

East Tennessee State University
Equity Plan Methodology
Last Submitted March 2016

ETSU is committed to providing competitive salaries and wages for faculty and staff. Due to budgetary limitations equity deficits have continued to increase.

Summary of the ETSU Salary Equity Plan:

1. In September 2000 the Tennessee Board of Regents (TBR) approved ETSU's Salary Equity Plan (three-phased plan).
2. In January 2001 Phase 1 was implemented (paid in 25 percent increments).
3. In July 2002 Phase 2 was implemented (paid in 25 percent increments).
4. Phase 3 of the Plan was scheduled for implementation in January 2003. Because of budget restraints Phase 3 was not implemented until October 1, 2004 (paid in 25 percent increments).
5. In October 2007 Equity implemented (paid in 12.5 percent increments).
6. In October 2010 Equity implemented for faculty only in the Gatton College of Pharmacy, a private entity.
7. In October 2012 Equity implemented (paid in 8.5 percent increments).
8. In October 2013 Equity implemented (paid in 4.25 percent increments).

On January 19, 2011 the University President established a Salary Equity Task Force to review the institutions then current (2010) Equity Pay Plan. The Task Force's charge was to review the current university salary equity plan and make recommendations for changes. Membership on the Task Force included the Vice President for Finance and Administration (chair); Vice President for Health Affairs/COO; Provost/Vice President for Academic Affairs; Director, Employee Relations, Compensation, and Development; three (3) members appointed by the Faculty Senate; and, three (3) members appointed by the Staff Senate. The Task Force met on a regular basis and completed its review in October 2011. In March 2013 updates were made to the Plan per discussions between the Vice President for Finance and Administration, senior leadership, and the Faculty Senate President, and approved by the University President. In November 2013 updates were made to the Plan per discussions with the Task Force and Faculty Senate, and approved by the University President. In March 2015 updates were made to the Plan per the recommendations from the Market Salary & Equity Committee, and approved by the University President. In March 2016 a minor wording change was made to the Plan per the recommendations from the Market Salary & Equity Committee, and approved by the University President.

Administrative/Professional and Classified Staff

The ETSU Salary Equity Plan for administrative and classified staff made use of data supplied by the ETSU Bureau of Business and Economic Research (Rockmore Study). The Plan had completed its original three-year life span before the university could reach full implementation. To stay current with cost-of-living increases the university was required to increase the Rockmore study targets for Phase 2 and Phase 3 by 2.5% and 3% increments respectively. This procedure led to questionable data validity.

A new Equity Plan for administrative and classified staff was established and approved in 2005 and updated in 2012. Market targets for each classification/pay level are determined using a subscription to the web-based system "CompAnalyst Job Analyzer." The system allows for current market data to be used to benchmark positions within the Equity Plan. The market target will be CompAnalyst's 60th percentile of the competitive market rate for each job (adjusted for 37.5 hours per week). The 50th percentile represents the data's midpoint.

One market target for each pay level is determined by averaging targets for several positions within an ETSU pay level. Positions that are difficult to fill and are sensitive to market pricing, i.e., OIT analysts, public safety officers, research specialists, etc., are approved prior to advertisement to hire at a market rate. Because these positions are advantaged at hire and are close to or at full market target they will not require individual targets within the equity plan.

ETSU Faculty (Academic Campus)

The Equity Plan for faculty will compare salaries to three sources and determine the "higher market target." All data is from CUPA-HR's current *Faculty in Higher Education Salary Survey*. (1) Salaries are first compared to a CUPA-HR Data on Demand Report for ETSU Peer institutions. See Appendix A. (2) Salaries are then compared to a CUPA-HR Data on Demand Report for institutions matching the following criteria: Institutions that are classified as Public; Institutions classified at ETSU's CUPA-HR Budget Quartile; Institutions are not community colleges; Institutions are not "system offices" or similar units that do not actually offer instruction or award degrees; Peer Institutions; Institution is not ETSU. The listing may also include specific additional institutions recommended by departmental faculty, provided that these recommendations are justified on specific grounds of comparability to ETSU. See Appendix B. (3) Salaries are also compared to current national public data from the CUPA-HR *Faculty Salary Survey*; Institution is not ETSU. The "higher market target" of the three sources is used as comparison data.

