

Missouri Western State University
Faculty Senate Minutes
February 16, 2006
Blum 220

Senators Present: President Mullins (presiding), K. Andrews, Chevalier, Fulton, deGregorio, Gregory, Heider, Hunt, Kriewitz, Noynaert, M. Nandan, S. Nandan, Ottinger

Senators Absent:

Non-voting and Ex-Officio Members Present: President Past Senate President Larry Andrews, University President James Scanlon, Acting Vice President for Academic and Student Affairs Jeanie Daffron

Guests: Michael Cadden; Allison Sauls; Brenda Blessing, Acting Dean of Professional Studies; James MacGreggor; Evelyn Brooks; Martin Johnson, Dean of Liberal Arts and Sciences; Konrad Gunderson , Dale Krueger

Call to Order: President Phil Mullins called the meeting to order at 4:00 p.m.

Approval of February 2, 2006 Minutes as distributed: (Hunt/K. Andrews) Approved

Approval of Agenda:

The agenda is amended to include the report from the Academic Standards and Regulations Committee. Motion to accept the amended agenda (Gregory/Hunt) Approved

Report from the University President

The University Presidents have testified to House and Senate Committees. Western administrators have continued to talk about equity issues. This issue is still important to some representatives. Senator Shields has been working on this issue.

The 2% increase is likely to hold. This will deliver about \$400,000 to MWSU. We will have fixed expense increases above the 2% level. We have relied on reserves and miscellaneous funds up until now.

Governor Blunt's Lewis & Clark Initiative is being discussed. The Initiative would be funded by sale of MOHELA assets. One of the projects is funding of Agenstein Hall renovation and expansion. This would include state funding of approximately \$33 million and about \$3 million local match. Other money will be used for scholarships and funding of endowed chairs. There seems to be solid support in the State Senate. The House Republican Caucus would prefer to use the MOHELA money in a different way. The House would like to put more into scholarships, cut capital projects, and require a 50% match for capital projects. They would also apply about \$75 million to pay down state debt. Part of the House proposal would require a 50% match on capital projects such as Agenstein. The \$16 million match would be nearly impossible because of the

short time frame; the money would need to be raised and spent within the two year period. The latest development is that the Attorney General has announced that he is filing suit against MOHELA for violation of the Missouri Sunshine Law. The Western administration is still optimistic that something close to the Governor's proposal will be passed.

There are two of the six forums this spring regarding development of the new Strategic Plan. One of the questions is whether we want a 5-year or 10-year plan. We have reached a level of sophistication in planning that we could handle a 10-year plan if we choose to go this route.

Report from the Acting Vice President for Academic and Student Affairs

We have almost completed implementation of our Enrollment Management Plan. We have achieved six of the seven goals after the first year.

The second half of the Enrollment Management plan is retention. We will be having a consultant on campus next week, and faculty members are invited to participate.

The student engagement space is now open. Students are thrilled with the space.

Report from the Senate President

The Senate President and Secretary attended the Missouri Association of Faculty Senates (MAFS). One of the important activities was visiting our State Representatives. Our representatives are all very supportive of Western. Among other things we expressed our thanks and distributed some fact sheets about the benefits of higher education.

The SGA has approached the Senate President about the proposed fee increase for the *Griffon News*. They may attend one of our future meetings.

Past President Andrews reported on the recent meeting of the Traffic Committee. Parking ratios will remain approximately the same. Efforts to reduce traffic flow and cruising through the parking lots will continue.

Old Business

SB-2-2006 Motion to adopt the revised Faculty Evaluation Procedures section of the *Policy Guide* that is incorporated in the *Ad Hoc* Peer Review Report of February 2, 2005. This replaces pages 64- 90 of the *Policy Guide* and inserts the existing discussion of Student Evaluation of Faculty (B 1, Pages 61-77) into the *Policy Guide*, Section Two, IV Instructional Policies, after O. Sabbatical Leave (i.e., after pages 48-0, re-numbering subsequent sections of IV). (Ottinger/S. Nandan)

Senator Ottinger moves to amend Section VII. C. 2. a at the end of the paragraph to include the statement "Degree status is not a tenure criterion unless contractually stipulated." (Ottinger/ S. Nandan)

Discussion:

This statement is part of the existing *Policy Guide*, but it was omitted in the revision.

The amendment approved by voice vote.
Discussion continued on the main motion.

One of the statements in the self evaluation is "Maintains respect for students." This seems so obvious that it should not have to be stated. Yet because it is mentioned under "may include" the bureaucracy will eventually translate this to mean "must include." It is hard to document respect for students. Several methods of documenting respect for students were suggested. This is an item on the Chair's annual evaluation.

Motion to strike the bullet point "Show respect for students. (Chevaliar). Motion died for lack of a second.

The development of departmental guidelines for promotion and tenure is a fuzzy issue. Who approves these? If a department develops guidelines, will these departmental guidelines be respected by the administration and the Promotion/Tenure Committee? Possible sources are accreditation, or perhaps have the standards peer reviewed by another institution. Faculty need to be assured that if they follow departmental guidelines they will be accepted as part of the Promotion and Tenure process. There needs to be a process for a "seal of approval" from the institution. We don't seem to have a complete process. There is a need for different guidelines in multi-disciplinary departments. The Promotion and Tenure Committee proposal specifies that there should be guidelines. It will be up to the institution to develop and review these guidelines. Some departments already have very consistent standards that they have adhered to. The time for these standards to be set is early in the new faculty member's career.

The main motion was approved by a voice vote.

Dale Krueger presented the report from the Promotion and Tenure Committee.

The Committee looked carefully at equity issues based on rank and years of service. Percentage increases have had a tendency to spread out discrepancies. Approximately \$400,000 would be needed to make the salary adjustments recommended, plus approximately 20% additional for costs such as retirement contributions and Social Security.

Market conditions also mean that in some fields we cannot match competitive salaries. For this reason we may need to make adjustments within departments.

Adjunct pay has been an ongoing concern for several years. The proposal would address the situation.

Another issue is equal promotional opportunities. Our existing policy says that faculty without terminal degrees must go up for promotion under extraordinary circumstances. In many departments we cannot afford to hire people with PhD's. When departments

must hire people with Masters' degrees, there is a professional freeze, even though people with both degrees are working under the same professional standards.

Motion to receive the report (Hunt/M. Nandan). Approved. The committee is being invited back to our next meeting to discuss these issues.

The Report of the Academic Regulations and Standards Committee was received. (K. Andrews/M. Nandan) It will be discussed at the next meeting.

New Business

Adjourned at 5:22 PM.

To: Faculty Senate

From: Salary Committee
Dale Krueger, Chair
Nannette Wolford
Steven Klassen
Konrad Gunderson
Jimm MacGregor

Subject: Salary Recommendations for AY 2006- 2007

Date: February 15, 2006

The Faculty Senate Charges for 2005-2006 are to represent the faculty regarding salary changes according to the Bylaws. The committee as part of its annual report to the Faculty Senate has compiled a list of recommendations to improve salary for the Instructional Faculty at Missouri Western State University and justify these recommendations with appropriate data.

Contents

The salary proposal for 2006 is divided into six parts:

- Cost of living adjustments
- Equity adjustments based on rank and years of service
- A moving mean for departments or disciplines that need to adjust to market conditions
- Adjunct salary proposal
- Policy changes to promote equal promotional opportunities for all teaching faculty
- Proposal summary

Cost of Living Adjustments

Given a decrease in state funding, the employees at Missouri Western State University were fortunate to receive a 2% wage increase in 2005. However, according to U.S. Department of Labor statistics, the cost of living actually increased 3.3% in 2004 and 5.1% in 2005 based on inflation. This represents a combined cost of living increase for 2004-05 of 8.4%. Adjusting for the 2% increase received in 2005, MWSU employees are entitled to a 6.4% cost of living adjustment in 2006. See U.S. Department of Labor Statistics, which are attached as Appendix 1.

