University	100,884.00
Virginia Polytechnic University	156,305.00	University of Tennessee - Knoxville	108,835.00	University of Nebraska - Lincoln	94,649.00
Colorado State University - Ft. Collins	141,529.00	University of Georgia	106,252.00	Oregon State University	91,814.00
University of Georgia	140,647.00	Colorado State University - Ft. Collins	103,891.00	University of Tennessee - Knoxville	91,814.00
University of Nebraska - Lincoln	139,317.00	University of Nebraska - Lincoln	103,346.00	Iowa State University	90,213.00
North Carolina State University	139,126.00	North Carolina State University	102,807.00	Louisiana State University - A&M	89,727.00
University of Missouri - Columbia	138,116.00	Iowa State University	100,380.00	University of Missouri - Columbia	87,594.00
Iowa State University	136,025.00	Louisiana State University - A&M	96,250.00	North Carolina State University	87,366.00
Louisiana State University - A&M	135,129.00	University of Missouri - Columbia	93,790.00	Colorado State University - Ft. Collins	86,922.00
Washington State University	126,732.00	Washington State University	92,429.00	Mississippi State University	81,856.00
Mississippi State University	118,988.00	Mississippi State University	89,856.00	Washington State University	79,441.00

tenure-track and non-tenure track faculty are represented under a single system rather than by individual campuses. WSU salary statistics also include Extension faculty and other faculty personnel outside of the system's brick-and-mortar campuses (WSU IR, personal communication, 27 February 2024).

Institutional rankings for three tenure-track faculty positions – assistant, associate, and full professorships – clearly show that WSU is either next-to-last or dead last when arranged from highest-paying to lowest-paying universities (see Table 1). These data are consistent with an earlier salary report from 2005 showing WSU lagging behind peer institutions when comparing base salary compensation (Washington State University Faculty Senate, 2005, p. 3). Peer institutions used for the 2005 report and those included for comparison in the current study share ten institutions in common (a little more than three-quarters of the current list used by the University).

Table 2: Average Salary Equated to 9 Months of Full-Time Work: IPEDS Data, 2022-2023 - Strategic Planning Peers

Institution	Instructors		Lecturers
North Carolina State University	186,300.00	Louisiana State University - A&M	86,205.00
University of Maryland - College Park	82,000.00	University of Maryland - College Park	83,581.00
Washington State University	74,633.00	University of Georgia	81,511.00
Oregon State University	67,980.00	Virginia Polytechnic University	74,851.00
University of Tennessee - Knoxville	67,890.00	Oregon State University	66,158.00
Colorado State University - Ft. Collins	64,030.00	University of Tennessee - Knoxville	66,158.00
University of Georgia	61,081.00	Iowa State University	60,415.00
Purdue University - Main	59,649.00	Purdue University - Main	59,665.00
Virginia Polytechnic University	59,256.00	North Carolina State University	57,877.00
University of Missouri - Columbia	54,589.00	Washington State University	50,746.00
Louisiana State University - A&M	53,618.00	University of Missouri - Columbia	49,264.00
Mississippi State University	53,183.00	University of Nebraska - Lincoln	48,707.00
University of Nebraska - Lincoln	51,750.00	Mississippi State University	31,674.00
Iowa State University		Colorado State University - Ft. Collins	

Washington State University, like many institutions of higher education in the United States, increased the number of non-tenure track instructional personnel in the recent past (American Association of University Professors, 2023). Our inquiry into faculty salary step compensation includes career-track faculty as well (faculty with non-tenure track fixed-term appointments with varying responsibilities ranging from clinical, research, and scholarly emphases – see WSU Faculty Manual, 2023-4, IB.c.2). IPEDS data include aggregated base salary information for non-tenure track ranks such as “instructor” and “lecturer.” As shown in Table 2, these terms refer to combinations of teaching, public service, research, or other activities outside of tenure-track contracts. Relative to our peers, WSU ranks in the top third for average base salaries among instructors and toward the bottom third for base salaries among lecturers. Taken together, IPEDS data show that Washington State University faculty compensation for most faculty ranks is well below those institutions to whom we compare ourselves.

WSU Strategic Planning Peer Institutions: Faculty Compensation Strategies

The WSU Faculty Senate Ad Hoc Committee on Salary Steps researched peer institutions for models of faculty compensation designed to narrow the band of base salary variance within tenure-track and non-tenure-track faculty ranks. Salary step systems – levels of compensation increases that if granted allow for consistent upward adjustments of base salaries – provide one mechanism to keep salary ranges within reasonable levels among faculty members (e.g., <https://apo.ucsc.edu/docs/scales-crnt.pdf>). Other institutions use salary bands comprised of minimum and maximum levels of base compensation around a midpoint, typically derived from pooling peer institutions’ salaries for that particular faculty rank (market value). As noted previously, faculty must demonstrate merit (usually scholarly productivity) in order to qualify for a salary increase associated with the next step on the salary ladder or advancement within the

salary band. A comprehensive listing of WSU Strategic Planning Peer Institutions Faculty Salary Policies is available in Appendix A. Most exhibits integrated into the following sections of this report derive from the hyperlinks listed within the peer institutions matrix.

