

**Missouri State University Faculty Senate
Committee on University Budget & Priorities
Salary Report Card Fall 2021**

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Charge: To present a report card to the Faculty Senate. The report card should summarize pertinent data including faculty salaries compared to CUPA averages and medians. The report card should also summarize the number of equity adjustments given in the previous year, by count and by total value, for faculty, staff, and administrators, respectively.

Introduction

The Faculty Senate Committee on University Budget & Priorities is pleased to present our report on faculty salary and equity adjustments at Missouri State University. The following pages report available salary and equity adjustment data for the previous five years (Fall 2016-Spring 2021). We also present a more detailed analysis for the equity adjustments from the first half of Fiscal Year 2022. We present a summary of trends and observations for all these items.

Sources

2020-2021 CUPA Four-Year Faculty in Higher Education Salary Survey
[\(2020-2021 CUPA Four-Year Faculty in Higher Education Salary Survey - Human Resources - Missouri State University\)](#)

Equity adjustments 2020-2021. Missouri State University Office of Human Resources

Terminology

Missouri State University and CUPA use different terms to identify the same groups. This issue primarily exists among non-tenure track faculty. The Non-tenure Track Teaching Assistant and Associate Professors identified by CUPA have the ranks of Clinical Assistant and Clinical Associate at Missouri State. The CUPA Instructor group contains the ranks Instructor and Senior Instructor at Missouri State.

The state of pay for tenured and tenure-track faculty

Throughout the five-year period of examination, salaries of tenured and tenure-track faculty at Missouri State have consistently trailed behind the CUPA average (Figure 1a.). The pay gap for this group has increased over the last five years, a discouraging sign that Missouri State is moving in the wrong direction regarding compensation. The pay gap is largest among Professors (Figure 1b.), narrows some for Associate Professors (Figure 1c.), and becomes relatively small for Assistant Professors (Figure 1d.). This increase in gap as a person moves up through the ranks is consistent with Missouri State having to pay market prices for new Assistant Professors

but failing to raise the salaries of Associate and Full Professors in a similar market-oriented fashion. Academics who dedicate their efforts to Missouri State University can look forward to falling further and further behind market average compensation over the span of their careers. Figures 3a. through 3e. display the magnitude of underpayment for these different groups in terms of percentages.

Figure 1a.

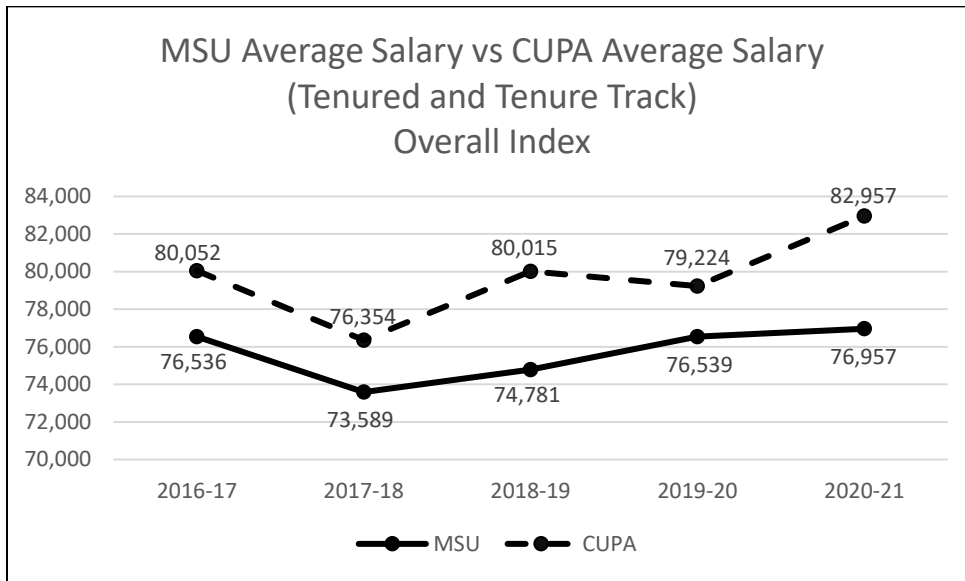


Figure 1b.

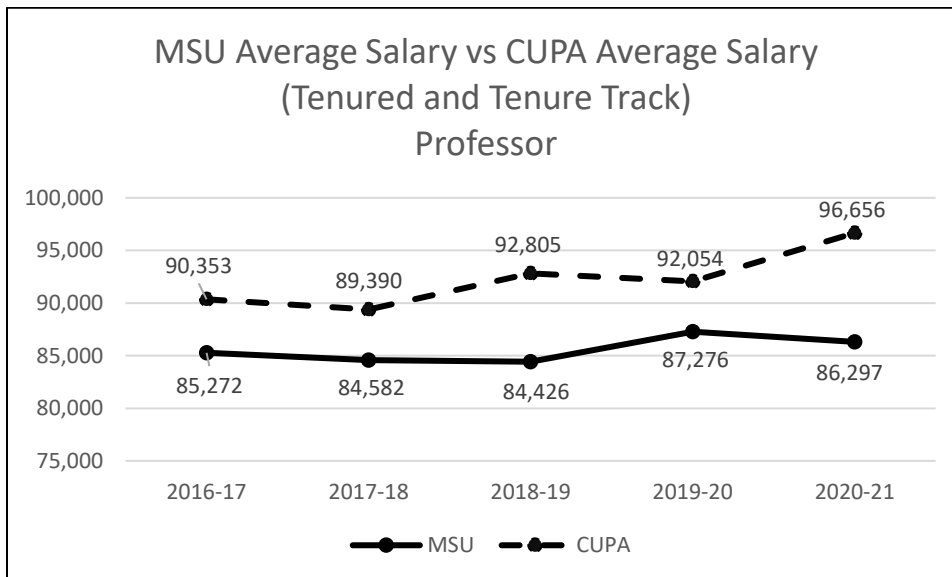


Figure 1c.