Equity Adjustments Based on Rank and Years of Service

The impact of percentage increases over the years, and changes in promotion benefits, leaves discrepancies between faculty within and across departments at Missouri Western State University. For example, a 4% salary increase for a faculty member earning \$60000 a year is a \$2400 increase while for a faculty member earning \$40000 a year represents only a \$1600 increase. In all organizations, personnel payroll systems periodically need adjustment. Over ten years ago, such an adjustment was instituted by the administration that significantly changed the

salary increases awarded to faculty when they were promoted. More recently the administration adjusted the personnel payroll system to move the salaries of Missouri Western faculty closer to the average mean for similar state schools across the country. The mean salaries for institutions comparable to MWSU can be found on *The Chronicle of Higher Education* website.

However, equity within ranks based on years of service has not been addressed. Therefore, the committee took the difference between the overall estimated means for each rank for the current year, and compared the average years of service in relation to the estimated mean for each rank. The estimated mean for Full Professors is \$66000, Associate Professors \$53000, Assistant Professors \$46000, Instructors \$35000. The average years of service for Full Professors is 25 years, Associate Professors 14 years, Assistant Professors 7 years, and Instructors 4 years. Using these figures, the difference between the means for Associate Professor and Full Professor is \$13000. Dividing this figure by 25 results in a total of \$500 for each year of service. Next, the difference between the means for Assistant Professors and Associate Professors is \$7000. Dividing this figure by 14 again results in a total \$500 for each year of service. (All figures were rounded off to simplify the calculations, and estimated means were used because actual means were not yet available for this year.)

Using \$500 as the average difference for each year of service, the committee took the mean for each rank and compared the years of service in relation to each faculty member's actual pay. Using this data, the committee adjusted the pay scale for faculty members whose salaries were significantly out of alignment with the means based on their years of service. For example, an associate professor with sixteen years of service should have a salary of \$54000 per year. If they were above the \$54000 no adjustment was made. If their actual salary was \$52000 the adjustment needed for equity based on time and rank is \$2000. This procedure was followed for every faculty member (excluding adjuncts) using the appropriate mean for each rank. These equity adjustments affect 45% of the faculty at the full professor level, 70% at the associate professor level, 55% at the assistant professor level, and 52% at the instructor level. The results of this analysis are reported in a spreadsheet attached as Appendix 2 and in a series of graphs attached as Appendix 3.

Approaching the issue of salary equity based on years of service is justified for two reasons. First, Missouri Western has already increased the amount awarded to faculty upon promotion and adjusted faculty salaries to bring them into alignment with other institutions – policies both based on the principle of equity. Second, based on the same principle, no faculty member should be ranked as more or less competent than another when comparing base pay, level of education, and credentials. Therefore, with 43% of the labor force retiring in the next ten years, and the next generation 15% less than the present baby boomers, the impending shortage of workers places businesses and other institutions in a position where they can ill afford to lose employees (Garten, 2005). Higher education faces a similar problem. While there is a steadily increasing demand for an undergraduate education, the past several decades have witnessed the curtailment and/or extinction of Ph.D. programs in many fields, resulting in shortages of qualified faculty in some disciplines.

For business and universities alike there are a number of benefits associated with adjusting salaries for employees that do not have equity. Lack of equity may reduce commitment to the

firm or institution, resulting in decreased morale, self-esteem, and productivity among employees (Lavigna, 2005). Recent research also suggests that a majority of employees (51%) question the competency of their institution's management when salary equity is an abiding concern within the workplace. Furthermore, the issue of salary equity raises ethical concerns given that employees of equal status should be treated equally and with respect (Boatright, 2003). Finally, employees do not commonly associate unequal pay with market conditions, but with job performance, especially within institutions whose qualifications and criteria are not substantially different. From a legal perspective the Supreme Court recently ruled that cases could be filed if pay policies have a disparate impact on older employees (Clark, 2005).

The disadvantage for firms and institutions is the increased cost. For Missouri Western the cost for the proposed equity adjustment is **\$387914 plus 20% for Social Security and State Retirement**. Therefore, the committee recommends that this adjustment be implemented over a three-year period with an allocation of \$129304 for salaries and \$43101 for retirement per year. However, there are some faculty members that may qualify for an equity adjustment if they are promoted in AY 2006-2007. These adjustments do not include future promotions that may transpire in the spring of 2006 and future years.

To maintain a basic equitable pay system at Missouri Western State University, the salaries of all new faculty hires should be calculated according to this proposed pay scale. This will help to avoid future equity issues, particularly as we move toward a higher level of pay associated with University status. Potential market deviations that may affect this proposal are addressed in the next section.

Notes:

- Boatright, J. R. (2003). *Ethics and the conduct of business* (4th ed.) Upper Saddle River, NJ: Prentice Hall.
- Clark, M. M. (2005). "Court: workers can sue for unintentional age bias." *HR Magazine*, 50 (5), 629-661.
- Garten, J. E. (2005, November 14). "Keep boomers on the job." *Business Week*, 162.
- Lavigna, B (2005). "Winning the war for talent." *Government Finance Review*, 21 (1), 46-50.

Equity for Departments Subject to Unusual Market Conditions

There are some departments at Missouri Western where the demand for qualified personnel is subject to national competitive conditions that are beyond the scope of the proposed equity-based pay scale. Where these conditions exist the department mean or discipline mean by rank should be calculated, and the years of service by rank applied to adjust for differences in pay to allow for the hiring and retention of terminally qualified faculty.

Adjunct Pay

Last year the salary committee recommended a pay scale for adjunct faculty based on years of service. This year's committee has concluded that such a plan would create an unnecessary administrative burden. Rather, it is proposed that adjunct pay be uniformly increased from \$600

per credit hour to \$700 per credit hour in order to bring Missouri Western's adjunct salaries in line with other universities in the area.

Equal Promotional Opportunities

Missouri Western State University's present policy manual indicates that individuals who do not have a Ph.D., or do not have a Ph.D. in the area in which they teach, need to apply for the rank of full professor on an exceptional basis. Since only one individual has been promoted on an exceptional basis in the past twenty-five years, and since the standards for exceptional promotion are higher than those for qualified faculty, this policy is not consistent with the notions of procedural and distributive justice supported in recent court rulings. For example, a recent ruling against the oil firm Texaco is an example of the court's condemnation of unfair standards and discrimination being used to prevent minority employees from equally participating in the firm's promotional opportunities (Labich, 1999). At Missouri Western we have faculty with non-doctoral degrees (M.A.s, J.D.s, etc.) who participate in research projects, professional development, and publication, but who are subject to different standards for promotion than other faculty members. This places the university in an actionable legal position.

To place this issue in perspective, there are many teaching areas, particularly in the College of Professional Studies (business, nursing, criminal justice, engineering) where a person with twenty years of experience and a master's degree may be more professionally qualified than a person with less experience and a Ph.D. For example, would you, as a nursing student, prefer a Ph.D. with less work experience to teach emergency room procedures or a teacher with 20 years emergency room experience? Furthermore, given the time required to pursue a doctorate, an older person with twenty years of experience may be at an age where pursuing a Ph.D. costs more than the increase in pay associated with it. Preventing a person from moving to full professor places individuals in a position in which they not only lose the opportunity for promotion, but the benefits that accrue with it. This is especially the case with retirement benefits, since a faculty member who is effectively "stuck" at the rank of associate professor will never receive the pay raise that accompanies promotion. Over time the amount of lost income runs into thousands of dollars.

The committee thus makes two recommendations. First, eliminate the exceptional criteria for promotion and make the rank of full professor open to all faculty who excel in teaching, scholarship, and service. Second, as a newly created university, Missouri Western should commit itself to maintaining and increasing the number of faculty members who possess terminal degrees in their fields. The institution should therefore establish a policy that the number of faculty with terminal degrees at Missouri Western should never fall below the level reached in AY 2005-06. Furthermore, Missouri Western must establish a policy aimed at recruiting qualified faculty with terminal degrees. Implementation of the salary equity proposal outlined above would aid in the facilitation of both of these policies.