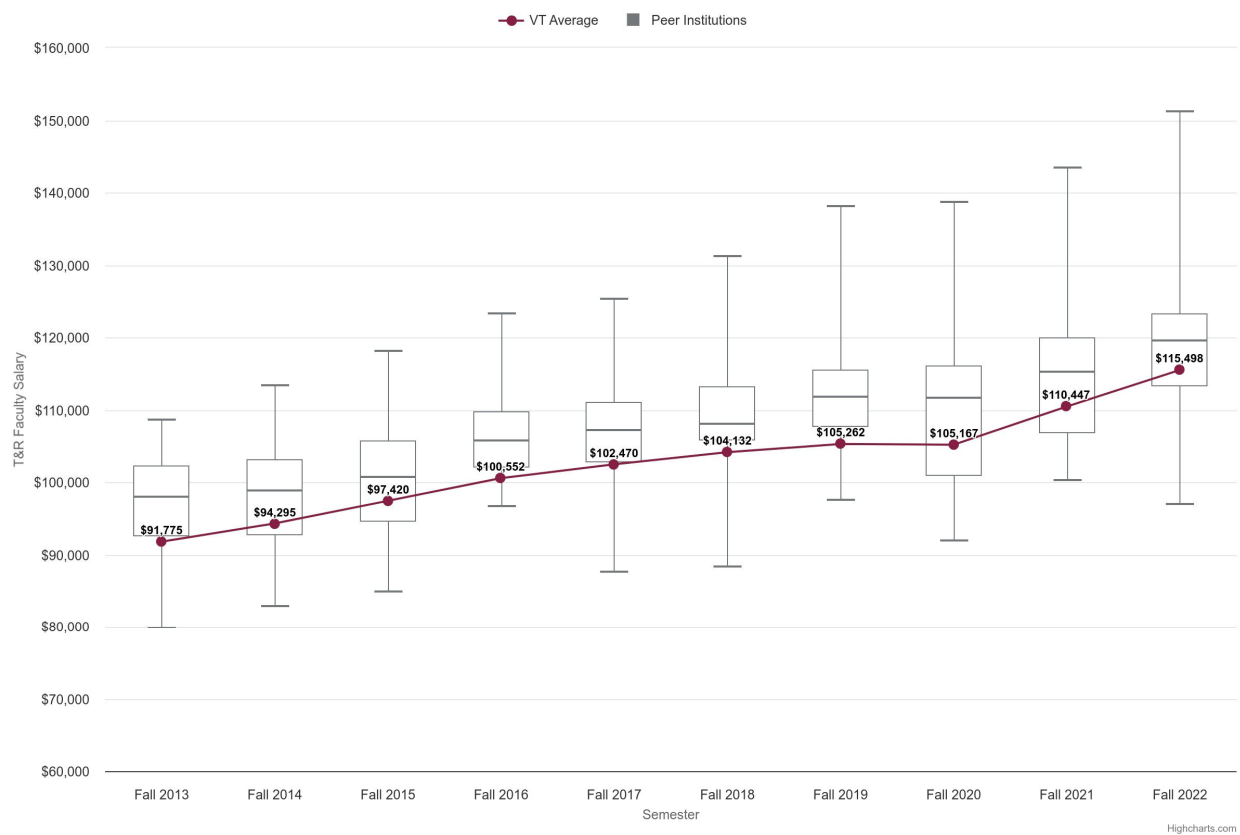
The majority of thirteen higher education institutions comprising WSU's Strategic Planning Peers: 1) publicly listed pooled base salaries for NTT and TT faculty positions on campus websites; 2) benchmarked these pooled estimates relative to peer institutions – however they defined them; 3) created faculty salary monitoring bodies within governance or administrative structures; and/or 4) had recently conducted salary analyses to place faculty compensation into equity or retention context. Like WSU, all of our peer institutions' faculty compensation policies included opportunities for base salary increases due to merit - however defined (consistently high performance, exceptionally high performing year, etc.). At all institutions, faculty submit either annual or bi-annual (every two years) performance reviews to provide data for any adjustment considerations available through their respective universities. Only WSU and two other institutions – University of Georgia and North Carolina State University Raleigh – did not make base salary information for TT and NTT conveniently publicly available⁴.

⁴ WSU relies on Washington State Fiscal Information (<https://fiscal.wa.gov/Staffing/Salaries>) to publish state employee earnings in a given year. Base salaries can be obtained through WSU Institutional Research, but only if there is a pursuant Compliance and Civil Rights investigation or the faculty member is implementing an administrative investigation, and the relevant WSU administrator provides permission for data release. Inquiries outside of a CCR investigation require a public records request. NC State Raleigh has a “publicly” available list of faculty base salaries, but it is only on hard copy in the NC State Faculty Senate office. Note-taking is allowed, but copies cannot be made. The University of Georgia uses a state agency to provide faculty salary data on an individual basis (lookup by last name). Persons wishing to view faculty base salary information for academic department members must access the University of Georgia budget on hard copy, kept in the university's main library.

“Ideal Types” of Faculty Compensation Models

Per the WSU Faculty Senate Executive Committee, one of our charges was to investigate how salary step policies at other universities are set up and implemented. As previously mentioned, Appendix A provides a detailed listing of our peer institutions salary policies for TT and NTT faculty. For discussion, we highlight some “ideal types” here.

Virginia Polytechnic University serves as an example of how faculty compensation



philosophy melds with strategic planning guiding university policy and practice. Faculty compensation falls under the strategic planning tab of “Be a Destination for Talent” (<https://udc.vt.edu/spm/>). Virginia Tech articulates this goal as “Achieve progress in competitive faculty salaries towards 50th percentile of the top 20 Land-Grant Universities by 2024” and then benchmarks the institutions progress toward this goal in the above graphic.

The University of Maryland College Park uses pay bands - where the midpoint represents the market rate for each job/position, with the upper and lower bands representing the range of pay associated with differing skill levels, productivity levels, and market forces. The University of Maryland system reviews each salary scale biannually, on alternating years.

Recommendations to adjust the scales are made in accordance with market movement (<https://uhr.umd.edu/employees/classification-and-compensation/salary-structures>).

FACULTY SALARY GUIDELINES
EFFECTIVE 07/01/2023-06/30/2024
Division of Academic Affairs, UMCP

