

# The University of Michigan-Flint

## The Committee on the Economic Status of the Faculty

### Annual Report to the Regents

June 2007

Committee Chair: Stephen Turner (College of Arts and Sciences)

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The University of Michigan-Flint

Regents Communication

Items for Information

Subject: Committee on the Economic Status of the Faculty

Executive Summary

This year, the Committee has focused on the following issues:

- a) UM-Flint faculty salaries in comparison to salaries at peer institutions, especially the University of Michigan-Dearborn,
- b) Salary compression within faculty ranks.
- c) Compensation issues related to non-base-salary.

Recent reports have had the effect that the UM-Flint administration has begun to act on salary compression. However, there are still continuing effects:

- a) The effect of inflation on UM-Flint faculty salaries has worsened since 2003/2004, when UM-Flint faculty received no pay raise,
- b) Salary compression continues to be a problem at the associate and full professor levels,
- c) UM-Flint faculty salaries, relative to salaries at peer institutions, are low.

Date: June 1, 2007

Submitted by: Stephen W. Turner, Chair

## Introduction

The committee again would like to thank Chancellor Mestas for permitting Fawn Skarsten of Institutional Analysis to contribute her extremely valuable assistance to the committee. The committee is very grateful for the continuing concern about faculty salary issues shown by Chancellor Mestas. In particular, the committee would like to recognize the Chancellor's efforts, over the past couple of years, in addressing some of the salary compression concerns, as well as for the implementation of the tuition remission program for faculty dependents.

UM-Flint faculty salaries were compared with data from American Association of University Professors (AAUP) and College and University Professional Association (CUPA). The Committee, with guidance of the Office of Institutional Analysis, developed a state and national peer institutions comparison list and used various other CUPA and AAUP pre-set comparison groups in its review of the data. The Committee reviewed discipline-specific data, did not make comprehensive discipline based comparisons, focusing instead on the comparisons by rank included in this report. However, the Committee did note, with concern, **four** disciplinary clusters in which some or all UM-Flint faculty salaries averaged less than 90% of All Public CUPA averages: Earth and Resource Sciences; Area, Ethnic, Cultural and Gender Studies; Physics; and Psychology. Although this represents an improvement over the numbers reported in the 2005/2006 report, it should be noted that there are still thirteen disciplinary clusters in which some or all UM-Flint faculty salaries averaged less than 95% of All Public CUPA averages.

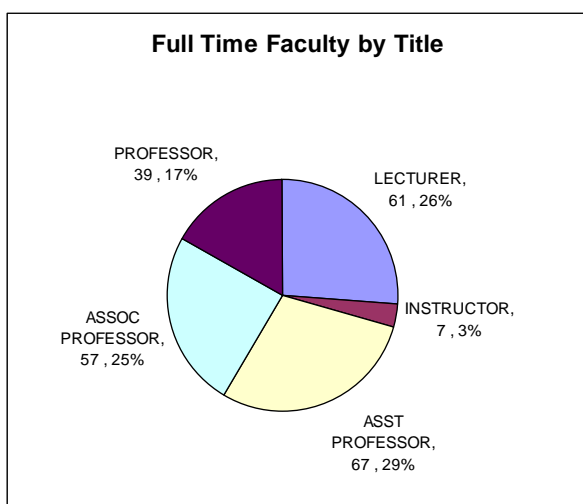


Figure 1

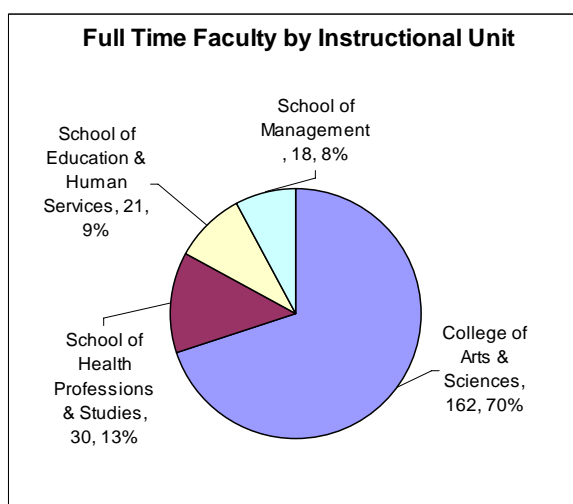


Figure 2

As can be seen in figures 1 & 2, the College of Arts and Sciences (CAS) is the major academic unit on the Flint campus. CAS is composed of the traditional liberal arts departments and programs, plus programs in computer science and engineering. The other three instructional units are essentially professional degree programs with both undergraduate and graduate programs. Due to continued growth in graduate programs, it has become increasingly important to attract and retain high quality faculty members through competitive salaries. As UM-Flint

Librarians are members of the faculty, the Committee examined salaries of this discipline by comparisons with starting salaries at peer institution libraries. The Committee's work this year builds upon the previous three years' reports in an effort to present a clear picture of economic status of the faculty.