Notes:

Labich, K. (1999) "No more crude at Texaco." *Fortune*, pp. 205-12

Summary

The salary committee recommends on a priority basis that the Faculty Senate and the Administration rank the equity adjustments and equal promotional opportunities first. From a financial viewpoint the savings on the provost position for the first half of this year pays for more than half of the equity adjustment. Also, extra funds were generated from the increase in enrollment this fall. The committee is not relying on those funds for salary adjustments based on cost of living, but there should be sufficient funds available to proceed with the equity recommendation for the first year and still leave enough available funds for medical cost increases and energy cost increases that the University faces during the current year and possibly in AY 2006-2007. Also, the equal employment and promotional opportunities represents a policy change consistent with recent court precedents. It does not cost Missouri Western State University to change its promotion policy, and this issue should not be used to avoid implementing the equity adjustment.

The second priority pertains to the cost of living increase, and this increase depends on the 2% increase in state funding (\$400000), the cost savings achieved in 2005-2006, a revenue increase accumulated during AY 2005-2006 from an increase in enrollment, and/or a possible tuition increase for AY 2006-2007. As an example, a 3% cost of living increase for the faculty costs \$336543 for salaries and \$67308 for retirement for a total of \$403851 using budget figures.

Consistent with the above priorities the committee recommends a one-third equity adjustment for AY 2006-2007 from the increase in state aid, the cost savings generated during AY 2005-2006 and the revenue increase from the enrollment increase in AY 2005-2006. Second, for cost of living adjustments the committee recommends dividing the number of faculty into the balance of the available funds, which means every faculty member receives an absolute amount rather than a percentage based on each faculty member's salary level. Next, the committee recommends following the same procedure for the next two years after 2006-2007. By using an absolute dollar amount instead of a percentage cost living adjustment, lower paid faculty receive a greater percentage increase than higher paid faculty. This procedure helps reduce the amount needed for the equity adjustment after AY 2006-2007. For example, an increase of \$1650 for every faculty member would mean those earning \$55000 or less would receive a 3% increase or more and those earning more than \$55000 would receive less than 3%. To make this system fair, the committee recommends that those faculty members earning more than \$55000 should receive an appropriate percentage increase at the end of the three year equity adjustment period to ensure that their salaries meet the average mean for their rank as reported in *The Chronicle of Higher Education* for state schools. By implementing these proposals, MWSU will institute a fair and equitable system of pay for all faculty that will facilitate the institution's transition toward University Graduate Programs and higher salary levels consistent with other universities.

Adjunct pay is the next priority, but the committee does not have the figures to determine the cost.

The last priority refers to the department or discipline mean approach to equity based on market conditions. Certain departments and disciplines may be subject to external pay scales not consistent with the Missouri Western State University salary system. These departments need to have the opportunity to adjust pay to retain and recruit on a market level to attract qualified PhDs based on departmental or discipline means to achieve equity. Unfortunately, in some discipline

areas the lack of qualified terminal degrees is already evident and individuals with a master's degree and experience maybe the only employment choice.

The Salary Committee hopes the Faculty Senate and Administration consider all aspects and ramifications associated with these recommendations and recommends implementation in year 2006.

Salary Report Appendix 1

Source: ftp://ftp.bls.gov/pub/news.release/History/cpi.10142005.news

FOR TECHNICAL INFORMATION:

Patrick C. Jackman	(202) 691-7000	USDL-05-1970
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	http://www.bls.gov/cpi/	

CONSUMER PRICE INDEX: SEPTEMBER 2005

The Consumer Price Index for All Urban Consumers (CPI-U) increased 1.2 percent in September, before seasonal adjustment, the Bureau of Labor Statistics of the U.S. Department of Labor reported today. The September level of 198.8 (1982-84=100) was 4.7 percent higher than in September 2004.

The Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) increased 1.5 percent in September, prior to seasonal adjustment. The September level of 195.0 was 5.2 percent higher than in September 2004.

The Chained Consumer Price Index for All Urban Consumers (C-CPI-U) increased 0.8 percent in September on a not seasonally adjusted basis. The September level of 114.7 (December 1999=100) was 3.5 percent higher than in September 2004. Please note that the indexes for the post-2003 period are subject to revision.

CPI for All Urban Consumers (CPI-U)

On a seasonally adjusted basis, the CPI-U increased 1.2 percent in September. Energy costs increased sharply for the third consecutive month--up 12.0 percent in September--and accounted for over 90 percent of the advance in the September CPI-U. Within energy, the index for energy commodities (petroleum-based energy) increased 17.4 percent and the index for energy services rose 4.6 percent. The index for food, which was unchanged in August, rose 0.3 percent in September, largely reflecting an upturn in the index for fruits and vegetables. The index for all items less food and energy registered a 0.1 percent increase for the fifth consecutive month. Shelter costs, which were virtually unchanged in August, declined 0.1 percent in September, largely as a result of a 2.5 percent decrease in the index for lodging away from home. The index for apparel, which increased 1.0 percent in August, declined 0.1 percent in September. These declines were more than offset by upturns in the indexes for new vehicles, for medical care services, and for communication.

Table A. Percent changes in CPI for All Urban Consumers (CPI-U)

Expenditure Category	Seasonally adjusted							Un- Compound adjusted 12-mos. ended ended ended
	Changes from preceding month							
	2005							
	Mar.	Apr.	May	June	July	Aug.	Sep.	Sep. '05

All Items	.6	.5	-.1	.0	.5	.5	1.2	9.4	4.7
Food and beverages	.2	.6	.1	.0	.2	.1	.2	1.9	2.5
Housing	.5	.3	.1	.1	.4	.2	.4	4.0	3.1
Apparel	.8	-.6	.0	-.7	-.9	1.0	-.1	.0	-.6
Transportation	1.9	1.8	-1.0	-.1	1.5	2.2	5.1	41.5	14.5
Medical care	.5	.2	.3	.2	.4	.0	.3	2.8	3.9
Recreation	.0	.2	.3	-.3	.1	.3	.4	3.0	1.0
Education and communication	.2	.4	.0	.1	.2	-.1	.7	3.2	2.1
Other goods and services	.1	.0	.4	.0	.6	.2	.1	3.5	2.8
Special Indexes									
Energy	4.0	4.5	-2.0	-.5	3.8	5.0	12.0	122.1	34.8
Food	.2	.7	.1	.1	.2	.0	.3	1.9	2.5
All Items less food and energy	.4	.0	.1	.1	.1	.1	.1	1.4	2.0

Hurricanes Katrina and Rita had a very small effect on survey response rates in September. Response rates in those affected areas were lower than usual, but the missing prices accounted for less than 1 percent of the overall CPI sample.

Consumer prices increased at a seasonally adjusted annual rate (SAAR) of 9.4 percent in the third quarter of 2005, following increases in the first and second quarters at annual rates of 4.3 and 1.9 percent, respectively. This brings the year-to-date annual rate to 5.1 percent and compares with an increase of 3.3 percent in all of 2004. The index for energy, which advanced at annual rates of 21.1 and 7.5 percent in the first two quarters, increased at a 122.1 percent rate in the third quarter of 2005. Thus far this year, energy costs have risen at a 42.5 percent SAAR after increasing 16.6 percent in all of 2004. In the first nine months of 2005, petroleum-based energy costs increased at a 67.9 percent rate and charges for energy services increased at a 14.6 percent rate. The food index rose at a 2.2 percent SAAR in the first nine months of 2005. The index for grocery store food prices increased at a 1.3 percent rate. Among the six major grocery store food groups, the index for nonalcoholic beverages registered the largest increase during this span--up at a 4.3 percent rate--while the index for fruits and vegetables recorded the only decline--down at a 1.7 percent annual rate.

The CPI-U excluding food and energy advanced at a 1.4 percent SAAR in the third quarter, following increases at rates of 3.3 and 1.2 percent in the first two quarters of 2005. The advance at a 2.0 percent SAAR for the first nine months of 2005 compares with a 2.2 percent rise in all of 2004. Each of the major groups--including alcoholic beverages and the non-energy portion of the housing and transportation groups--registered a rate of change in the first 9 months of 2005 within one percent of that for all of 2004. The annual rates for selected groups for the last seven and three-quarter years are shown below.