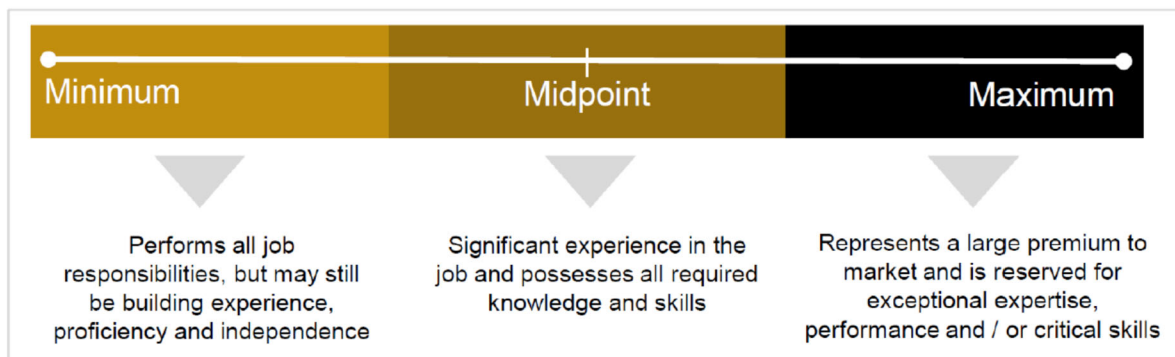
		MINIMUM	MAXIMUM	PAY LEVEL
PROFESSOR				
	9 Month Contract	\$43,343.08	\$183,705.56	1
	12 Month Contract	\$55,750.05	\$244,940.75	
ASSOCIATE PROFESSOR				
	9 Month Contract	\$35,542.67	\$160,769.81	2
	12 Month Contract	\$47,389.86	\$233,089.82	
ASSISTANT PROFESSOR				
	9 Month Contract	\$28,922.47	\$128,305.60	3
	12 Month Contract	\$38,562.93	\$171,074.49	
ASST ARTIST-IN-RESIDENCE, ASST RESEARCH ENGINEER, ASST RESEARCH PROFESSOR, ASST RESEARCH SCHOLAR AND ASST RESEARCH SCIENTIST				
SENIOR & PRINCIPAL FACULTY SPECIALIST, SENIOR & PRINCIPAL AGENT ASSOCIATE				
POST-DOCTORAL ASSOCIATE & POST DOCTORAL SCHOLAR				
	9 Month Contract	\$30,470.48	\$128,305.60	4
	12 Month Contract	\$40,626.94	\$171,074.49	
FACULTY ASSISTANT, FACULTY SPECIALIST AND AGENT ASSOCIATE				
	9 Month Contract	\$30,470.48	\$98,246.82	5
	12 Month Contract	\$40,626.94	\$130,995.39	
SENIOR & PRINCIPAL LECTURER AND ASST CLINICAL PROFESSOR				
	9 Month Contract	\$28,922.47	\$128,305.60	3
	12 Month Contract	\$38,532.93	\$171,074.49	
LECTURER & JUNIOR LECTURER				
	9 Month Contract	\$22,817.18	\$98,246.82	6
	12 Month Contract	\$30,421.07	\$130,995.39	

Purdue University (<https://www.purdue.edu/hr/mnngcareer/compguidelines/staffpb.php>)

also uses pay bands where the midpoint represents the market rate for each job/position, with the upper and lower bands representing the range of pay associated with differing skill levels, productivity levels, and market forces.

UNDERSTANDING PAY BANDS

The pay bands represent market competitive pay and have been designed to be wide enough to accommodate a variety of experience and expertise levels. An individual's position within the pay band may vary dependent upon experience, performance, skills, competencies, and available budget.



The university's compensation information notes "In the event that an employee is found to be over the maximum of their pay band, no reduction in compensation will occur but their base pay will be frozen until such time as they fall below the maximum of the band" (Purdue University, n.d., n. p.). This compensation principle in combination with the use of salary bands prioritizes faculty base salaries exhibiting reasonable variations within academic units. The university's pay bands apply to both faculty and staff (see bands below).

CURRENT STAFF PAY BAND CHART AND INFORMATION

The pay band minimums, midpoints and maximums are based on a full time fiscal year schedule.

Pay Band	Minimum	Midpoint	Maximum
S025	23,300	32,400	41,500
S030	25,600	35,600	45,600
S035	28,200	39,200	50,200
S040	31,100	43,200	55,300
S045	34,200	47,500	60,800
S050	37,600	52,200	66,800
S055	41,400	57,500	73,600
S060	45,400	63,100	80,800
S065	52,200	72,600	93,000
S070	60,100	83,500	106,900
S075	69,100	96,100	123,100
S080	79,500	110,500	141,500
S085	91,400	127,100	162,800
S090	105,200	146,200	187,200
S095	120,900	168,100	215,300
S100	139,000	193,200	247,400
S105	159,900	222,300	284,700
S110	183,900	255,600	327,300
S115	308,600	412,000	515,400

Colorado State University (Ft. Collins) compares its faculty base salaries by rank to those of R1 institutions, taking care to construct grand median comparisons for assistant, associate, and full professors in addition to new assistant professors and instructors. CSU-FC also presents these pooled data for each academic unit within colleges across the university as they relate to R1 peers. As such, the university is knowledgeable about which faculty ranks within academic units are within range of programs at peer institutions and which are not.

Code/Title	A. Focus Salary			B. Comparison Group Statistics							Focus Median Salary as		Additional Percentiles	
	NP	Median	Average	Median	Average	Std. Dev.	Salary Factor	Median NP	NP	NI	Percent of CG Median Salary	5	95	
Across All Disciplines Selected														
Professor	467	139,386	145,085	145,306	148,720	20,417	1.00	220	12,630	50	96	118,464	184,214	
Associate Professor	326	101,208	108,899	105,110	108,012	13,421	1.00	194	9,913	50	96	87,698	134,479	
Assistant Professor (excl New)	180	86,437	93,673	96,900	99,162	11,919	1.00	116	6,066	49	89	83,237	120,321	
Assistant Professor (incl New)	226	86,253	93,198	96,005	98,537	11,728	1.00	134	6,878	49	90	82,912	119,977	
New Assistant Professor	46	85,000	91,340	93,130	94,878	14,267	1.00	22	812	36	91	77,574	111,698	
Instructor								1	5	4				
Across All Ranks	1,019	112,073	122,001	118,555	122,722	17,052	1.00	528	29,426	50	95	100,225	152,451	

01.11 Plant Sciences.

Professor	18	126,639	143,504	128,962	128,073	18,079	0.86	14	259	19	98	101,514	159,825
Associate Professor	13	101,994	103,888	101,104	98,200	11,563	0.91	7	165	19	101	81,650	117,131
Assistant Professor (excl New)	9	86,732	86,667	83,599	83,307	8,913	0.84	6	155	18	104	71,579	94,403
Assistant Professor (incl New)	11	86,732	86,742	83,801	83,271	8,900	0.85	6	163	18	103	71,579	94,305
New Assistant Professor	2	87,075	87,075	86,038	83,905	8,424	0.88	1	8	6	101	71,439	93,750
Instructor										0			

Thus, for all faculty ranks, CSU Ft. Collins base salaries are within 95% of the median salaries of competitors. Looking within the Plant Sciences academic unit (as an example), assistant professor and associate professor base salaries exceed peer institutions salaries (104 and 101% respectively) but fall short for full professors (CSU is 98% of median for peer institutions).