## **How Have UM-Flint Faculty Salaries Performed Relative to Inflation?**

Salary changes over the past ten years, relative to the annual February-to-February Consumer Price Index (CPI) for the Detroit-Ann Arbor-Flint area, were examined, and the committee found the following: by subtracting the ten-year CPI increase from the nominal ten-year salary increases, the real income decreased by about 3.2% for the average Associate Professor, while it increased somewhat for all other ranks.

## **Is There Evidence of Significant Salary Compression within Ranks?**

In past years, this Committee has focused on the salary compression within the ranks at the University of Michigan-Flint. During the ten years prior to this past year, faculty salaries generally had slightly lagged increases in the CPI. Also, compensation increases for Assistant Professors and Lecturers have exceeded compensation increases for Associate Professors, which in turn, have consistently exceeded compensation increases for continuing Full Professors. Due to the recent adjustment for long-serving Associate and Full Professors, this trend has eased slightly but is still a problem at the Professor rank. The lack of a faculty salary raise in 2003 has also contributed to this problem.

## **How Do UM-Flint Faculty Salaries Compare to Peer Institutions?**

The Committee followed the peer institution rationale articulated in the previous three years' reports. Expanding the comparisons lists the committee maximized the use of additional data available in this year's CUPA Faculty Survey. The Committee reviewed information available from both AAUP and CUPA.

### **AAUP Comparisons**

For AAUP comparisons, the committee considered two peer sets. Table I compares UM-Flint salaries with a set of schools identified as Michigan Peers. Table II compares UM-Flint salaries with a nationwide and regional list of Category IIA institutions. AAUP Category IIA institutions are characterized as having diverse post-baccalaureate programs, but they do not engage in significant doctoral-level education. This category specifically includes institutions not considered specialized schools, in which the number of doctoral-level degrees granted is fewer than thirty or in which fewer than three unrelated disciplines are offered. Furthermore, these institutions must grant a minimum of thirty post-baccalaureate degrees and either grant degrees in three or more post-baccalaureate programs or, alternatively, have an interdisciplinary program at the post-baccalaureate level. The Michigan Peers list contains most, but not all, Michigan Category IIA institutions, since some of them do not always participate in the annual AAUP

survey (e.g. Eastern Michigan University). Otherwise, the schools were those identified by the committee as being most appropriately considered to be peer institutions with UM-Flint.

Table I  
Michigan Peer Institution Ranked Faculty Salaries (in \$1,000s)

Assistant Professor		Associate Professor		Full Professor	
Institution		Institution		Institution	
UM-Dearborn	65.8	UM-Dearborn	72.2	Western Michigan Univ.	91.6
Oakland University	57.8	Western Michigan Univ.	69.6	UM-Dearborn	90.9
<b>UM-Flint</b>	<b>57.3</b>	Oakland University	68.2	Oakland University	88.9
Ferris State University	54.5	Central Michigan Univ.	66.6	Central Michigan Univ.	86.6
Western Michigan Univ.	53.3	<b>UM-Flint</b>	<b>65.1</b>	Grand Valley State Univ.	82.3
Central Michigan Univ.	53.2	Grand Valley State Univ.	63.7	<b>UM-Flint</b>	<b>78.9</b>
Grand Valley State Univ.	50.7	Ferris State University	61.6	Northern Michigan Univ.	77.5
Northern Michigan Univ.	49.4	Northern Michigan Univ.	59.9	Ferris State University	77.2
AVERAGE:	55.3		65.9		84.2

Table I shows that, relative to last year, UM-Flint has remained the same in its relative position among its peer institutions at the Assistant and Associate Professor levels and gained (up 1) at the Full Professor level. The gain at the Full Professor level can be attributed to the recent implementation of a salary adjustment for long-standing Associate and Full Professors. However, UM-Flint's Associate and Full Professor compensation levels continue to rank among the lowest compared with Michigan peers.

Table II  
National and Regional Comparisons

Institution	Lecturer		Assistant Professor		Associate Professor		Full Professor	
		% greater than UMF*		% greater than UMF*		% greater than UMF*		% difference from UMF*
<b>UM-Flint</b>	<b>42.2</b>		<b>57.3</b>		<b>65.1</b>		<b>78.9</b>	
National Category IIA Public Universities	44.9	-6.4%	55.1	+3.8%	65.0	+0.15%	81.8	-3.7%
North Central East	40.4	+4.3%	52.6	+8.2%	62.5	+3.99%	78.2	-0.89%

\* Percent differences from UM-Flint average salaries were calculated by subtracting UM-Flint average salary from the national or regional average and then expressing this difference as a percentage of the UM-Flint average salary. Positive percent differences indicate that UM-F was higher than the regional or national comparative.

Table II compares UM-Flint faculty average salaries with those of category IIA public universities, both nationally and regionally. The regional comparison is to the north-central east region, which includes the states of Michigan, Illinois, Indiana, Wisconsin, and Ohio. The table shows that average salaries of faculty at UM-Flint were below the national averages at the lecturer and Full Professor level, while all levels were somewhat above the regional averages.

**AAUP UM Campus Comparisons**

Figures 3-5 show recent average faculty salaries, by rank and campus, for the three campuses of the University of Michigan. Each contains raw data from the annual AAUP faculty salary survey, as well as trend lines for each rank and campus.