<u>RANK</u>	<u>DATE HIRED</u>	<u>YEARS</u>	<u>ACADEMIC LEVEL</u>	<u>AY 2005-06 SALARY</u>	<u>ADDED TO BASE 2005</u>	<u>ACTUAL SALARY</u>	<u>IDEAL SALARY</u>	<u>EQUITY</u>
Professor	Jan 83	22	MA+30-SP	57,496.00		(57,496.00)	65,000.00	7,504.00
Professor	Sep 68	37	DR	71,034.00		(71,034.00)	72,000.00	966.00
Professor	Aug 83	22	DR	68,052.00	(3,000.00)	(65,052.00)	65,052.00	
Professor	Aug 77	28	DR	69,853.00		(69,853.00)	69,853.00	
Professor	Aug 87	18	DR	60,506.00		(60,506.00)	62,500.00	1,994.00
Professor	Aug 95	10	DR	65,791.00	(2,000.00)	(63,791.00)	63,791.00	
Professor	Aug 93	12	DR	53,835.00		(53,835.00)	59,500.00	5,665.00
Professor	Aug 93	12	DR	52,470.00		(52,470.00)	59,500.00	7,030.00
Professor	Aug 72	33	DR	78,140.00	(3,000.00)	(75,140.00)	75,140.00	
Professor	Aug 78	27	DR	71,568.00		(71,568.00)	71,568.00	
Professor	Aug 72	33	MFA-MA+60	71,429.00	(3,000.00)	(68,429.00)	70,000.00	1,571.00
Professor	Aug 88	17	DR	57,486.00		(57,486.00)	61,500.00	4,014.00
Professor	Aug 72	33	DR	73,811.00	(3,000.00)	(70,811.00)	70,811.00	
Professor	Aug 85	20	DR	64,175.00		(64,175.00)	64,175.00	
Professor	Jul 68	37	DR	79,596.00		(79,596.00)	79,596.00	
Professor	Aug 82	23	DR	61,234.00		(61,234.00)	64,500.00	3,266.00
Professor	Aug 89	16	DR	58,202.00		(58,202.00)	61,500.00	3,298.00
Professor	Aug 82	23	DR	64,535.00		(64,535.00)	65,000.00	465.00
Professor	Aug 84	21	DR	70,748.00		(70,748.00)	70,748.00	
Professor	Aug 68	37	DR	79,596.00		(79,596.00)	79,596.00	
Professor	Aug 91	14	MA+30-JD	59,538.00		(59,538.00)	60,500.00	962.00
Professor	Aug 95	10	DR	61,296.00		(61,296.00)	61,296.00	
Professor	Aug 77	28	DR	72,284.00		(72,284.00)	72,284.00	
Professor	Aug 74	31	DR	71,567.00		(71,567.00)	71,567.00	
Professor	Aug 78	27	DR	70,197.00		(70,197.00)	70,197.00	
Professor	Aug 78	27	MA+30--SP	55,721.00		(55,721.00)	66,000.00	10,279.00
Professor	Aug 78	27	DR	72,789.00	(3,000.00)	(69,789.00)	69,789.00	
Professor	Aug 79	26	DR	77,620.00	(3,000.00)	(74,620.00)	74,620.00	
Professor	Aug 79	26	DR	57,454.00		(57,454.00)	67,000.00	9,546.00
Professor	Aug 79	26	DR	65,489.00		(65,489.00)	67,000.00	1,511.00
Professor	Aug 74	31	DR	71,422.00	(3,000.00)	(68,422.00)	69,000.00	578.00
Professor			15,000.00					
Professor	Aug 90	15	DR	61,444.00		(61,444.00)	61,444.00	
Professor	Aug 71	34	DR	76,511.00		(76,511.00)	76,511.00	
Professor	Aug 76	29	DR	69,611.00	(3,000.00)	(66,611.00)	68,000.00	1,389.00
Professor	Aug 88	17	DR	52,484.00		(52,484.00)	62,000.00	9,516.00
Professor	Jan 79	26	DR	67,900.00		(67,900.00)	67,900.00	
Professor	Aug 76	29	DR	70,360.00	(3,000.00)	(67,360.00)	68,000.00	640.00
Professor	Aug 90	15	DR	66,085.00		(66,085.00)	66,085.00	
Professor	Aug 71	34	DR	76,537.00		(76,537.00)	76,537.00	
AVERAGES		24.44				-66,073.49		
TOTALS						(2,576,866.00)	2,647,060.00	70,194.00

<u>RANK</u>	<u>DATE HIRED</u>	<u>YEARS</u>	<u>ACADEMIC LEVEL</u>	<u>AY 2005-06 SALARY</u>	<u>ADDED TO BASE 2005</u>	<u>ACTUAL SALARY</u>	<u>IDEAL SALARY</u>	<u>EQUITY</u>
Associate	Aug 99	6	DR	45,243.00		(45,243.00)	49,000.00	3,757.00
Associate	Aug 72	33	MA+90	60,483.00		(60,483.00)	62,500.00	2,017.00
Associate	Aug 81	24	DR	57,031.00		(57,031.00)	58,000.00	969.00
Associate	Aug 00	5	DR	44,335.00	(1,000.00)	(43,335.00)	49,500.00	6,165.00
Associate	Aug 84	21	MA+60	53,982.00		(53,982.00)	57,500.00	3,518.00
Associate	Aug 97	8	DR	47,239.00		(47,239.00)	50,000.00	2,761.00
Associate	Aug 97	8	DR	48,358.00		(48,358.00)	50,000.00	1,642.00
Associate	Aug 94	11	DR	54,088.00		(54,088.00)	54,088.00	
Associate	Aug 70	35	MA+60	58,524.00		(58,524.00)	63,500.00	4,976.00
Associate	Aug 98	7	DR	64,544.00		(64,544.00)	64,544.00	
Associate	Aug 96	9	DR	49,134.00	(2,000.00)	(47,134.00)	50,500.00	3,366.00
Associate	Aug 98	7	DR	45,881.00		(45,881.00)	49,500.00	3,619.00
Associate	Aug 96	9	DR	50,141.00		(50,141.00)	50,500.00	359.00
Associate	Aug 94	11	DR	45,761.00		(45,761.00)	51,500.00	5,739.00
Associate	Aug 97	8	DR	47,909.00		(47,909.00)	50,000.00	2,091.00
Associate	Aug 97	8	DR	46,447.00		(46,447.00)	50,000.00	3,553.00
Associate	Jan 96	9	MA	48,107.00		(48,107.00)	50,500.00	2,393.00
Associate	Aug 05	0	DR	53,700.00		(53,700.00)	53,700.00	
Associate	Aug 79	26	MA	54,924.00		(54,924.00)	59,000.00	4,076.00
Associate	Aug 83	22	MFA-MA+30	47,511.00		(47,511.00)	57,000.00	9,489.00
Associate	Aug 91	14	MA+30	51,341.00		(51,341.00)	53,000.00	1,659.00
Associate	Aug 94	11	MA+60	56,491.00		(56,491.00)	56,491.00	
Associate	Sep 67	38	MA	55,049.00		(55,049.00)	65,500.00	10,451.00
Associate	Aug 75	30	MFA-MA+30	53,183.00		(53,183.00)	61,000.00	7,817.00
Associate	Jan 90	15	DR	49,246.00		(49,246.00)	53,500.00	4,254.00
Associate	Aug 00	5	DR	48,342.00		(48,342.00)	48,500.00	158.00
Associate	Aug 97	8	DR	48,639.00		(48,639.00)	50,000.00	1,361.00
Associate	Aug 99	6	DR	46,490.00	(1,000.00)	(45,490.00)	49,000.00	3,510.00
Associate	Jan 97	8	DR	48,407.00		(48,407.00)	50,000.00	1,593.00
Associate	Aug 97	8	DR	44,986.00		(44,986.00)	50,000.00	5,014.00
Associate	Aug 97	8	DR	48,795.00		(48,795.00)	50,000.00	1,205.00
Associate	Aug 96	9	DR	51,418.00		(51,418.00)	51,418.00	
Associate	Aug 91	14	DR	46,941.00		(46,941.00)	53,000.00	6,059.00
Associate	Aug 95	10	DR	44,197.00		(44,197.00)	51,000.00	6,803.00
Associate	Aug 84	21	MA+60	57,141.00		(57,141.00)	57,141.00	
Associate	Jul 93	12	DR	79,109.00		(79,109.00)	79,109.00	
Instructor	Aug 05	0	DR	82,000.00		(82,000.00)	82,000.00	
Associate	Aug 99	6	DR	44,929.00		(44,929.00)	49,000.00	4,071.00
Associate	Aug 96	9	DR	53,770.00		(53,770.00)	53,770.00	
Associate	Aug 88	17	DR	49,061.00		(49,061.00)	54,500.00	5,439.00
Associate	Aug 93	12	DR	49,174.00		(49,174.00)	52,000.00	2,826.00
Associate	Aug 94	11	DR	61,104.00	(2,000.00)	(59,104.00)	59,104.00	
Associate	Aug 00	5	DR	45,321.00		(45,321.00)	48,500.00	3,179.00
Associate	Aug 96	9	DR	56,676.00		(56,676.00)	56,676.00	

