

**East Tennessee State University  
Equity Plan Methodology  
Last Submitted March 2014**

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.

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 60<sup>th</sup> 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, as determined in conjunction with our ETSU financial consultant. 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, as determined in conjunction with our ETSU financial consultant; 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 60<sup>th</sup> 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, as determined in conjunction with our ETSU financial consultant. 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, as determined in conjunction with our ETSU financial consultant; 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.

### Appendix A (2014):

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 (2014):

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

Appendix B (2014) continued:

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

Appendix B (2014) continued:

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:



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