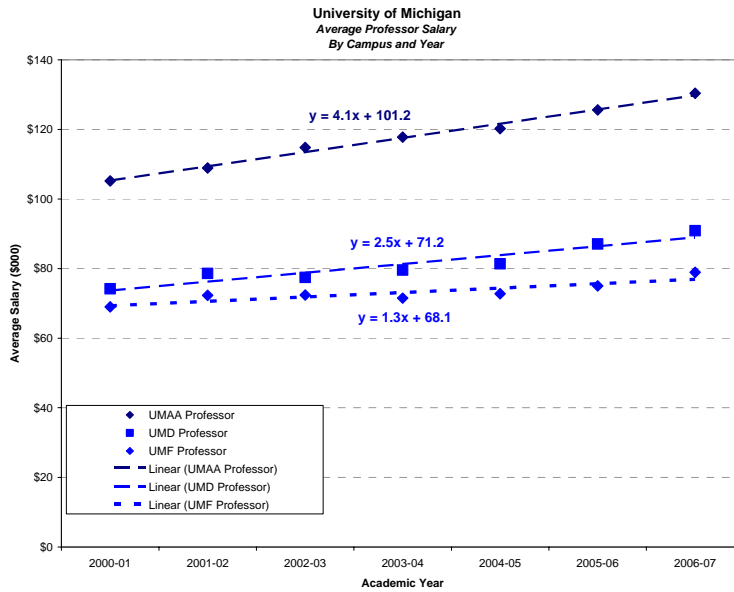


Figure 3

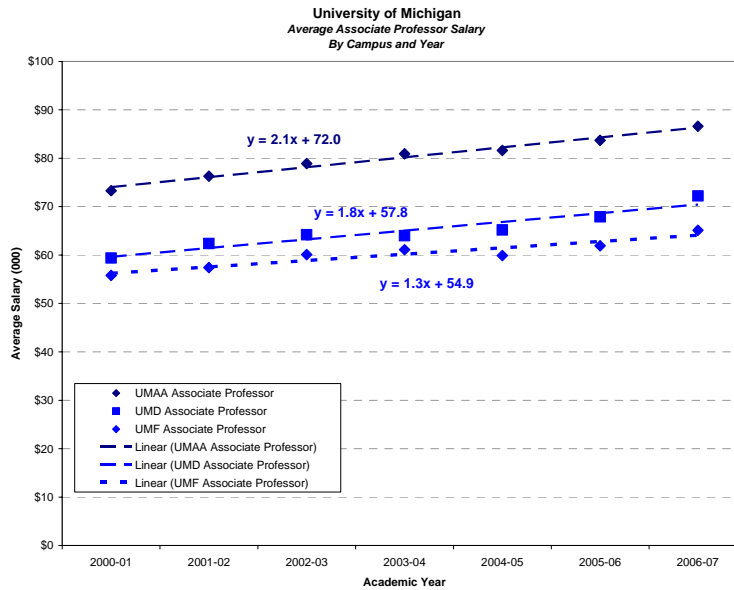


Figure 4

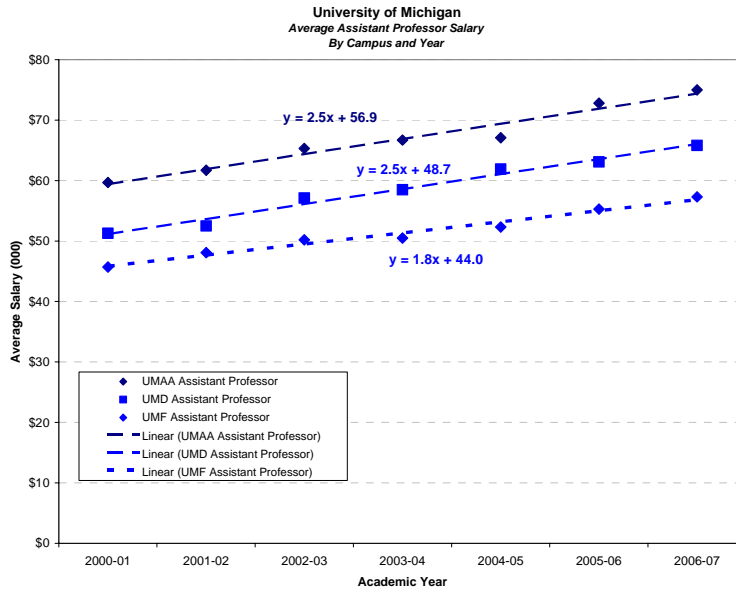


Figure 5

As expected when contrasting a Research I university with two Master's institutions, UMAA compensation levels dominate those at UMD and UMF. Comparisons between UMD and UMF are more relevant and pertinent. The Committee notes with deep concern, two facets of those comparisons:

- I. UMD average salary trends dominate UMF trends at each rank.
- II. UMD average salaries dominate UMF rates at each rank.

### UMD-UMF Trends

Since 2000-01, UMF faculty salaries in every rank increased at the slowest rates on any University of Michigan campus. This is evident in the Figure 3-5 trend line slopes and in the six-year compound annual growth rates (CAGR) shown in Table III.