Faculty increases are based upon rank and discipline (4-digit CIP). Faculty are defined as those persons whose appointments are for a complete academic or fiscal year (to include Lecturers, Post-Doctoral Fellows, Visiting Professors, etc.) Market target will be 60th percentile data.

ETSU Library Faculty

When determining peer equity, the Committee acknowledges that Library faculty in peer institutions currently proposed in the Equity Plan perform comparable teaching/academic support roles to those at ETSU and are not professors offering instruction in the discipline of Library Science.

Intercollegiate Athletics

The Equity Plan will not include coaching or athletic training positions. Increases in salaries for these positions are approved through a separate TBR process.

Executive Staff

The Equity Plan for executive positions will compare salaries to three sources and determine the “higher market target.” All data is from CUPA-HR’s current *Administrators in Higher Education Salary Survey*. (1) Salaries are first compared to a CUPA-HR Data on Demand Report for ETSU Peer institutions. See Appendix A. (2) Salaries are then compared to a CUPA-HR Data on Demand Report for institutions matching the following criteria: Institutions that are classified as Public; Institutions classified at ETSU’s CUPA-HR Budget Quartile; Institutions are not community colleges; Institutions are not “system offices” or similar units that do not actually offer instruction or award degrees; Peer institutions; Institution is not ETSU. The listing may also include specific additional institutions recommended by departmental faculty, provided that these recommendations are justified on specific grounds of comparability to ETSU. See Appendix B. (3) Salaries are also compared to current national public data from the CUPA-HR *Administrators in Higher Education Salary Survey*; Institution is not ETSU. The “higher market target” of the three sources is used as comparison data.

University High Faculty

In September 2003 the TBR approved a “Pay Plan for the University School.” The plan brings ETSU University School faculty to parity with their Washington County contemporaries. Through this plan University School faculty are not eligible for equity, percentage, or across-the-board raises received by other university faculty.

College of Medicine (COM) Faculty

The Equity Plan for faculty compares salaries to the current Association of American Medical Colleges (AAMC), Southern Region data. Veteran’s Administration (VA) and Medical Education Assistance Corporation (MEAC) salaries are added to ETSU salaries to determine a grand total salary. Deficits are paid in accordance with the percentage of time worked at ETSU versus the VA. Faculty increases are based upon rank and discipline.

College of Pharmacy (COP) Faculty

The Equity Plan for faculty will compare salaries to the current annually published, national faculty salary survey data published by the American Association of Colleges of Pharmacy. The market target will be 60th percentile data. The Plan will also review internal department and College equity. Faculty increases are based upon rank and discipline.

Post Doctoral Administrative Staff

Post doctoral administrative staff are hired in accordance with ETSU Policy PPP-65, *Postdoctoral Recruitment and Education Policy (Basic and Clinical Sciences)*, and are not eligible for equity payments.

Special Issues:

Stipend and At-Risk/Incentive Pay: The Equity Plan will remove stipend/at-risk payments from the base salaries of ETSU and College of Pharmacy faculty, and all administrators and support staff. College of Medicine faculty stipends remain in their base salary and are considered a necessary part of their total compensation for AAMC comparisons.

Longevity: Longevity payments will not be included in any employee base salary because longevity is considered a bonus payment for lengthy service and must be approved annually by the State Legislature.

Data Substitution: Senior Staff approval is required for use of faculty salary comparison sources other than the CUPA-HR databases specified in this policy.

Budget Considerations: The Equity Plan will be implemented yearly when the budget permits. Deficits will be paid in increments as the budget permits.