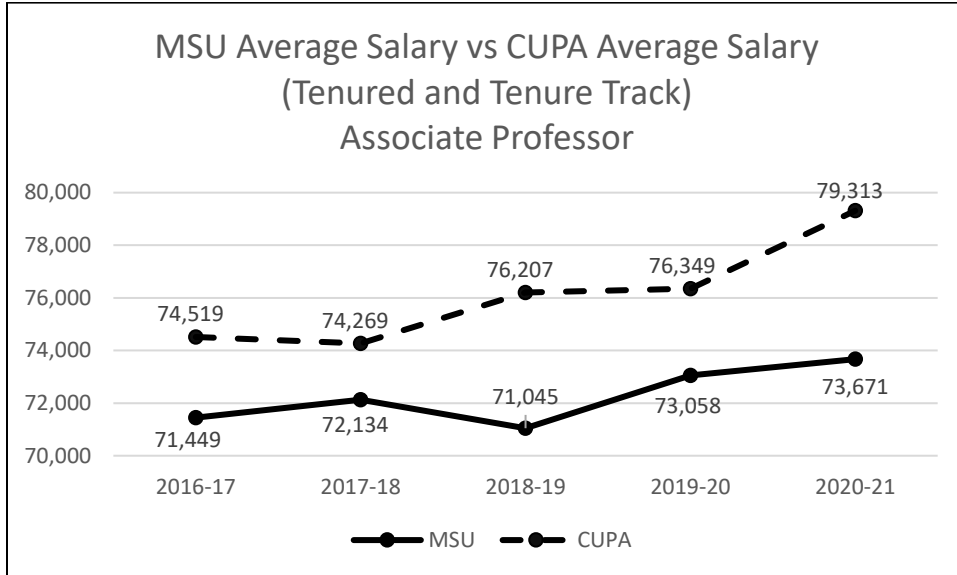
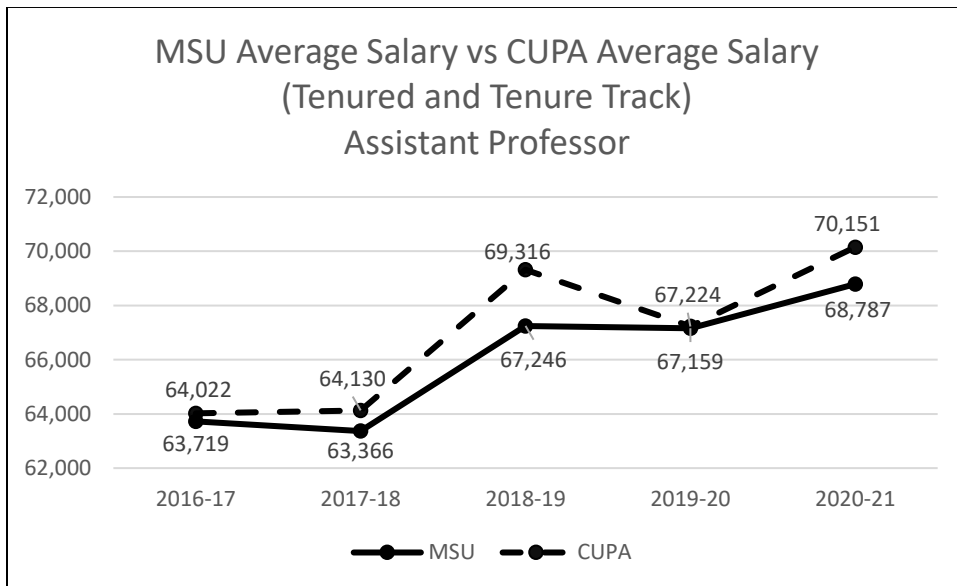


Figure 1d.



The state of pay for non-tenure-track faculty

A review of non-tenure track teaching faculty reveals similar pay gaps. Overall, Missouri State faculty have trailed the CUPA average (Figure 2a.) and the gap has trended upward over time (Figure 3a.) The gap is large and growing for Clinical Associate and Assistant Professors (Figure 2b., Figure 2c.). The gap has remained more consistent for Instructors, but the true compensation of these members of our faculty are not necessarily represented by the numbers presented here. At the beginning of the five-year period of examination, online instructors were receiving an online incentive payment of \$55 per student enrolled in their online classes. This incentive was

eventually lowered to \$40 and then eliminated. For instructors, who tend to teach larger class sections and receive lower base pay, this online incentive represented a material portion of their earnings, leaving them substantially worse off financially now than they were five years ago.

Figures 3a. through 3e. display the magnitude of underpayment (based on base salary) for these different groups in terms of percentages.