Table III  
Average University Year Salaries by Rank and Campus (\$000)

Rank	Campus	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	6 year CAGR
Professor	UMAA	105.2	108.9	114.8	117.8	120.2	125.6	130.4	4.39%
	UMD	74.2	78.6	77.5	79.6	81.4	87.1	90.9	4.14%
	UMF	69.0	72.3	72.4	71.5	72.8	75.0	78.9	2.72%
Associate Professor	UMAA	73.3	76.3	78.9	80.9	81.6	83.7	86.6	3.39%
	UMD	59.4	62.4	64.2	64.0	65.2	67.9	72.2	3.98%
	UMF	55.8	57.4	60.1	61.1	59.9	61.9	65.1	3.13%
Assistant Professor	UMAA	59.7	61.7	65.3	66.7	67.1	72.8	75.0	4.67%
	UMD	51.3	52.5	57.1	58.5	61.9	63.1	65.8	5.10%
	UMF	45.7	48.1	50.2	50.5	52.3	55.3	57.3	4.63%

All three campuses have suffered similar unfortunate cuts in state assistance during this period. However, UMAA and UMD have managed consistently to direct proportionally more resources to faculty compensation than has UMF. The Committee notes, with deep concern, the long term adverse impacts of UMF's failure to keep pace in this critical area. Moreover, the Committee recommends that this deficiency be addressed to bring the UMF trends into parity with those of UMAA and UMD.

### UMD-UMF Average Salaries

Using internal university data sources,<sup>1</sup> the committee explored average UMD and UMF salary patterns in more detail. Figure 6 is an aggregate comparison, by rank, for both campuses. Average university year salaries (cross-hatched bars) are shown on the first vertical axis (left), and a summary statistic, the *Dearborn Advantage* = UMD average – UMF average, is shown on the second vertical axis (right). The *Dearborn Advantage* is significant at each professorial rank, essentially negligible at Instructor, and slightly negative for LEO Lecturer.

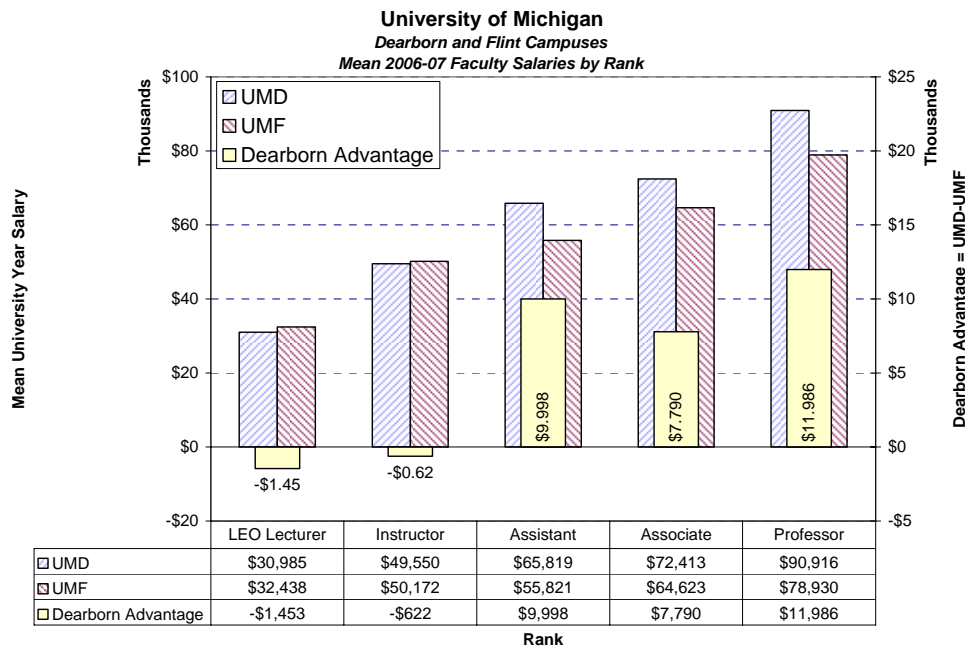


Figure 6

It is natural to ask if disparate disciplinary profiles explain these patterns – highly compensated engineering disciplines comprise nearly a quarter of the UMD faculty. Unfortunately, the respective disciplinary mixes of UMD and UMF faculties *do not explain the significant average salary disparities*. To the contrary, detailed comparisons illustrated below confirm significant disparities between average salaries, by rank and discipline, for virtually all comparable UMD and UMF faculty subgroups. Almost without exception, average UMD faculty salaries, by rank and discipline, significantly dominate those of comparable UMF faculty groups.

<sup>1</sup> An Analysis of Salaries Paid to the University of Michigan Regular Instructional Faculty, Lecturers and Graduate Student Instructors 2006-2007. The University of Michigan.

The UMD and UMF faculty disciplinary profiles follow their respective organizational structures, shown in Table IV.

