

APSU Faculty Senate

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From: Faculty Red Committee

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To: APSU Faculty Senate

President Perry Scanlon

### **Introduction**

The Faculty Red Committee charged with assessing and reporting on faculty salaries for diversity, equity, and inclusion (DEI) issues and overall faculty salary inversion. The goal is to determine to what extent if any there are salary inequities related to these groups as far as can be determined. Secondly, it would be helpful to understand how much inversion there is in salary and potentially some type of measure of compression (although compression is extremely difficult to assess). Finally, the committee offers recommendations to improve the basis on which compensation decision are made to avoid any deterioration in the status quo and support more detailed assessments in the future. This report will assist the university administration to examine this new compensation plan starting in 2023.

### **Committee Work**

The Committee consulted with Mr. Anthony Roark, Director of HR Technology and Operations in the Office of Human Resources. Mr. Roark provided an Equity Report in the form of Excel spreadsheet show specific inversions in the salary scale. Inversion occurs when employees who are similarly or less qualified than current employees are paid more for the same job but note that the definition of inversion excludes paying new hires more because they have greater experience or skills or clearly exhibit the potential to rapidly outperform current employees<sup>1</sup>.

Numerous factors could influence our analysis of the data provided by Director of HR Technology and Operations in the Office of Human Resources Pay. Therefore, further information should be provided/collected to ensure equitable evaluation of all persons is available. The threshold utilized for

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<sup>1</sup> MBA Skool Team, September 05, 2012: <https://www.mbaskool.com/business-articles/human-resource/4757-how-to-deal-with-pay-inversion.html>

compression was \$1,000. There does not appear to be systemic compression (Total cases identified 40) or inversion (Total cases identified 12). The Committee, however, did identify a couple of anomalies highlighted in the Table. The committee does not have the resources to identify all possible anomalies.

## **Recommendations**

The following recommendations, therefore, are designed to assist in a deeper analysis of the status quo, provide a basis to improved data collection and monitoring for accuracy.


1. This committee could work with a university committee, appointed by APSU's Senior Leadership Team, to put data collection and analysis protocols into place.
2. Create/update policies to include an option for faculty to request of review of potential compression and inversion, to include an appeals process, if needed. Please note that this is a charge of the Data Governance Steering Committee of Data Trustees.
3. An annual review of faculty compensation to identify instances of potential compression/inversion.
4. CIP codes should be reviewed to ensure that the correct CIP codes are being assigned to each faculty member.
5. An annual report should be presented to the Faculty Senate by Director of HR Technology and Operations in the Office of Human Resources or person as designated by the Director of Human Resources.

## **Conclusion**

While the committee did not uncover systemic compression/inversion, this does not lead to the conclusion that the system is functioning optimally. In addition to the uneven quality of the data, the anomalies uncovered and the lack of routine and deliberate monitoring, the system needs reforms in line with the recommendation presented herein.

Our strategy provides for the rectifying of current anomalies and minimizing errors going forward. Further, it moves the university towards paying market rates for new employees, but bases future rewards of each employee, including new hires, on his or her total contribution to the organization. By striving to pay market rates, the university can hire new faculty and achieve its goal of being competitive in the hiring market for the current and future

years. Further, by basing future rewards on overall organization contributions, the university may be able to motivate employees to blossom into and remain loyal to APSU. This culminates in achieving the goal of high organizational efficiency and meeting the expectations of students, donors and the community.

  
 H.A. Young  
 Harold 'Harry' Young

Chair

**Definitions**

**Salary Compression** occurs when there are compensation discrepancies across ranks (i.e.: when salaries of junior faculty are very close to those of their more experienced colleagues across ranks).

**Salary Inversion** occurs when individuals make more (i.e.: higher percentage compared to CUPA) than other individuals within the same rank.

**The third party** means it was set by legal means such as by the Department of Labor or by the courts.

**Table: Summary of Instances of Compression and Inversion**

Department	# of instances of Compression	# of instances of Inversion	Notes
Accounting, Finance, & Economics	1	2	Faculty qualifications would explain this instance.
African American Studies	-	-	
Agriculture	-	-	
Allied Health Sciences	-	-	
Art + Design	3	5	
Aviation Science	-	-	
Biology	2	2	
Center of Excellence for Field Biology	-	-	
Chemistry	-	-	

College of Education	3	-	
Communication	3	1	
Computer Science & Information Technology	1	-	
Criminal Justice	-	-	
Emerging Leaders Prog	-	-	
Engineering Technology	-	-	
Geosciences	-	-	
Health & Human Performance	3	-	
History & Philosophy	-	-	
Inst for Nat'l Sec & Military Study	-	-	
Languages & Literature	6	-	1 faculty member appears to have the incorrect CIP code.
Leadership and Organizational Administration	-	-	
Library	-	-	
Management and Marketing	2	-	There are two indications of compression. However, the baseline is the Associate Dean for the College.
Mathematics	2	2	
Music	3	-	
Physics, Engineering and Astronomy	-	-	
Political Science & Public Management	-	-	
Psychological Science and Counseling	5	-	
School of Nursing	3	-	
Social Work	2	-	
Sociology	1	-	
Theatre & Dance	-	-	