Associate	Jul 68	37	DR	66,625.00		(66,625.00)	72,000.00	5,375.00
Associate	Aug 97	8	MS	61,000.00		(61,000.00)	61,000.00	
Associate				19,475.00				
Associate	Aug 96	9	DR	47,636.00		(47,636.00)	50,500.00	2,864.00
Associate	Aug 86	19	MA	57,232.00	(2,000.00)	(55,232.00)	55,232.00	
Associate	Aug 93	12	DR	52,631.00		(52,631.00)	52,631.00	
Associate	Aug 98	7	DR	55,619.00		(55,619.00)	55,619.00	
Associate	Aug 70	35	DR	68,167.00		(68,167.00)	71,000.00	2,833.00
Associate	Aug 96	9	MA+30	50,070.00		(50,070.00)	50,500.00	430.00
Associate	Feb 71	34	MA	54,080.00		(54,080.00)	63,000.00	8,920.00
Associate	Aug 87	18	DR	55,103.00	(2,000.00)	(53,103.00)	55,000.00	1,897.00
Associate	Aug 99	6	MA+30-JD	46,949.00		(46,949.00)	49,000.00	2,051.00
Associate	Aug 80	25	MA+30	54,345.00		(54,345.00)	57,500.00	3,155.00
Associate	Aug 99	6	DR	44,562.00		(44,562.00)	49,000.00	4,438.00
Associate	Aug 00	5	DR	43,997.00		(43,997.00)	48,500.00	4,503.00
Associate	Aug 91	14	DR	66,217.00		(66,217.00)	66,217.00	
Associate	Aug 89	16	DR	53,191.00		(53,191.00)	54,000.00	809.00
Associate	Aug 90	15	MA+30-SP	52,680.00		(52,680.00)	53,500.00	820.00
Associate	Jan 98	7	DR	56,829.00		(56,829.00)	56,829.00	
Associate	Jan 98	7	DR	49,896.00		(49,896.00)	49,896.00	
AVERAGES		13.37				-52,729.86		
TOTALS						(3,321,981.00)	3,485,965.00	163,984.00