Table IV  
UMD and UMF Major Academic Units

UMD Unit	FTE	%	UMF Unit	FTE	%
College of Arts, Sciences and Letters	128.0	52%	College of Arts and Sciences	110.2	68%
School of Education	23.5	10%	School of Education and Human Services	19.0	12%
College of Engineering	60.0	25%	No comparable unit		
No comparable unit			School of Health Professions and Studies	16.0	10%
School of Management	33.0	14%	School of Management	18.0	11%
Totals	244.5	100%	Totals	163.2	100%

- In broad outline, the UMD and UMF disciplinary profiles differ in two significant respects:
- I. Engineering disciplines comprise a quarter of UMD faculty and essentially 0% of UMF.
  - II. Health professions disciplines comprise 10% of UMF faculty and essentially 0% of UMD.

With these differences noted, Figures 7-9 show salary profiles by comparable units.

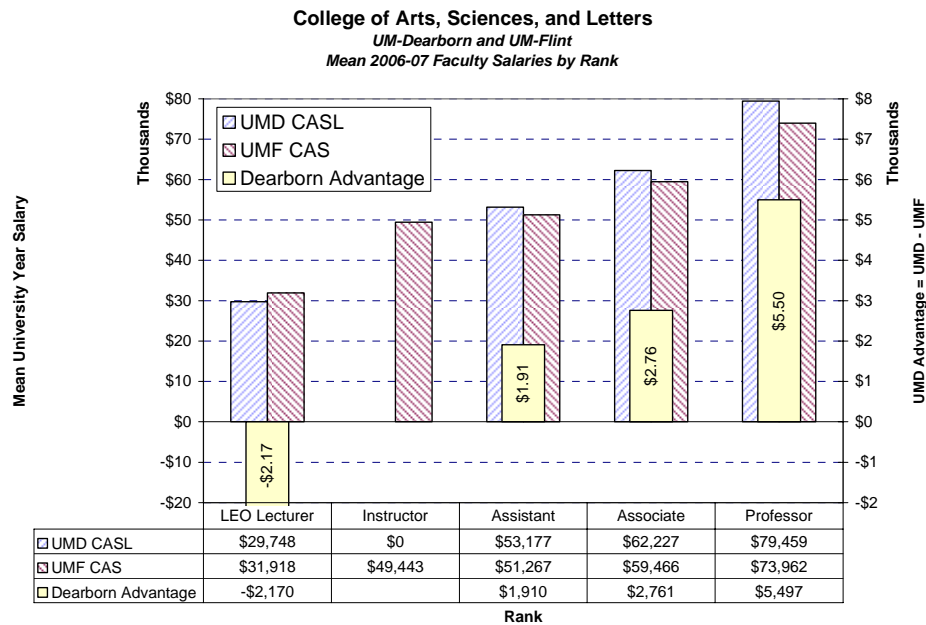


Figure 7

The arts and sciences units (UMD CASL and UMF CAS) exhibit slightly different internal organizational structures and disciplinary mixes. Perhaps most notably, UMF CAS houses computer science faculty (7% of CAS FTE), whereas UMD computer science faculty are found in the College of Engineering. These relatively minor differences notwithstanding, the respective disciplinary mixes are sufficiently similar for meaningful comparison of salary profiles, which are similar to the aggregate university patterns in Figure 6. The *Dearborn Advantage* is more muted – and likely attributable to random error – at the ranks of assistant and associate professor.

Figure 8 shows comparisons for education. Since UMF SEHS houses Education, Early Childhood, and Social Work while UMD SE only houses Education, *Figure 8 contains only education faculty*.