Figure 2a. Salary compared to CUPA Averages – Non-Tenure Track Faculty

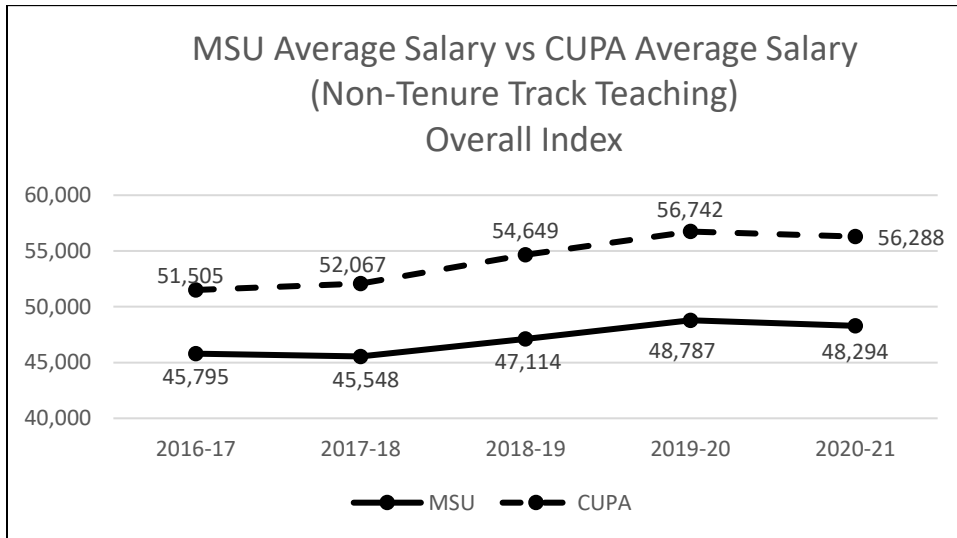


Figure 2b.

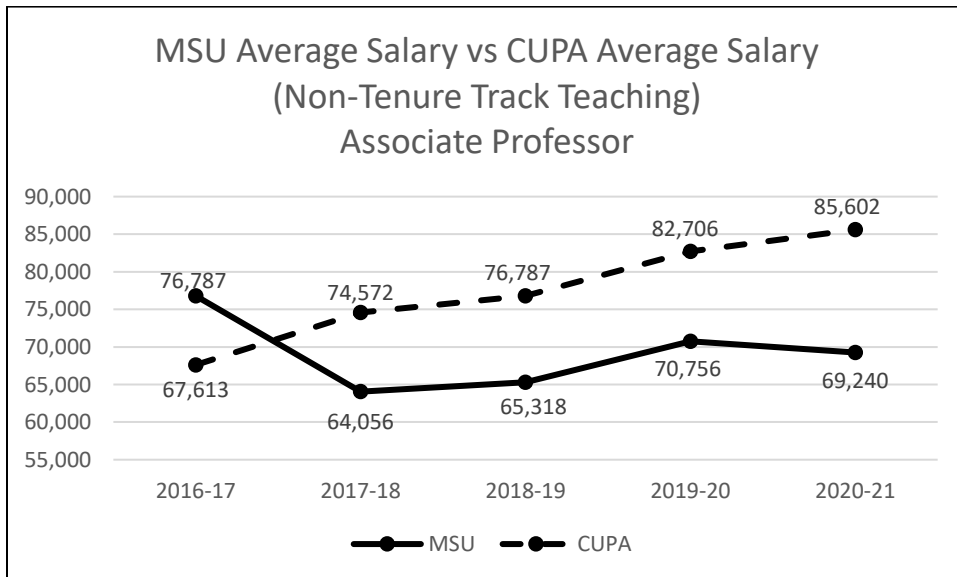


Figure 2c.

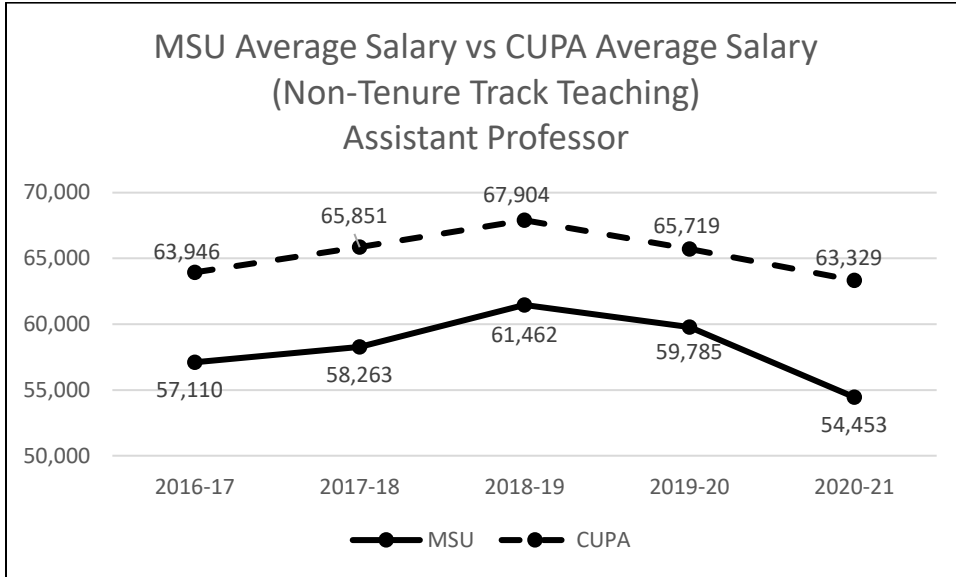


Figure 2d.