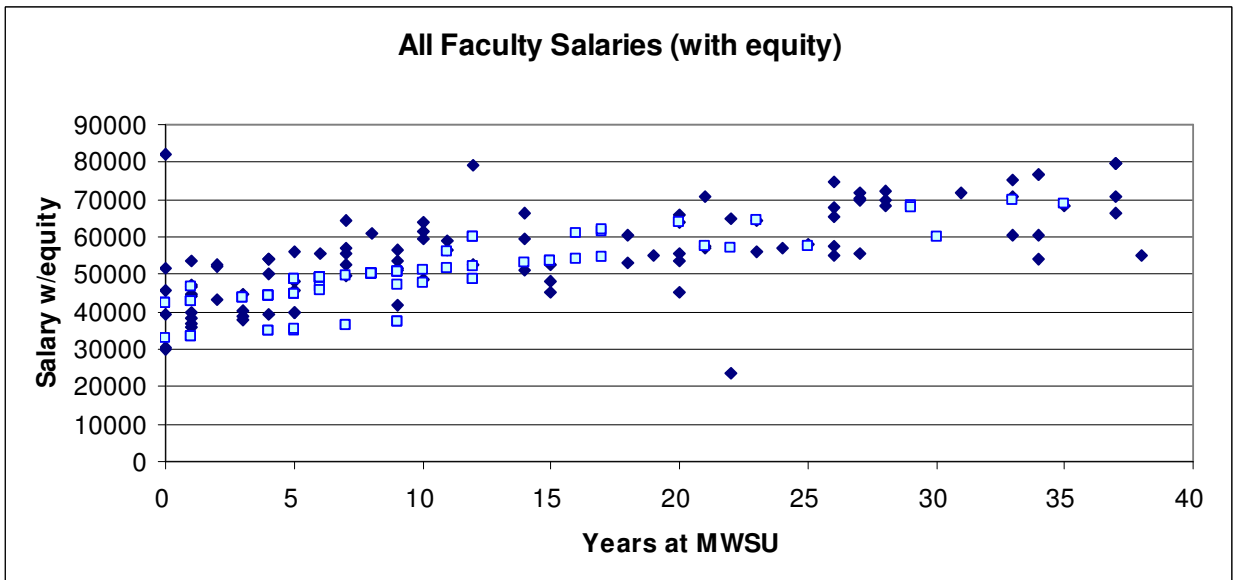
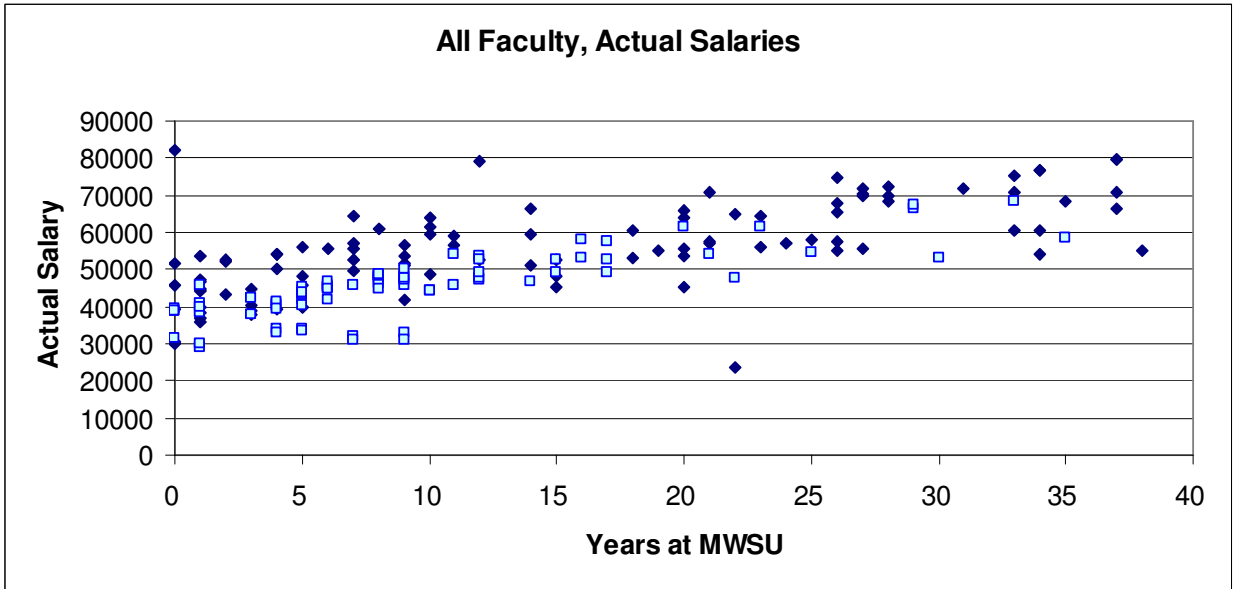
<u>RANK</u>	<u>DATE HIRED</u>	<u>YEARS</u>	<u>ACADEMIC LEVEL</u>	<u>AY 2005-06 SALARY</u>	<u>ADDED TO BASE 2005</u>	<u>ACTUAL SALARY</u>	<u>IDEAL SALARY</u>	<u>EQUITY</u>
Assistant			(Ret.)	30,000.00				
Assistant	Aug 01	4	DR	40,126.00	(40,126.00)	44,500.00	44,500.00	4,374.00
Assistant	Aug 01	4	DR	54,198.00	(54,198.00)	54,198.00	54,198.00	
Assistant	Aug 82	23	DR	56,039.00	(56,039.00)	56,039.00	56,039.00	
Assistant	Aug 04	1	DR	44,115.00	(44,115.00)	44,115.00	44,115.00	
Assistant	Aug 04	1	MSN	40,943.00	(40,943.00)	43,000.00	43,000.00	2,057.00
Assistant	Aug 03	2	DR	52,745.00	(52,745.00)	52,745.00	52,745.00	
Assistant	Aug 02	3	DR	42,376.00	(42,376.00)	44,000.00	44,000.00	1,624.00
Assistant	Aug 03	2	DR	39,372.00	(39,372.00)	43,500.00	43,500.00	4,128.00
Assistant	Aug 85	20	MA	55,504.00	(55,504.00)	55,504.00	55,504.00	
Assistant	Aug 96	9	DR	45,912.00	(45,912.00)	47,000.00	47,000.00	1,088.00
Assistant	Aug 01	4	DR	40,768.00	(40,768.00)	44,500.00	44,500.00	3,732.00
Assistant	Aug 98	7	DR	52,613.00	(52,613.00)	52,613.00	52,613.00	
Assistant	Aug 93	12	DR	47,322.00	(47,322.00)	48,500.00	48,500.00	1,178.00
Assistant	Aug 00	5	MA+30--SP	39,935.00	(39,935.00)	47,000.00	47,000.00	7,065.00
Assistant	Aug 04	1	DR	47,063.00	(47,063.00)	47,063.00	47,063.00	
Assistant	Aug 85	20	MA	45,200.00	(45,200.00)	52,500.00	52,500.00	7,300.00
Assistant	Aug 00	5	DR	56,166.00	(56,166.00)	56,166.00	56,166.00	
Assistant	Aug 99	6	BS	45,547.00	(45,547.00)	46,500.00	46,500.00	953.00
Assistant	Aug 05	0	MA+60	39,450.00	(39,450.00)	42,500.00	42,500.00	3,050.00
Assistant	Aug 99	6	MA	41,578.00	(41,578.00)	45,500.00	45,500.00	3,922.00
Assistant	Aug 04	1	MA+30-MFA	45,645.00	(45,645.00)	46,500.00	46,500.00	855.00
Assistant	Aug 95	10	MA+30	44,201.00	(44,201.00)	47,500.00	47,500.00	3,299.00
Assistant	Aug 95	10	MA	48,933.00	(48,933.00)	48,933.00	48,933.00	
Assistant	Aug 80	25	DR	57,929.00	(57,929.00)	57,929.00	57,929.00	
Assistant	Aug 00	5	DR	41,821.00	(41,821.00)	45,000.00	45,000.00	3,179.00
Assistant	Aug 90	15	DR	52,438.00	(52,438.00)	52,438.00	52,438.00	
Assistant	Feb 71	34	MA	60,661.00	(60,661.00)	60,661.00	60,661.00	
Assistant	Aug 00	5	MA+30--PE	45,767.00	(45,767.00)	45,767.00	45,767.00	
Assistant	Aug 03	2	DR	52,333.00	(52,333.00)	52,333.00	52,333.00	
Assistant	Aug 90	15	MA	45,115.00	(45,115.00)	50,000.00	50,000.00	4,885.00
Assistant	Aug 04	1	DR	44,880.00	(44,880.00)	44,880.00	44,880.00	
Assistant	Aug 04	1	DR	38,148.00	(38,148.00)	43,000.00	43,000.00	4,852.00
Assistant	Aug 05	0	DR	38,850.00	(38,850.00)	42,500.00	42,500.00	3,650.00
Assistant	Aug 01	4	DR	41,090.00	(41,090.00)	44,500.00	44,500.00	3,410.00
Assistant	Aug 01	4	DR	53,909.00	(53,909.00)	53,909.00	53,909.00	
Assistant	Aug 93	12	DR	47,695.00	(47,695.00)	48,500.00	48,500.00	805.00
Assistant	Aug 05	0	DR	38,850.00	(38,850.00)	42,500.00	42,500.00	3,650.00
Assistant	Aug 00	5	DR	43,583.00	(43,583.00)	45,000.00	45,000.00	1,417.00
Assistant	Aug 85	20	MS	53,389.00	(53,389.00)	53,389.00	53,389.00	
Assistant	Aug 05	0	DR	39,450.00	(39,450.00)	42,500.00	42,500.00	3,050.00
Assistant	Aug 05	0	DR	38,850.00	(38,850.00)	42,500.00	42,500.00	3,650.00
Assistant			24,226 (PT)					
Assistant	Aug 02	3	DR	45,948.00	(1,000.00)	(44,948.00)	44,948.00	

Assistant	Aug 95	10	DR	59,285.00	(59,285.00)	59,285.00	
Assistant	Aug 05	0	DR	51,578.00	(51,578.00)	51,578.00	
Assistant	Aug 04	1	DR	40,050.00	(40,050.00)	43,000.00	2,950.00
Assistant	Aug 96	9	MA+Cert	42,037.00	(42,037.00)	47,000.00	4,963.00
Assistant	Aug 01	4	MFA	39,483.00	(39,483.00)	44,500.00	5,017.00
Assistant	Aug 02	3	MFA	37,876.00	(37,876.00)	44,000.00	6,124.00
Assistant	Aug 01	4	ABD	39,254.00	(39,254.00)	44,500.00	5,246.00
Assistant	Aug 99	6	DR	55,542.00	(55,542.00)	55,542.00	
Assistant	Aug 96	9	MS	51,144.00	(51,144.00)	51,144.00	
Assistant	Aug 04	1	MS	46,818.00	(46,818.00)	46,818.00	
Assistant	Aug 90	15	MA	48,236.00	(48,236.00)	50,000.00	1,764.00
Assistant	Aug 05	0	MA+60	39,150.00	(39,150.00)	42,500.00	3,350.00
Assistant	Aug 00	5	DR	40,497.00	(40,497.00)	45,000.00	4,503.00
Assistant	Aug 05	0	MA+60	45,000.00	(45,800.00)	45,800.00	
AVERAGES		6.68			-46,110.84		
TOTALS					(2,582,207.00)	2,693,297.00	111,090.00

<u>RANK</u>	<u>DATE HIRED</u>	<u>YEARS</u>	<u>ACADEMIC LEVEL</u>	<u>AY 2005-06 SALARY</u>	<u>ADDED TO BASE 2005</u>	<u>ACTUAL SALARY</u>	<u>IDEAL SALARY</u>	<u>EQUITY</u>
Instructor	Aug 04	1	MA	36,669.00		(36,669.00)	36,669.00	
Instructor	Aug 04	1	MS	38,189.00		(38,189.00)	38,189.00	
Instructor	Aug 04	1	MA+60	36,057.00		(36,057.00)	36,057.00	
Instructor	Aug 02	3	MA	37,738.00		(37,738.00)	37,738.00	
Instructor	Aug 05	0	MA	29,935.00		(29,935.00)	33,000.00	3,065.00
Instructor	Aug 02	3	MA	38,773.00		(38,773.00)	38,773.00	
Instructor	Aug 02	3	MA	40,186.00		(40,186.00)	40,186.00	
Instructor	Aug 04	1	MS	39,913.00		(39,913.00)	39,913.00	
Instructor	Aug 96	9	MA	33,140.00		(33,140.00)	37,500.00	4,360.00
Instructor	Aug 01	4	MA+60	34,131.00		(34,131.00)	35,000.00	869.00
Instructor	Aug 00	5	MA	34,040.00		(34,040.00)	35,500.00	1,460.00
Instructor	Aug 05	0	MA	31,335.00		(31,335.00)	33,000.00	1,665.00
Instructor	Aug 04	1	MA	29,019.00		(29,019.00)	33,500.00	4,481.00
Instructor	Aug 05	0	MA+30-JD (1-YR)	38,550.00				
Instructor	Aug 98	7	MA	31,801.00		(31,801.00)	36,500.00	4,699.00
Instructor	Aug 01	4	MA+60	32,997.00		(32,997.00)	35,000.00	2,003.00
Instructor	Aug 05	0	MA+60 (1-YR)	38,900.00				
Instructor	Aug 03	2	MA+60 (1-YR)	46,745.00				
Instructor	Aug 96	9	MA	31,023.00		(31,023.00)	37,500.00	6,477.00
Instructor	Aug 00	5	MA	33,567.00		(33,567.00)	35,500.00	1,933.00
Instructor	Aug 00	5	MA	39,678.00		(39,678.00)	39,678.00	
Instructor	Aug 04	1	MA	29,784.00		(29,784.00)	33,500.00	3,716.00
Instructor	Aug 98	7	MA	30,997.00		(30,997.00)	36,500.00	5,503.00
Instructor	Aug 83	22	MA	23,829.00		(23,829.00)	23,829.00	
Instructor	Aug 05	0	MFA	30,585.00		(30,585.00)	33,000.00	2,415.00
AVERAGES		3.76						
TOTALS						(743,386.00)	786,032.00	42,646.00