Taken together, six of the thirteen peer institutions benchmarked their base salaries for TT and NT faculty relative to peer competitors (however defined) and made those comparisons easily available over the internet. Five additional institutions that did not benchmark still listed faculty members' base salaries individually on a publicly accessible university website (usually annually). Two institutions provided a hard copy listing of faculty base salaries at administrative offices on campus. All told, approximately 84% of WSU's Strategic Planning Peer Institutions

provide electronic public access to faculty compensation at either the individual or aggregate levels.

One final salary study set of policies relevant to the current investigation comes from a non-peer institution: the University of Idaho. In 2015, the University committed to an employee compensation overhaul by conducting institutional research of peer salaries (both faculty and staff at doctoral institutions) and designing a target salary for each U of I employee. President Staben's goal was to place each employee at 100% of market value by 2025 (University of Idaho, 2019). The peer comparison process in addition to market-based considerations and designation of target salaries yielded substantive salary adjustments for 88% of the faculty.

Faculty Longevity Table

Rank Years Completed	Instructor	Senior Instructor	Assistant Professor	Associate Professor	Professor	Distinguished Professor
0	100.00%	100.00%	90.00%	95.00%	83.00%	83.00%
1	100.00%	100.00%	90.00%	96.00%	84.50%	84.50%
2	100.00%	100.00%	90.00%	97.00%	86.00%	86.00%
3	100.00%	100.00%	100.00%	98.00%	87.50%	87.50%
4	100.00%	100.00%	100.00%	99.00%	89.00%	89.00%
5	100.00%	100.00%	100.00%	100.00%	90.50%	90.50%
6	100.00%	100.00%	100.00%	100.00%	92.00%	92.00%
7	100.00%	100.00%	100.00%	100.00%	93.50%	93.50%
8	100.00%	100.00%	100.00%	100.00%	95.00%	95.00%
9	100.00%	100.00%	100.00%	100.00%	96.50%	96.50%
10	100.00%	100.00%	100.00%	100.00%	98.00%	98.00%
11 yrs and more	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

University of Idaho's compensation strategy included a longevity element, in which faculty target salaries were adjusted on timed intervals to meet the desired salary goal as a

faculty member advanced in rank. For example, assistant professors' longevity scales start at 90%, meaning that their base salaries will be at 90% of market rates as a way to attract and retain academic talent at the beginning of their academic careers. (Successful third-year reviews will place them at 100% of target.) For associate professors, their longevity scale reaches maximum after five years, the minimum amount of time they remain in their current rank before applying for promotion to full professor. Given the (typically) higher base salaries for professors and distinguished professors, their maximum is not reached until just over a decade of service. When followed with fidelity, meeting these salary targets minimizes wide variations in base salaries within ranks and quells salary compression (and inversion) at senior professor ranks (University of Idaho, 2019).

Other Committee Charges

Another charge to the committee included characterizing faculty perspectives in university systems with a salary step system. While we were not able to conduct in-depth interviews nor focus groups given our time and resource constraints, we collected other kinds of information about our peer institutions (see Appendix A). Among peers, 92% were members of the American Association of University Professors (AAUP) and four of these twelve campuses used either a salary grid or salary band approach for faculty base compensation (CSU Fort Collins, Mississippi State, Maryland College Park, and Purdue). Of the 30% percent of WSU's peer institutions who were unionized (most in the past five years), some used a salary grid or salary band approach (CSU Fort Collins, Mississippi State) while others used percentage increases during collective bargaining (Oregon State; Virginia Tech). Thirty percent had compensation committees as permanent subcommittees in faculty governance units or other faculty infrastructures (Iowa State, Nebraska-Lincoln, Maryland-College Park, and Tennessee-

Knoxville). Four institutions recently undertook a comprehensive salary study (market rates, tenure-track non-tenure-track faculty) – see links embedded in Appendix A for Colorado State-Ft. Collins, Purdue, Tennessee-Knoxville, and Virginia Tech.

Advantages of salary step systems or other mechanisms to regulate variances in faculty base salaries include enhanced compensation, dedicated resources to monitoring the faculty compensation market to make adjustments when necessary, and an institutional culture of prioritizing faculty salaries on equity, retention, and merit dimensions. Put simply, it allows for exceptionally meritorious academics to receive additional compensation for their research efforts while maintaining a reasonable base salary for other faculty whose productivity levels meet or exceed expectations or conform to other dimensions of academic work (Hanley & Forkenbrock, 2006; Schultz & Tanguauay, 2006).

Disadvantages of salary step systems include their potential to undermine faculty members' motivations to engage in extraordinary levels of scholarly productivity, knowing such efforts will not be rewarded with additional recognition and compensation (Schulz & Tanguay, 2006). They may also be more costly to implement than faculty compensation policies devoted exclusively to extraordinary merit, for a greater number of faculty qualify for base salary increases under a step system or a band system than a merit-only system. Another disadvantage of a salary step system for WSU concerns its geographic dispersion across the state. Most of the population centers in the state are on the west side; as such, costs of living are much higher than that for campuses on the east side of the state. If salary steps are designed to keep salary ranges within reasonable variances of one another (within college and academic unit), designing steps that are appropriate for more expensive markets may only be possible if they are designed with geographic location of the faculty member as a variable.

Geographic challenges associated with Washington State University's statewide presence has not limited the university's efforts to adjust compensation based upon employment location, however. WSU implemented a salary step system for its administrative professionals in 2022, adjusting compensation according to salary step and geographic location or zone of the state (<https://hrs.wsu.edu/managers/classification-compensation/ap-compensation-structure/>). In 2023, WSU graduate students unionized in 2023 through the United Auto Workers (<https://provost.wsu.edu/2024/01/08/ase-negotiations-update/>) and their compensation table also accounts for geographic location of the job (with west side employees compensation larger than that of those in the east). While difficult and time consuming, the prospect of designing a salary step schedule or salary band adjusted for region is clearly feasible for faculty compensation, as it was achieved for the AP salary grid and the WSU-UAW compensation tables.