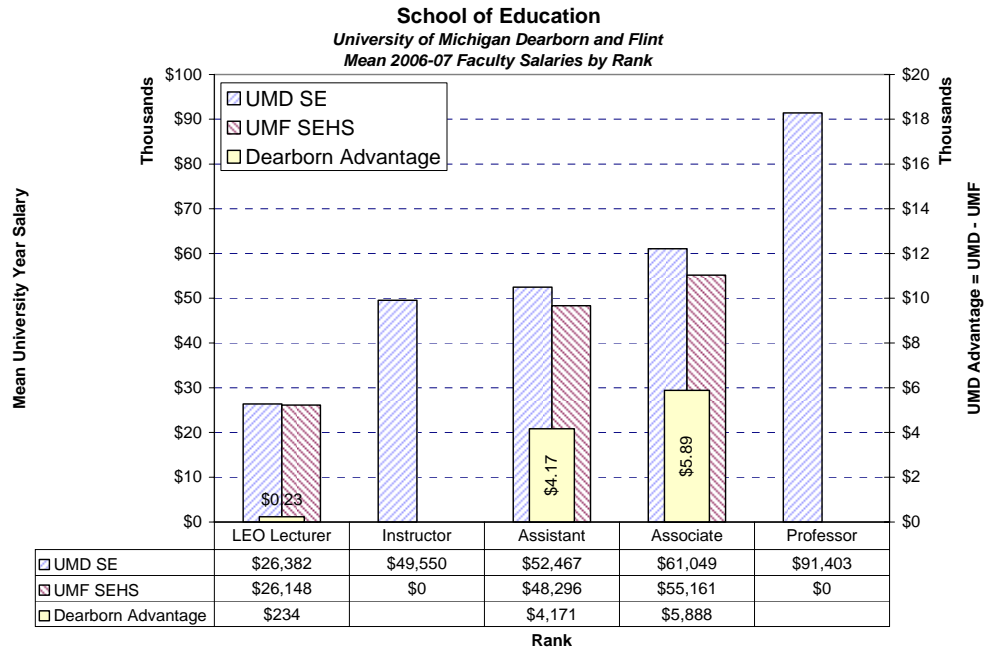


Figure 8

While the detailed magnitudes differ, Figure 8 exhibits the same *Dearborn Advantage* pattern in Figure 6. The education *Dearborn Advantage* is significant and uniform across professorial ranks of professor, associate, and assistant. It is essentially random error for LEO Lecturer. Figure 9 shows comparisons for management. Except for scale, the UMD and UMF management units exhibit very similar disciplinary profiles.

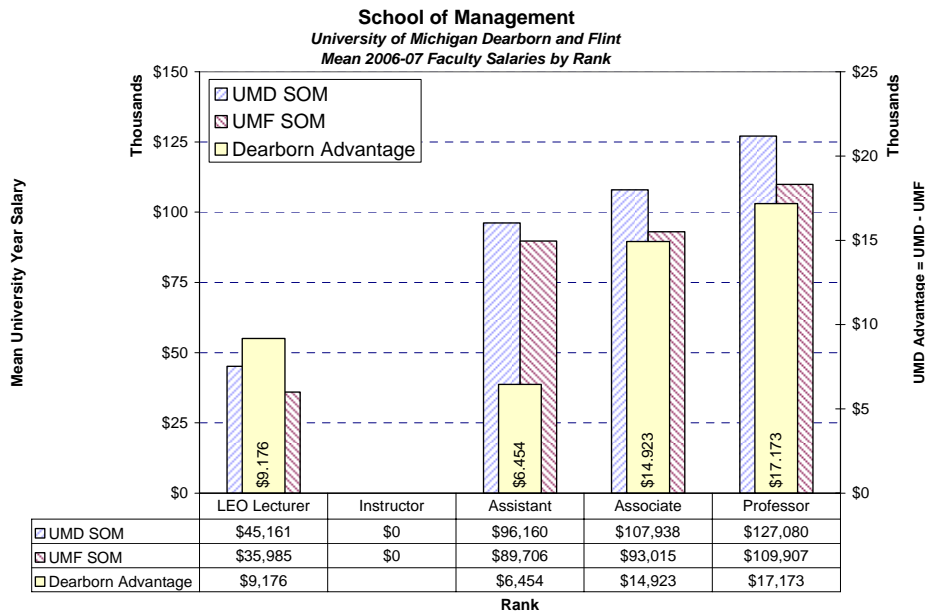


Figure 9

The management *Dearborn Advantage* is the most pronounced of all comparable major units at the ranks of professor and assistant, and second to education at the rank of associate. On the other hand, the *Dearborn Advantage* is strongly reversed for management LEO Lecturer.

Figure 10 shows comparisons for computer science, for which the *Dearborn Advantage* is among the most pronounced of all comparable discipline groups.

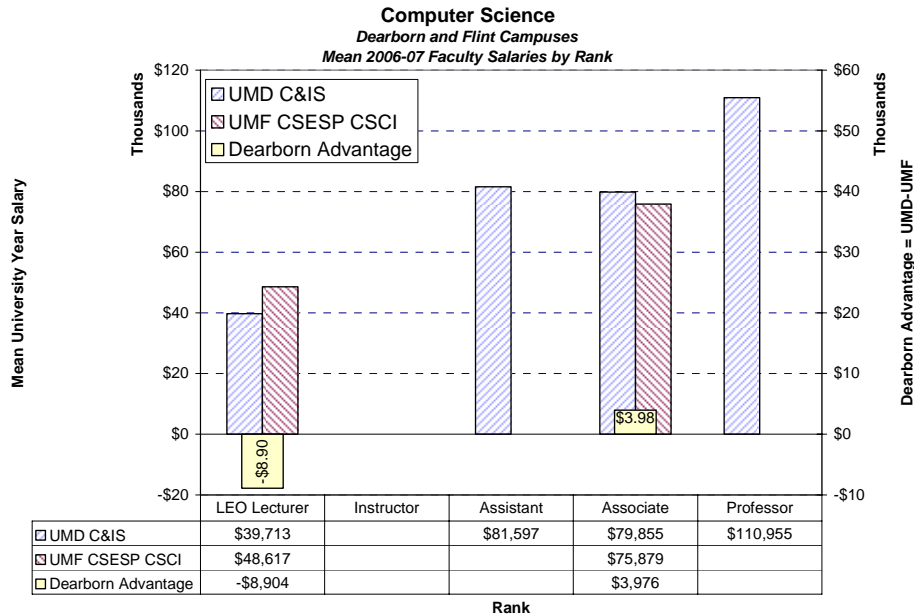


Figure 10

In summary, detailed comparisons of UMD and UMF faculty salaries confirm the existence of strong, consistent patterns of significant average salary differentials across virtually every comparable disciplinary group. In virtually every case of comparable disciplinary groups, average UMD university year salaries significantly exceed those of comparable UMF faculty. In general, the *Dearborn Advantage* is most pronounced at the rank of professor, second at the rank of assistant, and third at associate. Curiously, the *Dearborn Advantage* is actually a *slight disadvantage* for LEO Lecturer; when averaged as a whole, UMF LEO Lecturers command average university year salaries approximately \$1,450 above their UMD counterparts.