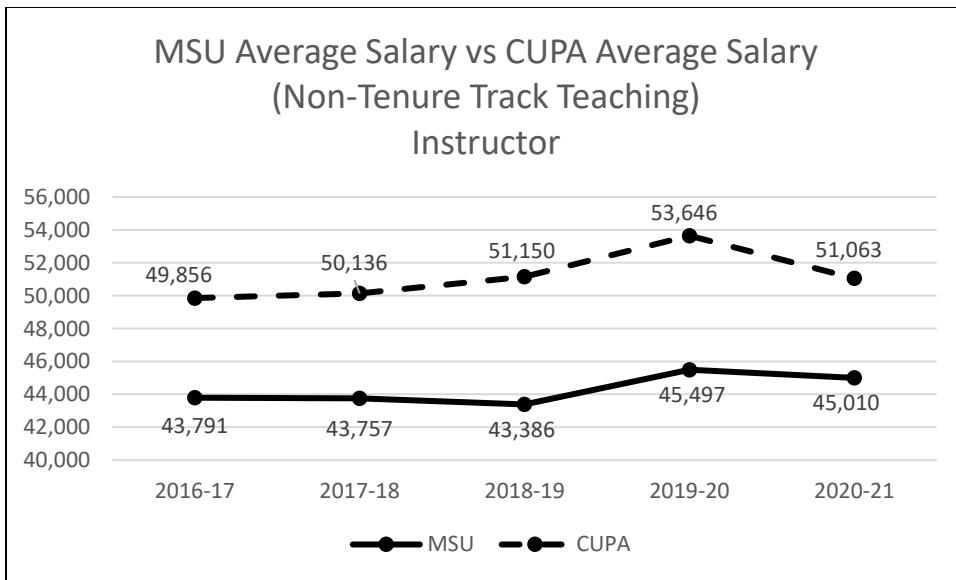


Figure 3a.

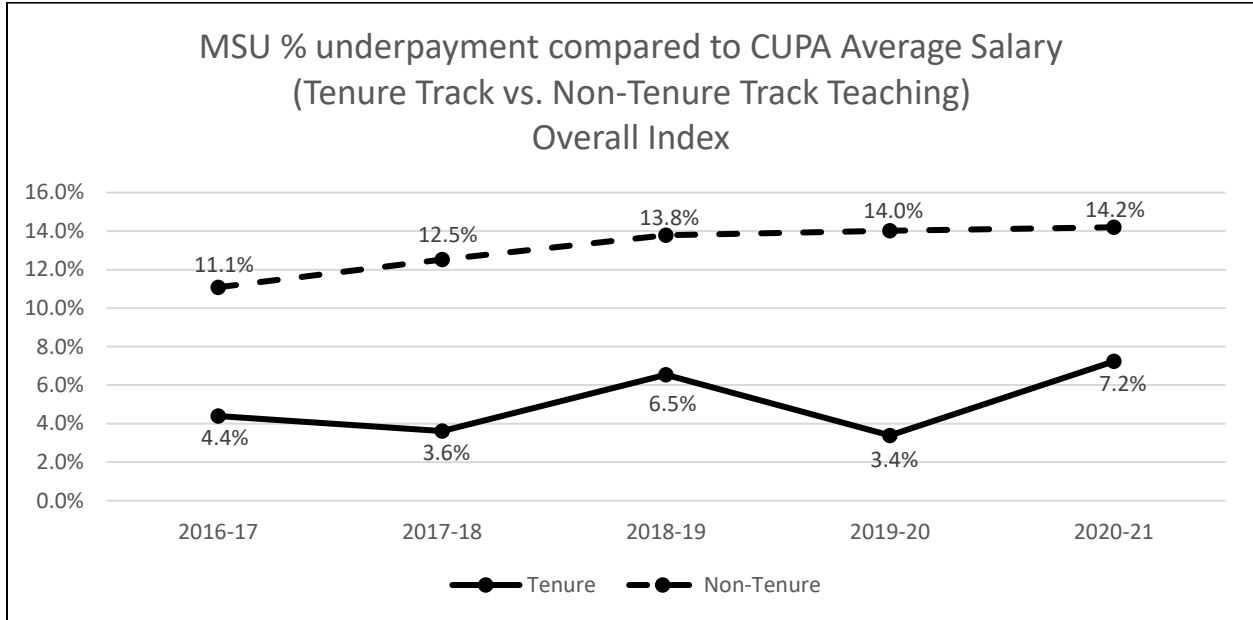


Figure 3b.