Caveats

As with all investigations, ours contains vulnerabilities borne of limited time and resources to study the problem at hand. We relied primarily on publicly available data at our peer institutions, rather than conducting surveys or focus groups with individuals at these campuses. Moreover, we found it challenging to ascertain information about Extension units within our R1 peers. Some universities - like WSU - incorporate these faculty members' salaries into national database reporting on faculty compensation, while others do not. Likewise, medical schools tend to have a separate pool of funds for compensation and a distinct compensation timeline (and overall levels remuneration) than traditional TT and CT faculty salary documentation. When we contacted individuals regarding their experiences with salary step processes, they were currently working for Washington State University, thereby limiting our scope to perspectives of persons inside the institution. Nonetheless, we replicated portions of earlier faculty salary reports and

extended the discussion on peer institutions' solutions to faculty compensation challenges with detailed examples of their policies – a substantive contribution to the existing body of salary investigations conducted by WSU faculty and staff over the years.

Policy Recommendations for Improving Faculty Compensation Policy in the WSU System

WSU's Faculty Senate Ad Hoc Committee on Salary Steps represents the beginning of dialogues about faculty compensation within the WSU community. It continues conversations between Washington institutions of higher education and the state's legislature on improving faculty pay (University of Washington AAUP, 2023; WSU Faculty Salary Study, 2007; WSU Faculty Salary Study, 2005). Such dialogues are not unique to the state of Washington, as faculty compensation in academia continues to decline (McClure, 2024) while increases in public university expenditures for administrators, athletics, and luxury student housing continues (Fuller et al., 2023). The ubiquity of such challenges is only a single part of Washington State University's difficulties, however.

Foremost among WSU's challenges is the lack of a transparent compensation strategy emphasizing fairness in faculty compensation. Drawing on the 2005 and 2007 WSU Faculty Senate salary studies, we replicated WSU's poor ranking in faculty base salaries, relative to our institutional peers. The current investigation tasked us with exploring peer institutions' compensation policies in hopes of finding a way forward to fair and equitable faculty base pay at Washington State University. In that spirit, we offer the following policy recommendations:

- WSU's Strategic Plan should incorporate a faculty compensation philosophy as well as a coherent strategy for achieving the fiscal goals expressed therein. The university needs a detailed roadmap to enhance faculty salaries to market levels

before the funds become available to the WSU System. Such planning facilitates expeditious implementation of compensation adjustments when funds become available.

- WSU compensation policy should be thoroughly overhauled, starting with the data from the 2022-2023 salary study conducted by the Provost's Office. The university is in dire need of a compensation consultant specializing in fair and equitable base salaries among public research-intensive universities containing multiple geographic sites. Such expertise will be useful in redesigning faculty compensation for the WSU system.
- A permanent WSU Faculty Senate subcommittee investigating, monitoring, and advising changes to faculty base pay compensation as part of faculty governance should be created. This subcommittee should also serve as the repository for prior salary study investigations, be they generated by the WSU Faculty Senate or other university entity.
- Consistent public postings of WSU TT and CT faculty base salaries on its HR website should be implemented and take three distinct forms: 1) TT and CT base salaries pooled by academic unit within colleges (system wide); 2) TT and CT base salaries pooled by academic unit and broken down by WSU geographic location (Everett, Spokane, Tri Cities, Vancouver, Extension, and research sites); and 3) every TT and CT faculty member's base salary should be listed and publicly available each academic year. These three sources can illustrate differences in faculty base salaries within and between academic units and state

locations. Such data are critically important for both public accountability and designing a future salary step or salary band system.

- WSU should publicly present on its Institutional Research (IR) website pooled base salaries for its TT and CT faculty, relative to our Strategic Planning Peers. Annual comparisons to these peers will provide critical benchmarks for designing a future salary step system or salary band system.
- In addition to the faculty base salary design overhaul funds, WSU executives must allot a pool of money to adjust faculty base salaries to the lowest step of the incoming salary step or salary band system. Some faculty are so poorly paid on base that the lowest step for the new compensation policy exceeds their current salary by several thousand dollars. Creating a “shoring up” pool of money will allow for adjustment to the lowest step so the faculty member may begin participating in the salary step system at an appropriate point.
- WSU and the University of Washington need to leverage their leadership powers at the administrative, faculty, and legislative liaison levels to move the State of Washington Legislature toward intensive amounts of fiscal re-investment in higher education. The state’s budget experienced a recent surplus due to increased revenues from capital gains taxes (Cornfield, 2024); higher education deserves access to these surplus funds to rebuild faculty compensation after the Great Recession of 2008 and the global pandemic of 2020. While the legislative body’s focus on K-12 education is consistent with the preamble to our state’s constitution, such obligations do not excuse the Legislature’s poor investment in higher education faculty compensation.

- The State of Washington should re-establish the Higher Education Coordinating Board (HEC Board) and incorporate faculty compensation monitoring and oversight as part of its responsibilities. In addition to the ten-member citizens comprising the board, compensation specialists with career experience in faculty compensation should be added as well as an equity officer to monitor faculty compensation among under-represented groups in higher education.

For far too long, WSU executives (Board of Regents, President, and Provost) placed excessive reliance on superior merit and extraordinary merit to adjust base salaries. Such over-reliance has created “two-tiered” faculty salary societies inside academic units (WSU Faculty Senate, 2007). This practice must stop. Our recommendations for greater fairness and equity in faculty compensation are borne of deep concern but also deep affection for the institution that has shaped all of our careers for decades. We feel fairer compensation policy is the best way to retain faculty of quality who empower the State through top-tier research, efficacious mentoring of graduate and undergraduate students, and loyal service to the Land Grant mission.