### CUPA Comparisons

The CUPA On-Demand feature was used to review various comparison groups, which included: All Institutions, All Public, All Masters, AAUP IIA Michigan Peers, and the AAUP IIA Michigan Peers not including the “Big 3” (UM-Ann Arbor, Michigan State University, and Wayne State University), as presented in Table V.

Table V  
Peers Comparisons

Comparison group (4-digit)	N	Overall	Professor	Associate Professor	Assistant Professor
<b>UM-Flint</b>	<b>170</b>	<b>\$ 64,209</b>	<b>\$ 78,181</b>	<b>\$ 64,589</b>	<b>\$ 57,425</b>
All Institutions	84,062	\$ 62,561	\$ 80,497	\$ 63,269	\$ 53,742
All Public	52,664	\$ 63,573	\$ 81,909	\$ 64,166	\$ 54,761
All Masters	37,181	\$ 60,612	\$ 76,453	\$ 61,660	\$ 52,606
Michigan Public	2,678	\$ 68,117	\$ 87,802	\$ 68,513	\$ 58,694
Michigan Public w/o Big 3	1,539	\$ 63,721	\$ 80,199	\$ 63,664	\$ 56,051

The results show that relative to national averages and within Michigan (not including the Big 3 research institutions), UM-Flint has maintained its position at the Assistant Professor rank and improved its position at the associate professor rank since 2005/2006, reflecting new hires at higher rates, as well as recent salary adjustments. However the Professor rank lags behind in most of the comparison groups.

## **Non-Base Salary Issues**

The committee identified several areas of concern that are not related to base salary. These include the following:

1. Compensation for independent studies.
2. Compensation for teaching of graduate courses and thesis advisory work.
3. Reimbursement for conference attendance and other professional activities.
4. Compensation and release time for department chair activities.
5. Compensation for online teaching.

In terms of independent studies, students normally pay for 3-6 undergraduate credits per course. According to the Office of Institutional Research, the number of independent studies averages more than 210 per year. At the lowest undergraduate tuition rate of \$259.00 per credit hour and assuming an average of 3 credits per course, this represents at least \$163,170 in yearly revenue. However, members of the faculty are not compensated for this supervisory work in any way. Thus, the committee recommends adoption of a policy that compensates faculty for this work.

Teaching of graduate courses and supervision of graduate theses represent investments that are significantly higher, in time and effort spent, than for comparable undergraduate work. Numerous other universities provide additional compensation for the teaching of graduate courses and supervision of graduate theses, whether in the form of release time or additional direct monetary compensation. For example, SVSU counts 3-credit graduate courses as 4 credits of load. Indeed, the tuition rate charged to students is higher at the graduate level, in part due to the perception of the higher amount of work involved. The committee recommends adoption of a policy that compensates faculty for this additional work.

Research and creative activities typically require attendance at one or more conferences per year. The university policy regarding reimbursement for conference attendance is inconsistent, as each school/college has its own policy. The amount reimbursed varies from \$800 to \$1500 per tenure-track faculty, per year. It is widely reported that the vast majority of these conferences actually cost between \$1500 and \$2500 per instance (more for international conferences). Thus, the university has a *de facto* policy requiring faculty members to assume the cost overages out of their own pockets. This makes a direct negative impact on the economic status of all faculty engaged in *university-required* professional development. Thus, the committee recommends adoption of the following for the whole university: The university should reimburse at 100 percent of conference registration fees for the presentation of a paper or for analogous activity (e.g. artistic performance). The university should reimburse at 100 percent of the cost of flights, hotels, and meals in accordance with Federal Accounting Regulations (FAR) guidelines, which give specific recommendations for all of the cited categories for individual cities across the U.S.

and around the world. The committee also recommends that the university devote additional resources to support the numerous faculty members who present at a rate greater than once per year.

Program directors and department chairs are compensated in varying fashion. In some schools, compensation ranges from \$200 to \$400 per month with varying amounts of release time during the fall/winter. There are at least two aspects of the current policy that could be improved. First, the position of department chair is a 12-month appointment, yet the chairperson is inevitably not compensated at an expected 33% increase in salary (representing 3 additional months over and above the normal 9-month appointment rate). Second, the release time appears to be formulated in terms of the number of faculty, without considering the number of academic programs being managed or other issues such as accreditation. Thus, the committee recommends that the formula for compensation of department chairs and program directors be improved to reflect these factors.

Finally, the committee notes that the policy regarding compensation for teaching of online courses is also highly variable (some schools provide compensation, and others do not). The teaching of online courses requires far more effort than for that of in-person courses. Although there are limited-availability one-time “course development” funds, the faculty teaching any “online” students may otherwise receive no additional compensation. At a minimum, the committee recommends adoption of a “pay per-enrollment” policy, in which faculty are compensated at an additional rate in proportion to the number of online students enrolled in *any* course, whether it is overload or in-load.