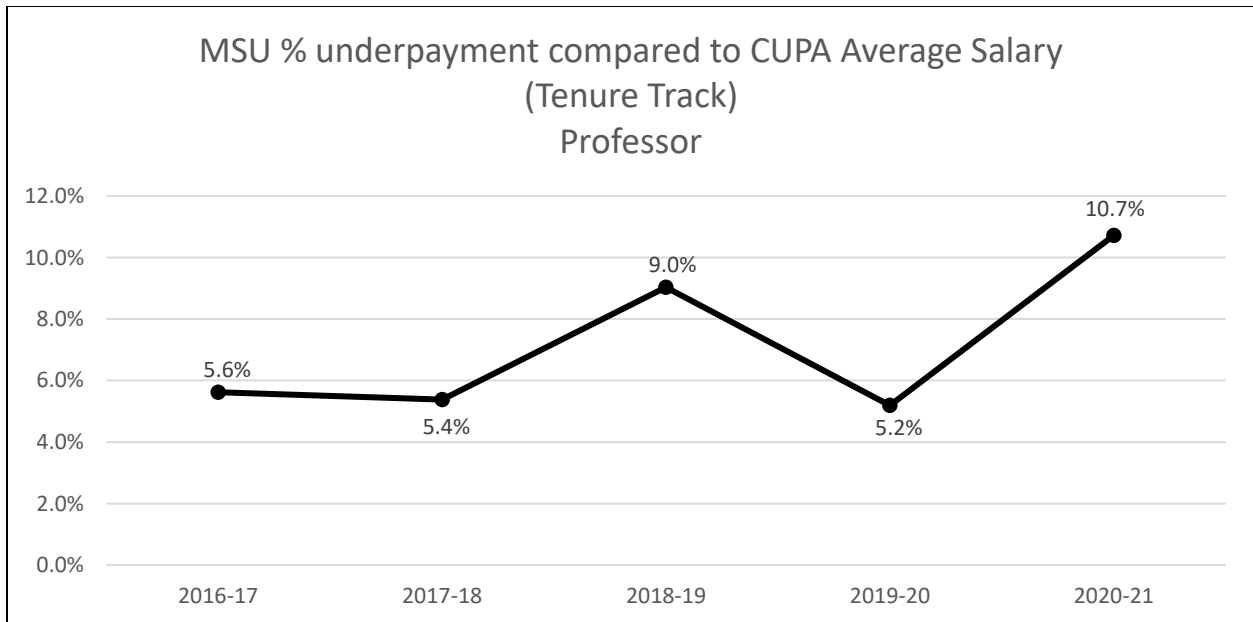


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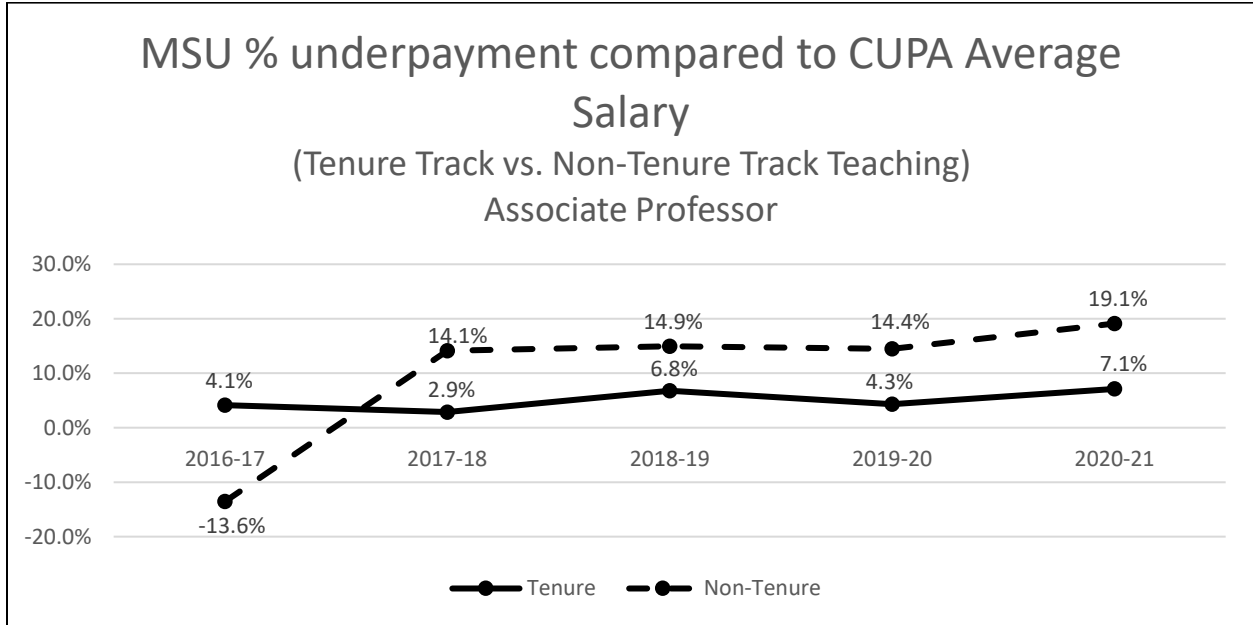


Figure 3d.

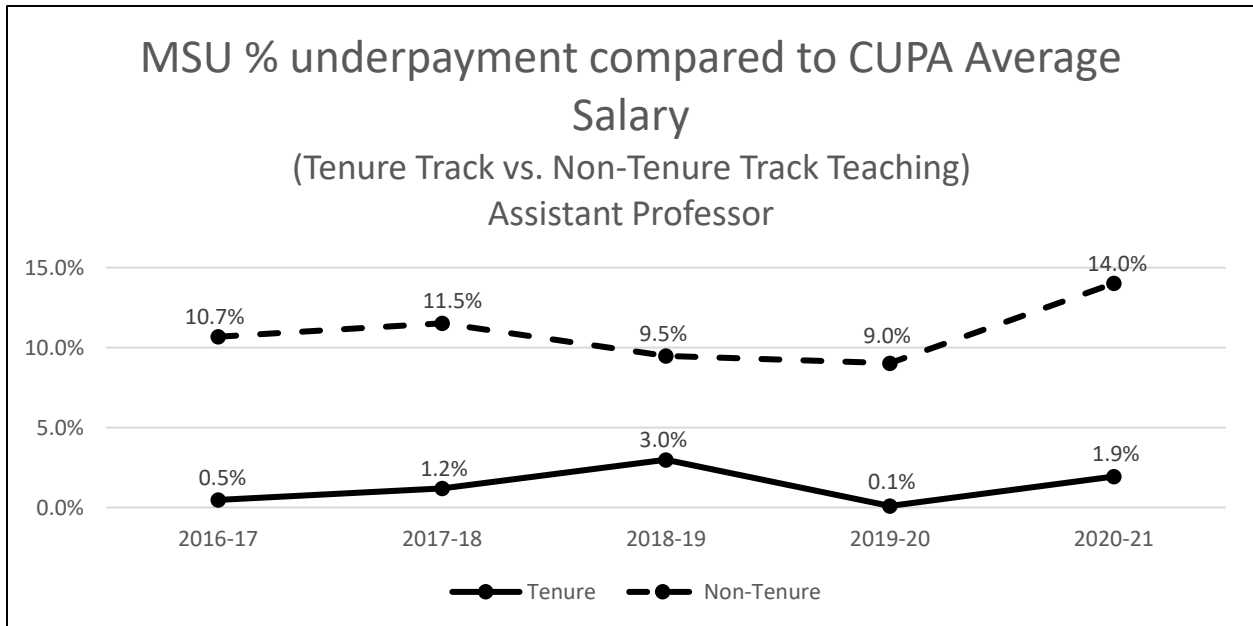
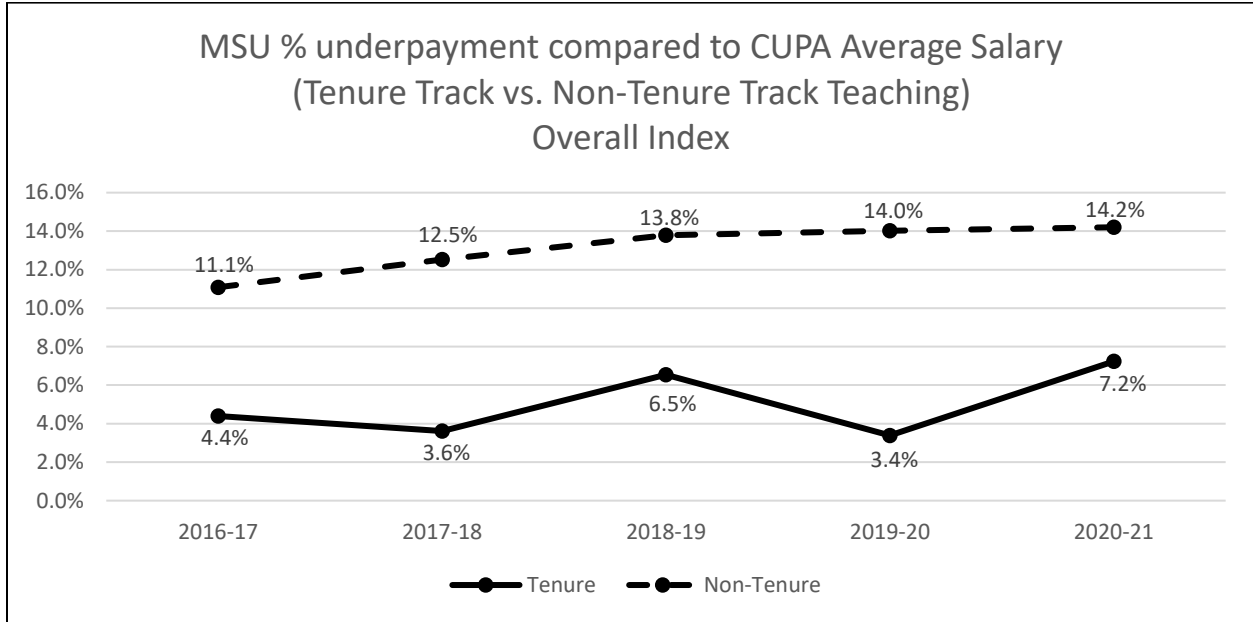