References

- American Association of University Professors. (2023, June). *Annual Report on the Economic Status of the Profession*. Retrieved from: <https://www.aaup.org/report/annual-report-economic-status-profession-2022-23>
- Call, D. (2023, March 1). Summary of the salary equity process, fall 2022. Retrieved from: <https://facsen.wsu.edu/2023/03/01/summary-of-salary-equity-process-fall-2022/>
- Chilton, E. (2022, August 30). Salary equity process – revised August 2022. Retrieved from: <https://s3.wp.wsu.edu/uploads/sites/2135/2022/09/Revised-Memorandum-Salary-Equity-Process-August-2022.pdf>
- Cornfield, J. (2024, February 14). With new revenue report, WA lawmakers prep for their budget reveal. *Washington State Standard*. Retrieved from: <https://washingtonstatestandard.com/2024/02/14/with-new-revenue-report-wa-lawmakers-prep-for-their-budget-reveal/#:~:text=Washington's%20economy%20is%20projected%20to,budget%20in%20the%202023%20session.>
- Fuller, A., Hobbs, T.D., Stamm, S., & Mollica, A. (2023, December 28). Breaking down the spending at one of America's priciest public colleges. *The Wall Street Journal*. Retrieved from <https://www.wsj.com/us-news/education/breaking-down-spending-at-one-of-americas-priciest-public-colleges-2d74ec48>
- Hanley, P. F., & Forkenbrock, D. J. (2006). Making fair and predictable salary adjustments for faculty of public research universities. *Research in Higher Education*, 47, 111-127.

Integrated Postsecondary Education Data System. (n.d.)

<https://nces.ed.gov/ipeds/datacenter/InstitutionByName.aspx?goToReportId=6&sid=ad00a6b3-3a79-40cc-a10d-861a6acc743c&rtid=6>

Lavine, L. (2023, January 26). A compensation strategy for faculty is needed at WSU. Retrieved from: <https://facsen.wsu.edu/2023/01/26/a-compensation-strategy-for-faculty-is-needed-at-wsu/>

McClure, K. (2024, March 21). Your pay is terrible? You're not alone. *Chronicle of Higher Education*. Retrieved from <https://www.chronicle.com/article/your-pay-is-terrible-youre-not-alone>

McCluskey, J.J. & Tibbits, J. (2020, May). *Washington State University Faculty Salary Equity Study*. WSU School of Economic Sciences. Retrieved from: <https://provost.wsu.edu/documents/2020/10/wsu-faculty-salary-equity-study-may-2020.pdf/>

Mississippi State University. (n.d.). HRM 60.323. Retrieved from: <https://www.policies.msstate.edu/sites/www.policies.msstate.edu/files/2022-05/60323.pdf>

Schulz, E. R., & Tanguay, D. M. (2006). Merit pay in a public higher education institution: Questions of impact and attitudes. *Public Personnel Management*, 35(1), 77-88.

University of Idaho. (2019, April 3). Faculty market-based compensation: Frequently asked questions. Retrieved from <https://www.uidaho.edu/-/media/uidaho-responsive/files/provost/vp-faculty/salary/faculty-mbc-faq.pdf?la=en&rev=47243527ff7d453fb64c869c83d2107c>

University of Washington American Association of University Professors. (2023). State of the faculty: Report 2023. Retrieved from

<https://drive.google.com/file/d/1dJ9JRcvRc9Qkg8d3ipifD5KHWA0W2X1l/view>

Washington State University Board of Regents. (1995, June 23). Meeting minutes. Retrieved from: <https://regents.wsu.edu/meeting-minutes/june-23-1995/>

Washington State University. (2023-4). Faculty manual. Retrieved from:

<https://facsen.wsu.edu/documents/2022/08/faculty-manual-pdf.pdf/>

Washington State University. (2021-2). Faculty manual. Retrieved from:

<https://facsen.wsu.edu/faculty-manual-project/>

Washington State University Faculty Senate. (2005, January 22). *Faculty Salary Committee Final Report*.

Washington State University Faculty Senate. (2007, October 27). *Report on the Status of Faculty Salaries at WSU*.

Washington State University Institutional Research. *Strategic Plan Peers*. Retrieved from:

<https://ir.wsu.edu/strategic-plan-peers/>

Washington State University. (1992, December 4). Regents okay elements of faculty salary system update. *WSU Week*.

Appendix A: Faculty Compensation for WSU Strategic Planning Peer Institutions, 2023-2024

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
Colorado State University (Ft. Collins)	CSU FC uses a grid approximating a salary step schedule where the institution attempts to increase base salaries for faculty and other employees on an annual basis (https://www.ir.colostate.edu/wp-content/uploads/sites/12/2020/08/salraisehist.pdf); yet still allows for off-cycle salary increases due to meritorious performance (https://hr.colostate.edu/annual-merit-exercise-salx/). The grid reference here shows very small increases (even 0% increases due to COVID-19).	C. 2012	Campus Workers of America, Local 7799	CSU FC has conducted intensive research on how their salaries compare to major research universities considered peers (https://www.ir.colostate.edu/data-reports/employees/faculty-salary-equity/). A 2022-2023 salary equity study yielded a highly detailed salary grid sorted by college, faculty rank, and the range of salaries relative to a pooled estimate of R1 universities (http://irpe-reports.colostate.edu/pdf/Salary_Reports/Faculty_4-Digit_Multi-Discipline_Report_2022-23.pdf). A similar grid appears for non-tenure track faculty. CSU-FC obtained comparison group data from the College and University Professional Association for Human Resources, a commonly used clearinghouse for benchmarking among institutions of higher education.
Iowa State University (Ames)	ISU does not have a salary step compensation scheme. In 2022, ISU executive administration issued the following policy enhancement to faculty salaries:	Yes	No	ISU runs a Faculty Compensation Committee through its faculty senate.

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
	On July 1, executive administration rolled out the Exceptional Performance Program (EPP) and is slated to sunset on June 30, 2025, unless renewed by the Board of Regents. The Faculty EPP Program is intended to be used to reward a faculty member for extraordinary performance or a specific accomplishment that is beyond normal expectations of a faculty member as described in their Position Responsibility Statement (PRS). Very merit heavy. EPP is not used to recognize standard performance of faculty position responsibilities. Further, the EPP shall not be used as a substitute for providing ongoing performance-based salary adjustments. Faculty compensation has a strong emphasis on merit-based increases and a disdain for step increases excluding any consideration of merit: https://www.provost.iastate.edu/sites/default/files/wdclientcss/Faculty/Compensation/Compensation%20Workshop%20-%202004-2022%20Slide%20Deck.pdf			Faculty Compensation Committee Faculty Senate (iastate.edu) Committee Charge: The ISU Faculty Compensation Committee has two major charges: (1) To track faculty salaries and annual salary increases at ISU and at our peer institutions and to provide an annual report on the status of faculty salaries to the RPA Council; and (2) to examine and recommend changes to university policies and procedures for determining annual faculty salary increases and changes in benefits. The committee issues a salary report every year supporting the charge activities above. The most recent report is for 2020-2021; it references an Aon Consulting report on salary equity conducted years earlier, the recommendations of which are still guiding faculty salaries. Aon report was not publicly available. ISU does regularly monitor its faculty salaries relative to its peers, defined as Carnegie Research Intensive Universities. The summary is here: https://www.ir.iastate.edu/sites/default/files/PDFs/Faculty_Salary_Executive_Summary_2022-23.pdf
Louisiana State	This R1 university system uses a traditional merit-based approach to faculty compensation.	Yes	No	No recent salary study per se. However, LSU provides publicly available data on faculty