## Lecturer Salaries

The Committee compared UM-Flint LEO lecturer salary ranges (university year only) to salary ranges from UM-Ann Arbor and UM-Dearborn.

Table VI  
LEO Lecturer Comparisons

Comparison Group	N	Lecturer I	Lecturer II	Lecturer III	Lecturer IV
UM-Flint	207	\$ 28,066	\$ 30,973	\$ 40,953	\$ 48,325
UM-Dearborn	244	\$ 28,963	\$ 28,946	\$ 43,510	\$ 43,614
UM-Ann Arbor	620	\$ 44,366	\$ 47,657	\$ 53,751	\$ 50,400

The salary data from 2006/2007 shows a significant change from that of 2005/2006. As before, salaries of LEO lecturers at UM-Flint and UM-Dearborn continue to be well below those of Ann Arbor. Additionally, the past year has seen LEO lecturers at Dearborn make gains vs. those at UM-Flint. Specifically, in 2005/2006, UM-Flint LEO lecturers were above those of Dearborn at all levels. Table VI shows that this year, Flint lecturer salaries are still higher at Lecturer II and IV levels, but they are now below those of Dearborn at Lecturer I and III levels.

It is also notable that the percentage of faculty classified as some form of “lecturer” (in terms of FTE) is considerably higher at the Dearborn and Flint campuses. Ann Arbor classifies 14% of its faculty as lecturers, while at Dearborn the percentage jumps to 33% and at Flint the

percentage is 43%. These numbers reflect the total number of lecturers, including full- and part-time positions.

## Library Faculty Salaries

Table VII  
Michigan Peer Institution Ranked Librarian Salaries (in \$1,000s)

Assistant Librarian		Associate Librarian		Senior Associate Librarian		Full Librarian	
Institution		Institution		Institution		Institution	
EMU	42.8	CMU	54.9	WMU	68.8	WMU	92.6
GVSU	37.8	LSSU	53.8	CMU	63.3	CMU	72.5
UMD	37.4	WMU	51.4	EMU	57.2	<b>UMF</b>	<b>66.1</b>
<b>UMF</b>	<b>36.3</b>	GVSU	50.7	LSSU	55.2	EMU	65.9
		EMU	49.8	SVSU	51.2	FSU	63.4
		SVSU	41.7	UMD	50.5	GVSU	60.8
		UMD	41.6	<b>UMF</b>	<b>47.2</b>	UMD	57.5
		FSU	40.0				
		<b>UMF</b>	<b>39.3</b>				

Table VII shows a comparison of Michigan Peer institutional librarian salaries obtained from the Council of Library Directors 2005 survey. The table shows that, except for the Full Librarian level, UM-Flint librarian salaries are the lowest among responding Michigan institutions. Due to the relatively low numbers of librarians at each institution, several institutions do not have Librarians at certain levels. For example, EMU, GVSU, UMD, and UMF are the only institutions that reported numbers for the Assistant Librarian level.

## **CESF Recommendations for 2006-2007**

The Committee identifies three recommendations requiring immediate action and three requiring long-term action.

### Recommendations Requiring Immediate Action:

1. An additional faculty salary increase for 2007-2008 comparable to salary increases received by faculty at our peer institutions (which tend to be between 3-5%) to meet this year's inflation.
2. Create a sensible reimbursement plan for required professional activities.
3. Compensate faculty fairly for non-base duties:
  - a. Create a compensation plan for work on graduate course, graduate theses, and independent study work.
  - b. Improve the compensation formula for faculty administrative activities such as department chair and program directors.

### Recommendations Requiring Long-term Attention:

4. Continue support to the Committee from Chancellor Mestas through the Office of Institutional Analysis.
5. Develop a long-term compensation philosophy that is closely related to and/or part of the Strategic Plan. In accordance with this philosophy, the university should:
  - a. Develop a system of multi-year cycles of merit evaluation, tied to salary increments, for all faculty to insulate against fluctuations in salary pools tied to state allocations.
  - b. Address faculty salary compression, especially at the Full Professor level.
  - c. Eliminate the *Dearborn Advantage* and remove the "loyalty penalty" that penalizes long-serving faculty.
  - d. Devote some of the salary line funds from retiring faculty to improve the economic status of the faculty by instituting salary equity adjustments and hiring with competitive starting salaries.
  - e. Address the growing amount of resources devoted to non-academic positions relative to the number of direct instructional positions at the university.
  - f. Address the growing differential between salary trends of the executive management (administrative) levels and those of the faculty at UM-Flint.
  - g. Develop a rational compensation plan for online teaching.
  - h. Improve the status of LEO lecturers and Librarians.
6. Address the shrinking percentage of tenure-track faculty members vs. full-time Lecturers. This is based on the premise that a quality educational institution must maintain a high percentage of tenure-track faculty engaged in scholarly and creative activities (i.e., professional development) to attract good students, to improve enrollment over time, to maintain and expand graduate programs, and to foster an environment more conducive to the learning process.