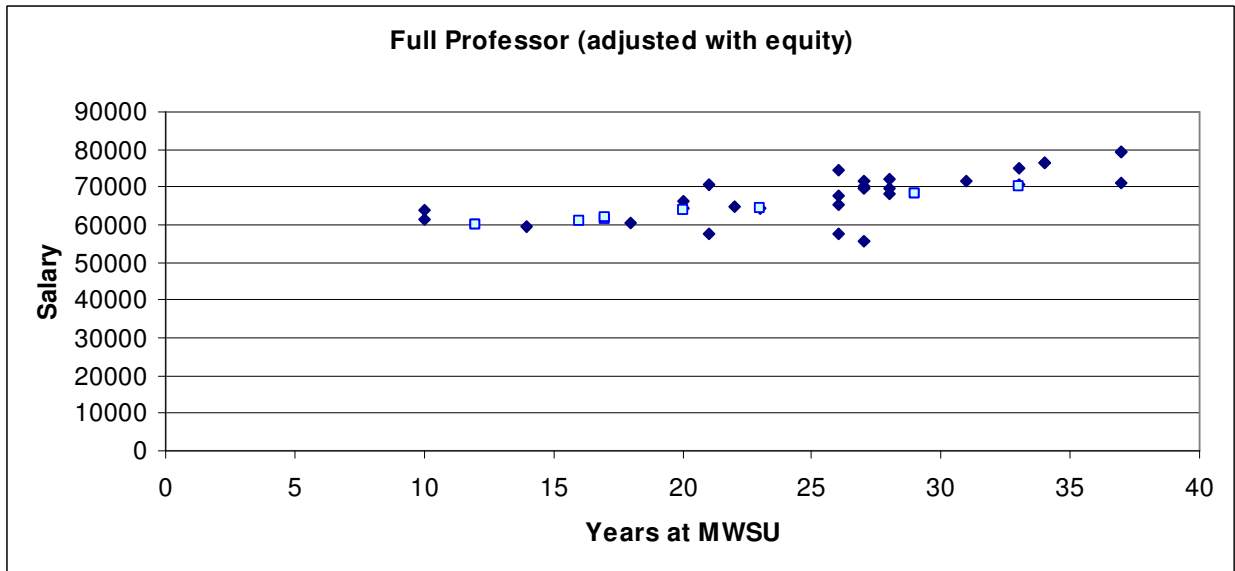
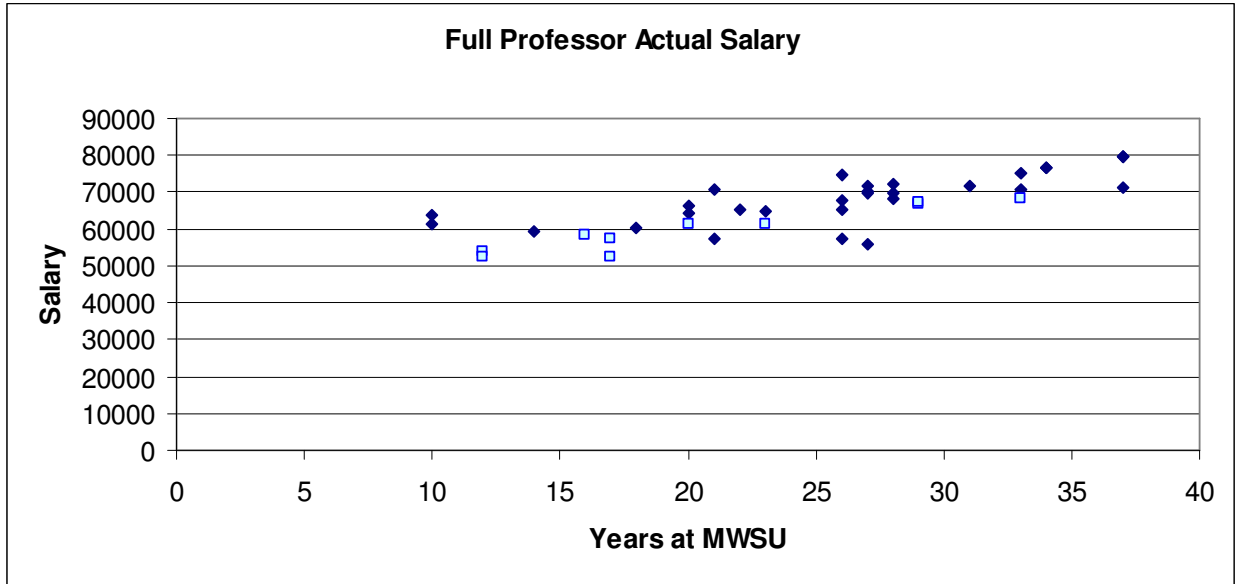
All Faculty Equity Adjustment (Before and After)

Diamonds represent salaries receiving no adjustment. Squares represent salaries adjusted for Equity.