Appeal Process: Employees who disagree with their equity pay calculations may appeal in writing to the Office of Human Resources through their appropriate chain of command.

Plan Exclusions: Equity increases are not available for adjunct faculty, post retiree faculty, temporary employees, coaches, athletic trainers, medical school residents, graduate assistants, student workers, University School faculty, employees on terminal leave, and employees receiving an unsatisfactory annual evaluation.

Plan Implementation: The Market Salary & Equity Committee shall advise the University President on Plan implementation.

Appendix A (2016):

Ball State University IN
Central Michigan University MI
East Carolina University NC
Florida Atlantic University FL
Georgia Southern University GA
Indiana State University IN
Marshall University WV
Oakland University MI
Old Dominion University VA
Sam Houston State University TX
Southern Illinois University (Edwardsville) IL
Texas Woman's University TX
University of Arkansas at Little Rock AR
University of Missouri (Kansas City) MO
University of North Carolina at Charlotte NC
University of North Carolina at Greensboro NC
University of Northern Colorado CO
University of South Alabama AL
Wright State University (Main Campus) OH

Appendix B (2016):

Ball State University IN
Boise State University ID
Bowling Green State University OH
California Polytechnic State University-San Luis Obispo CA
California State University-Fullerton CA
California State University-Long Beach CA
Central Michigan University MI
City Colleges of Chicago IL
College of William & Mary VA
East Carolina University NC
Eastern Michigan University MI
Florida Agricultural and Mechanical University FL
Florida Atlantic University FL
Georgia Southern University GA
Grand Valley State University MI
Illinois State University IL
Indiana State University IN
James Madison University VA
Kent State University Main Campus OH
Louisiana State University Health Sciences Center LA
Miami Dade College FL

Middle Tennessee State University TN
Montana State University - Bozeman MT
Montclair State University NJ
Northern Arizona University AZ
Northern Illinois University IL
Oakland University MI
Old Dominion University VA
Portland State University OR
Sam Houston State University TX
Southern Illinois University Carbondale IL
Southern Illinois University Edwardsville IL
Texas State University - San Marcos TX
Texas Woman's University TX
The University of Akron, Main Campus OH
The University of Montana - Missoula MT
The University of Texas at El Paso TX
Towson University MD
United States Air Force Academy CO
University of Alaska Fairbanks AK
University of Arkansas at Little Rock AR
University of Arkansas Main Campus AR
University of California-Riverside CA
University of California-Santa Cruz CA
University of Idaho ID
University of Maryland Baltimore County MD
University of Massachusetts Medical School MA
University of Mississippi MS
University of Missouri - Kansas City MO
University of Nevada-Las Vegas NV
University of Nevada, Reno NV
University of New Hampshire NH
University of North Carolina at Charlotte NC
University of Northern Colorado CO
University of North Dakota Main Campus ND
University of Tennessee Health Science Center TN
University of Texas at Arlington TX
University of Texas at Dallas TX
University of Texas at San Antonio TX
University of Toledo OH
University of Vermont VT
University of Wyoming WY
Utah State University UT
Western Kentucky University KY
Wright State University Main Campus OH

Appendix B inclusions (additions based upon departmental faculty recommendations (2012/13/14) :

Additions in 2012:

Health Professions:

Midwestern State University TX
The Ohio State University OH
University of Nebraska Omaha NE
University of Alabama AL
University of South Alabama Mobile AL

Arts and Sciences:

Appalachian State University NC
University of North Carolina Asheville NC
Radford University VA
Morehead State University KY
Eastern Kentucky University KY
The University of Memphis TN

Additions in 2013:

Marshall University, WVA
Virginia Commonwealth University, VA
University of North Carolina-Greensboro, NC
University of North Carolina-Wilmington, NC
George Mason University, VA
Ohio University, OH

Additions in 2014:

University of Kentucky, KY

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APPROVED:



Dr. Brian E. Noland, President