Figure 3e.



Means versus medians

The numbers presented to this point have been means (averages). These numbers can be distorted by what statisticians refer to as ‘outliers’ – extremely high or low observations. To control for the possibility of such outliers, we often examine medians. The median is the point at which one-half of observations are higher and one-half of observations are lower. Figures 4a. and 4c. present the means for tenure track versus non-tenure track faculty. Figures 4b. and 4d. present the medians for these same groups. Through examination of these medians, we observe that the trends observed in the means are also present among the medians. Therefore, we are confident the results presented here are not being driven by outliers.

Figure 4a.

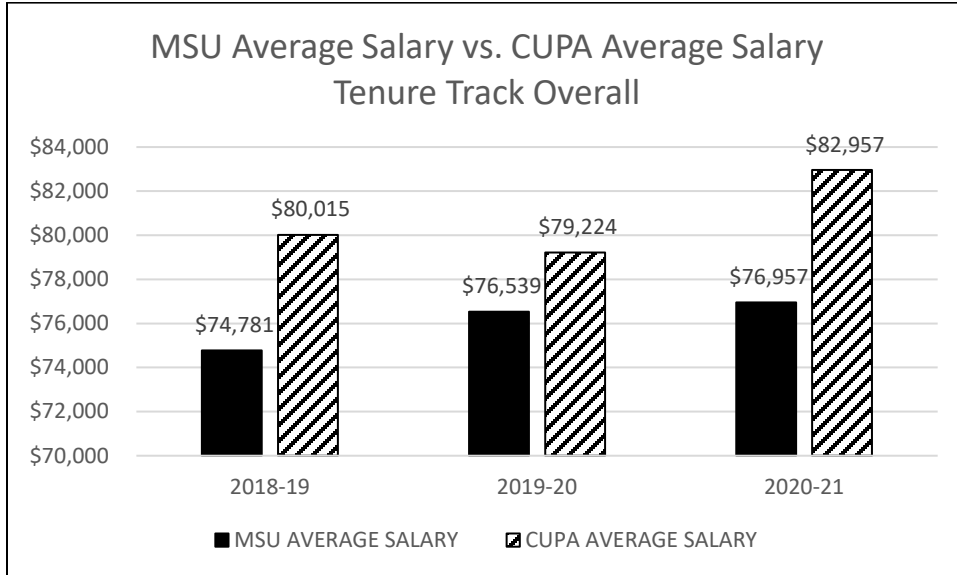


Figure 4b.