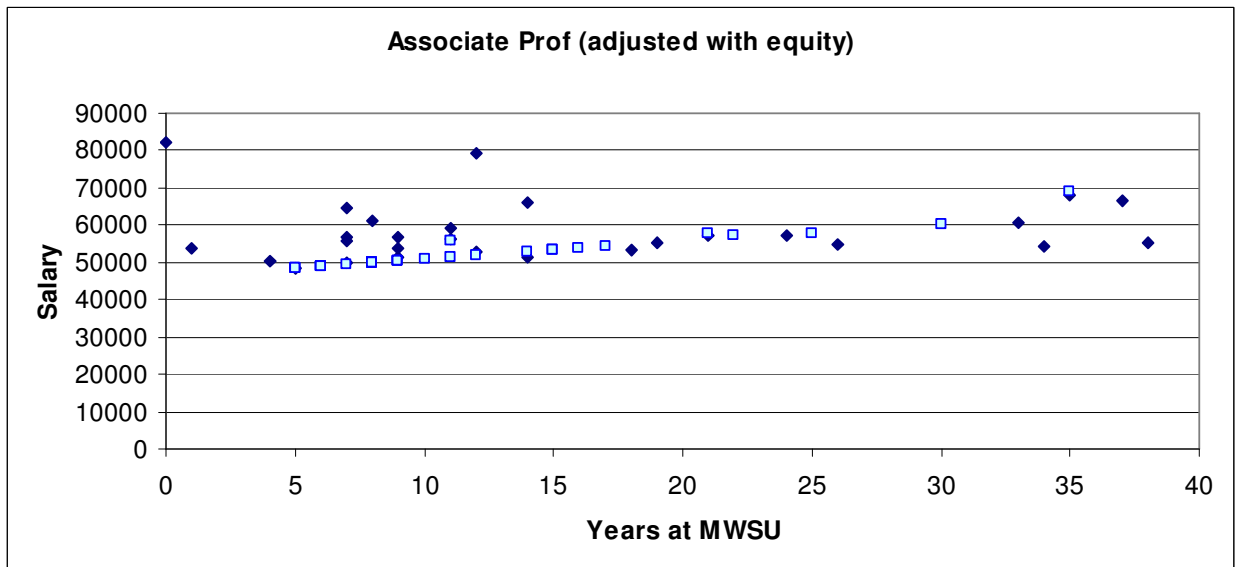
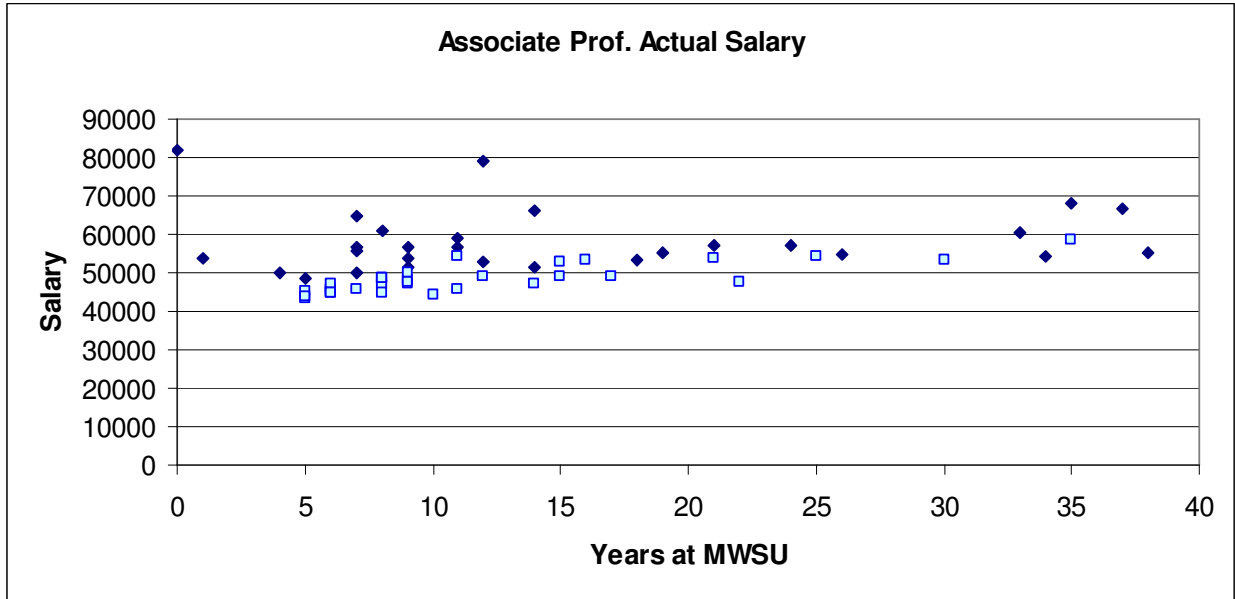
Full Professor Equity Adjustment (Before and After)

Diamonds represent salaries receiving no adjustment. Squares represent salaries adjusted for Equity.



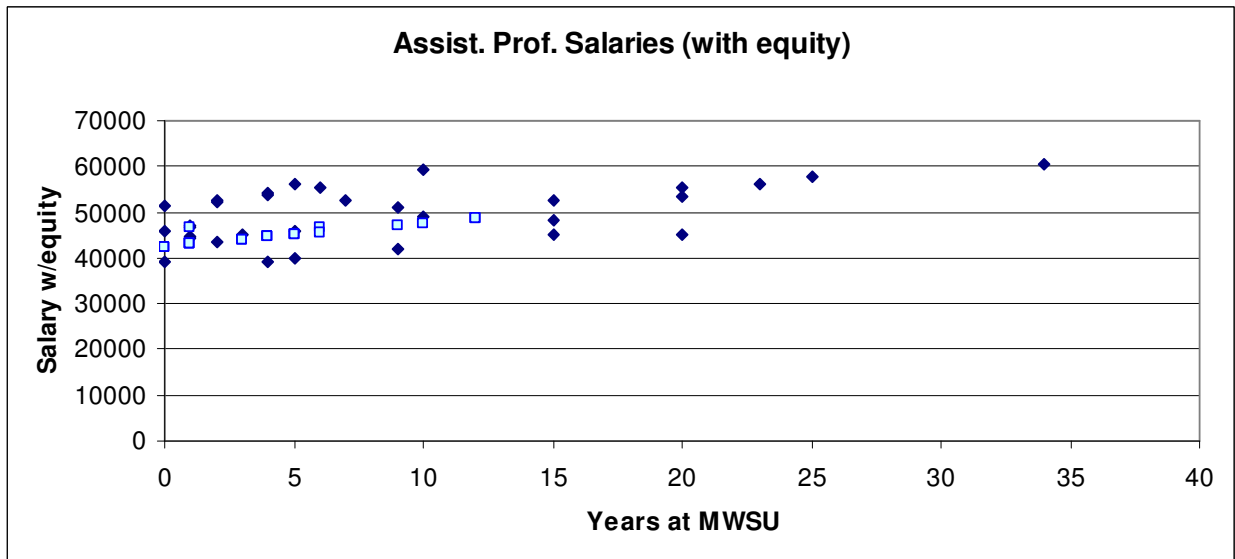
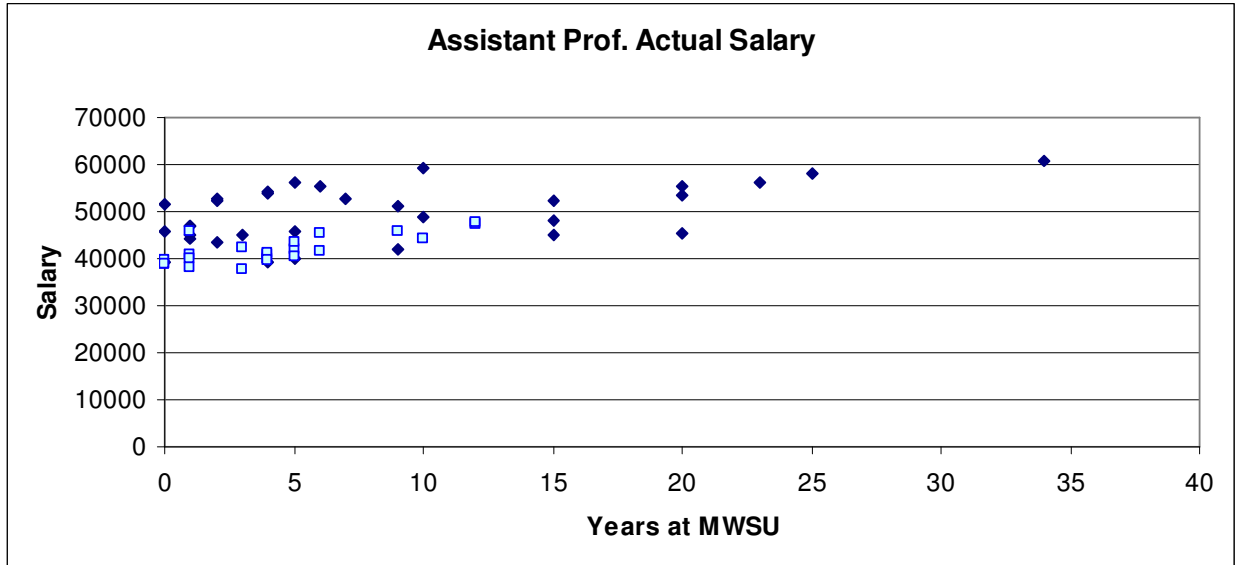
Associate Professor Equity Adjustment (Before and After)

Diamonds represent salaries receiving no adjustment. Squares represent salaries adjusted for Equity.



Assistant Professor Equity Adjustment (Before and After)

Diamonds represent salaries receiving no adjustment. Squares represent salaries adjusted for Equity.



Instructor Professor Equity Adjustment (Before and After)

Diamonds represent salaries receiving no adjustment. Squares represent salaries adjusted for Equity.