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
University (Baton Rouge)	Faculty are evaluated annually for goodness-of-fit to an LSU academic unit's standards for research productivity. https://lsu.edu/policies/ps/ps_36t.pdf It publishes trend data on faculty salary by rank submitted to IPEDS: https://lsu.edu/data/personnel/trend/facsalary2022.pdf			salaries, by rank, relative to categories of peer institutions https://lsu.edu/data/peer_comparisons/personnel/peer_faculty_salaries_by_rank_2023.pdf. Most of their peers are in the southeastern US (e.g., Southeastern Conference; Southern Regional Education Board) but they also have Carnegie Mellon Schools (including and excluding Vanderbilt).
Mississippi State University (Starkville)	MSU uses a salary step pay scale for faculty: https://www.hrm.msstate.edu/sites/www.hrm.msstate.edu/files/2023-09/Staff%20Compensation%20Structure_rev10012023.pdf Its approach is similar to that of Purdue, presenting a 'band' of salaries around a midpoint. Staff compensation philosophy is described here: https://www.policies.msstate.edu/sites/www.policies.msstate.edu/files/2022-05/60323.pdf This document includes descriptions of salary ranges (rationales, etc.).	No	Yes United Campus Workers of Mississippi CWA Local 3565	MSU publicly posts the salary ranges for each TT rank within academic units on its campus. SUG abbreviates Southern University Group. The most recent year available is 2021-2022: https://ir.msstate.edu/research/faculty_sug21_22.pdf https://ir.msstate.edu/research/faculty_sug_salary.php MSU relative to those in the SUG is here: https://ir.msstate.edu/inc/Files/Faculty%20SUG/faculty_sug_rank_average.pdf
North Carolina State	Faculty compensation policy is very difficult to find.	Yes	No	There is a "publicly" available list of faculty salaries at NC State, but it is only in hard copy

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
University (Raleigh)				in the Faculty Senate office. Note-taking is allowed, but copies cannot be made. https://www.lib.ncsu.edu/faq/where-faculty-salary-list Interested parties may generate a comprehensive list of faculty salaries through the UNC System Salary Information Database: https://uncdm.northcarolina.edu/salaries/index.php The last salary equity study conducted at NCSU was in 2017; it focused on gender equity: https://diversity.ncsu.edu/news/2018/11/09/faculty-salary-equity-study-shows-continued-improvement-isolated-gaps/
Oregon State University (Corvallis)	Oregon State clearly articulates its compensation philosophy for tenure and non-tenure track employees: https://hr.oregonstate.edu/job-category-and-compensation-program/compensation-philosophy It emphasizes consistent benchmark analyses for base salaries to enhance the odds of attracting and retaining top-tier researchers and instructors.	Yes	United Academics of Oregon State University (c. 2020)	OSU publishes a comprehensive listing of faculty salaries for tenure-track faculty on a quarterly basis. https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/2023-11/unclassified_output.pdf For fixed term faculty (non-tenure track), OSU provides a minimum base salary:

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
	OSU does not appear to use a salary step system for tenure-track faculty. In 2024, OSU provided a 2% merit increase to tenure-track and non-tenure track faculty. OSU does use a salary step guide for Professional Faculty (Administrative Professionals): https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/salary_grades_and_quartiles_july_2020.pdf			https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/2021-09/uaosu_september_2021.pdf
Purdue University (West Lafayette)	Purdue university uses a salary step policy for employee compensation, including faculty. They are called “pay bands” – ranges of pay associated with faculty positions (both TT and NTT). https://www.purdue.edu/hr/mngcareer/compguide/lines/staffpb.php The midpoint represents the market rate for each job/position, with the upper and lower bands representing the range of pay associated with differing skill levels, productivity levels, and market forces. “Purdue uses pay bands to ensure we deliver on our compensation philosophy of being fair, consistent, and market competitive.” There is room for off-cycle adjustments and adjustments for extraordinary merit.	Yes	No	In 2018-2019, Purdue University conducted a faculty compensation survey. The results are included here: https://www.purdue.edu/senate/documents/meetings/20190415_Appendix_B_Faculty%20compensation%20trends%20f1.pdf This summary compares Purdue salaries to those of other Big 10 schools. It also provides an illustration of average merit increases among faculty between 2016-2020. Individual faculty’s salaries are available for look up: https://salary.ryanjchen.com/

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
University of Georgia (Athens)	Not much publicly available information on faculty compensation policy.	No	No	In FY 2022, the Board of Regents suspended merit increases for all personnel. For faculty, UGA set aside additional funding in its budget to address faculty pay problems: compression, retention, and market-based attrition. All faculty submitted annual reviews to respective authorities and administrative entities in the respective colleges identified faculty who would receive adjusted compensation along the three dimensions listed above.
University of Maryland (College Park)	The formal salary structures, for both Exempt and Nonexempt positions, are developed under the umbrella of the University System of Maryland (USM). Each salary scale is reviewed biannually, on alternating years. Recommendations to adjust the scales are made in accordance with market movement. Each USM institution is involved in the development of the recommendations. The resulting salary grid resembles the Purdue University salary bands: https://umd-provost.files.svdcn.com/production/files/salguid_efacFY24v1.pdf?dm=1701985294	Yes	No	In 2022, news media reported on UMD's underpayment of faculty and move from TT to NTT: https://www.marylandmatters.org/2022/04/26/citing-new-economic-analysis-unions-claim-umd-college-park-is-underpaying-its-staff/ In 2010 there was a UMD Faculty Senate Task Force on merit pay distribution https://www.senate.umd.edu/counciltaskforces/meritpaytf