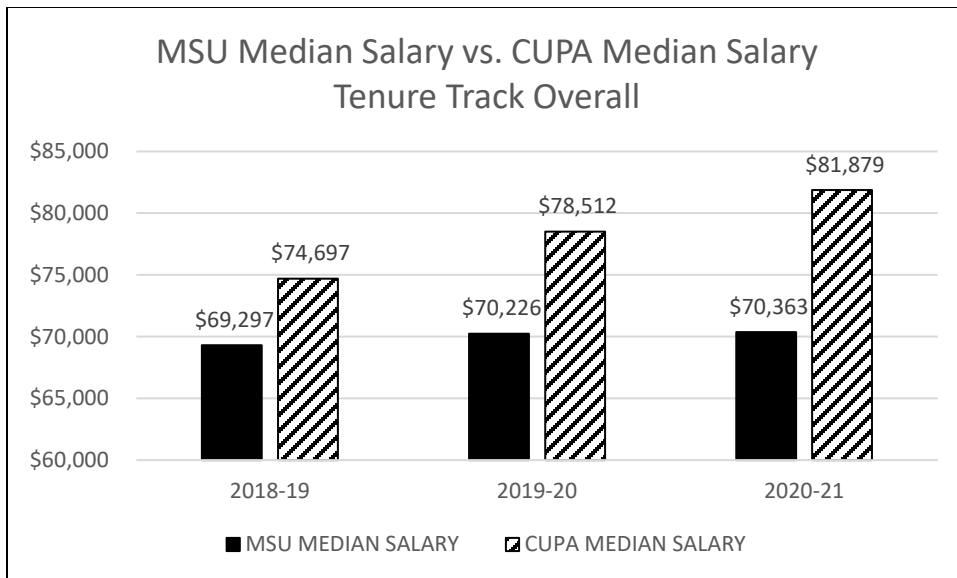


Figure 4c.

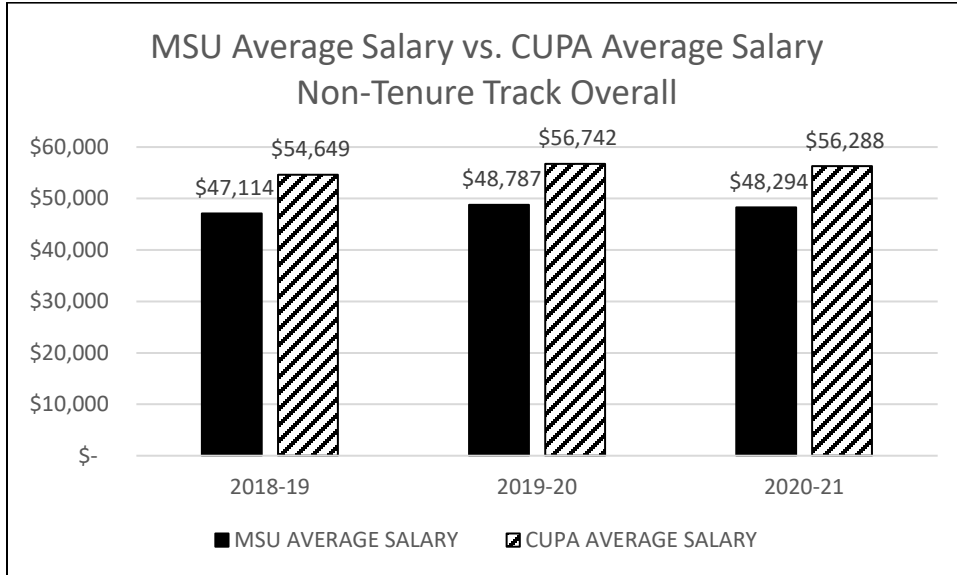
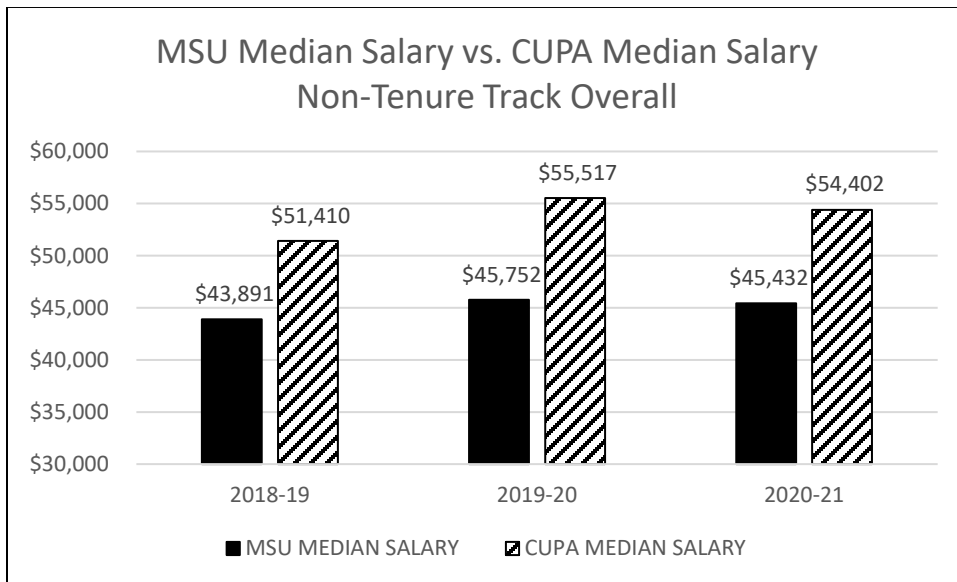


Figure 4d.