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
	The Compensation and Classification Team adheres to using a market-based pay system. Various national and local salary surveys are used to determine the appropriate salaries for staff employees. https://policies.umd.edu/personnel/university-of-maryland-policy-on-faculty-merit-pay-distribution			
University of Missouri (Columbia)	Compensation for Academic Titles Faculty Compensation Guidelines Information on appropriate pay levels for a variety of positions is available on the UM System Pay Matrices webpage. It appears that there is no “matrix” for academic jobs. The staff jobs (GGS) all have a minimum, midpoint, and maximum salary grid. The UM System Faculty Salary Comparator Data is a tool that provides comparator data on salaries of faculty at the University of Missouri, comparing them to salaries at peer institutions. Faculty chairs and other department heads are encouraged to review this data when making hiring, salary increase and promotion decisions. <i>This resource is not available to the public.</i>	Yes	No	Faculty salaries in the University of Missouri system are publicly listed here (2023-2024): https://collaborate.umsystem.edu/sites/hrpublic/documents/GEN/CURRENT/annual-salary-report.pdf

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
University of Nebraska (Lincoln)	Very little public information on faculty compensation policy. The University of Nebraska provides a pdf of all salaries for the fiscal year 2023-2024 here: https://nebraska.edu/docs/Personnel%20Roster%202023-2024.pdf The University of Nebraska's data on employee salaries is available but not easily searched or organized for the purpose of analyzing salary trends. University of Nebraska current situation: The president's statement about reimagining the University of Nebraska in the face of enrollment declines (12/7/2023) identifies examination of business and administrative functions in paragraph 5. Those examinations, carried out by the teams set by chancellors and vice presidents, were completed by early December, and now are being analyzed. The following writing alludes to necessary realignments, with no guarantee of retaining all programs. (https://nebraska.edu/president/communications/letters/2023/12/an-update-from-president-carter-on-our-budget-and-vision-planning)	Yes	No	UNL has a Faculty Compensation Advisory Committee (https://www.unl.edu/facultysenate/faculty-compensation-advisory-committee) through its faculty senate. Responsibilities include: The committee shall serve as the advisory committee to the Chancellor on matters related to faculty salaries and total compensation and shall provide information relative to salaries and total compensation to the Faculty Senate. For these purposes, each faculty member's total compensation shall be regarded as including salary and clear and well-defined monetary benefits. To that end it shall: Conduct the annual, internal study of faculty salaries and total compensation which shall include comparisons among appropriate groups of faculty. The study shall examine salary and total compensation patterns which may be inequitable or discriminatory. Develop appropriate comparisons between University of Nebraska-Lincoln faculty salaries and total compensation and those at peer institutions and review administrative salary patterns. Advise the Chancellor on salary and total compensation policy matters on a continuing basis, including, but not limited to salary and

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
				total compensation policy and administrative stipends. Advise the Chancellor on an annual basis regarding the distribution of annual salary increases. Through the Office of the Chancellor, provide information to the University community about the status of faculty salaries and total compensation and recommendations regarding faculty salary and total compensation increases. Provide assistance in presenting the case for salary and total compensation increases to appropriate political entities. Inform the Faculty Senate about policies concerning salaries and total compensation for administrators at the level of dean and above.
University of Tennessee (Knoxville)	UTK does not use salary steps, but rather a decentralized approach to salary/compensation in which the “head” has input: https://facultyhandbook.utk.edu/appointment-evaluation-promotion-tenure-and-review/salary/ Faculty Senate committees on budget are authorized to review salary allocations. Faculty may appeal any salary decisions made by the “head” (e.g., department chair, program/school	Yes	No	The University of Tennessee Knoxville (UTK) conducted a salary analysis for NTT and TT faculty positions in 2021-2022. Results are here: https://senate.utk.edu/wp-content/uploads/sites/16/2022/09/UTK-Faculty-Salary-Report-2020-2021-from-Budget-and-Planning-Committee.pdf This is a comprehensive assessment of UTK’s base salaries for NTT and TT faculty

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
	director) through administrative appeals or the UTK Faculty Senate Appeals Committee.			compared to selected peers and aspirational peers. UTK is above some and less than others. There was also a salary analysis from 2018-2019 presented to the UTK Faculty Senate; https://senate.utk.edu/wp-content/uploads/sites/16/2020/04/Faculty-Senate-Tenure-Track-Faculty-Salary-Analysis-AY-2018-2019-V2.pdf Information on base salaries of specific faculty members is publicly available through a UT-system wide data dashboard: https://data.tennessee.edu/human-resources/salary-dashboard/
Virginia Polytechnic University (Blackburn)	A search on “faculty compensation” yielded a memorandum describing the procedure for faculty salary increases in light of the General Assembly’s failure to pass comprehensive amendments to the 2022-24 biennial budget (https://www.obfp.vt.edu/content/dam/obfp_vt_edu/23-24-faculty-salary-memo.pdf). The memo describes how the university will proceed with distributing increases approved in the original budget. For T/R faculty, the merit increase will be 4% (tenure-track, professors of	Yes	Yes VT joined the United Campus Workers of Virginia (https://ucwva.org/statement-from-united-	A post-adjustment report for 2023-24 was available (https://bov.vt.edu/assets/Minutes-June%205-6,%202023-138.pdf); combining the traditional merit process with special salary adjustments led to a pooled faculty salary increased averaging 5%. The report lists 2023-2024 base salaries for each faculty member, be they tenure-track, non-tenure track, or administrative professionals.

Peer	Faculty Compensation Information and Public Access	AA UP?	Faculty Union	Recent salary study or other salary information that is publicly available
	practice, clinical professors, collegiate professors, Instructors, and Research faculty). An additional 1% increase is available for faculty who have exhibited extraordinary merit or other special adjustment needs. <i>Any adjustments greater than 8% or less than 2% must be accompanied by an explanation as to such.</i>		campus-workers-virginia-tech/ in Sept. 2023.	Virginia Tech compares itself to peer institutions for both annual and long-term salary benchmarking as part of its strategic planning dashboard: https://udc.vt.edu/spm/data/talent/fs/salary