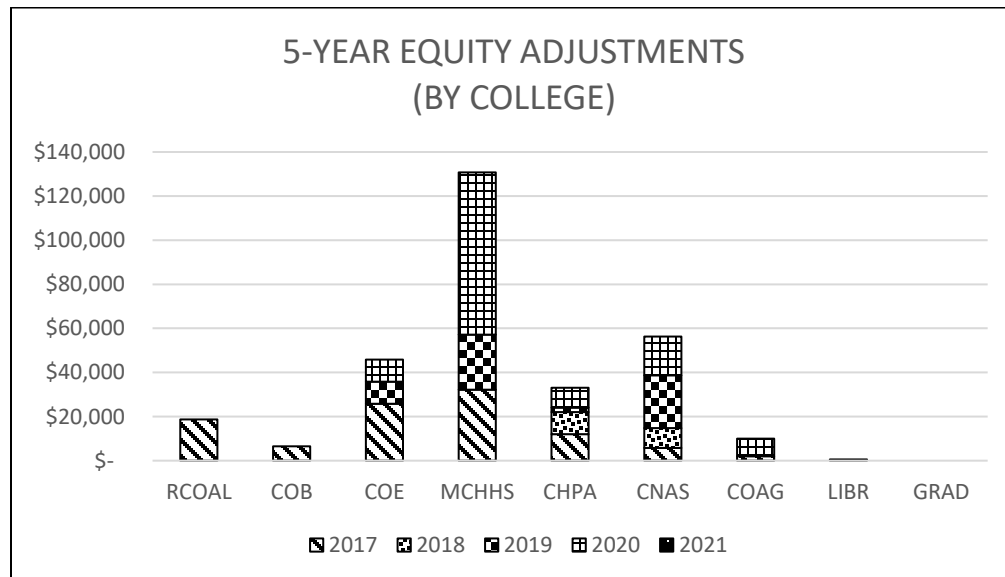


The inequity in equity adjustments

Figure 5a. presents a five-year picture of equity adjustments by college. We present the data for this graph in the table located immediately beneath it. Over the five-year period in question, the McQueary College of Health and Human Services has received the lion's share (almost half) of equity adjustments in terms of dollars at \$130,734. Meanwhile, the Graduate College, Library, College of Business, and College of Agriculture have made do with less than \$10,000 in equity adjustments. Note that no equity adjustments were approved in fiscal year 2021 due to pandemic measures. Figure 5b. presents a breakdown of equity adjustments granted in July and August of 2021. Once again, the McQueary College of Health and Human Services received the greatest dollar amount of equity adjustments, receiving more in a single year than in the previous five years combined.

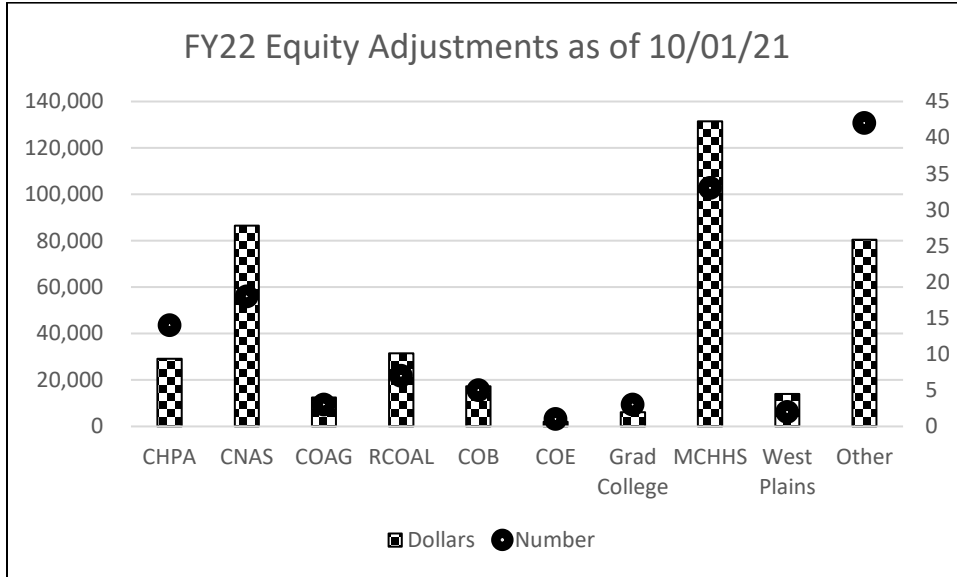
Table 1 displays the total equity adjustments broken down into instructional/non-instructional and within colleges/outside of colleges categories. Though the dollar amount of instructional equity adjustments is higher, the number of people receiving equity adjustments is higher among non-instructional personnel. Most equity adjustments in both dollars and number of adjustments took place within the colleges, an encouraging sign of focusing resources where students are being educated.

Figure 5a.



Fiscal Year	RCOAL	COB	COE	MCHHS	CHPA	CNAS	COAG	LIBR	GRAD	TOTAL
2017	18,763	6,500	25,851	32,220	12,066	5,725	2,000	0	0	103,125
2018	0	0	0	0	10,000	9,000	0	0	0	19,000
2019	0	0	10,000	24,985	2,000	24,000	0	500	0	61,485
2020	0	0	10,000	73,529	9,000	17,500	8,000	0	0	118,029
2021	0	0	0	0	0	0	0	0	0	0
TOTAL	18,763	6,500	45,851	130,734	33,066	56,225	10,000	500	0	301,639

Figure 5b.



Cost Center	Dollars	Number
CHPA	29,102	14
CNAS	86,527	18
COAG	12,456	3
RCOAL	31,500	7
COB	17,300	5
COE	2,000	1
Grad College	6,093	3
MCHHS	131,433	33
West Plains	14,000	2
Other	80,479	42
Total	330,411	86

Table 1. Distribution of equity adjustments

	Dollars	Number
Instructional	245,730	60
Non-Instructional	165,159	68
Within Colleges	330,411	86
Outside of Colleges	80,479	42

Conclusions and further questions

The entirety of this report points to underpayment of faculty at Missouri State University, a situation which is worsening over time. Equity adjustments, when given, are concentrated among a few areas. The faculty of some colleges have little to no chance of having their pay brought up to market levels through equity adjustment. This chronic underpayment lessens the University's ability to attract and retain talented teachers and researchers.

Areas for further inquiry might include a comparison of Missouri State staff salaries to their corresponding CUPA averages. Also, an analysis of all rank/department combinations compared to their CUPA averages might help to illuminate whether any of these groups are driving the underpayment observed, or if underpayment is a uniform phenomenon at Missouri State University.