

**Missouri State University Faculty Senate
Committee on University Budget & Priorities
Salary Report Card Fall 2022**

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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 2017-Spring 2022). We also present a more detailed analysis of the equity adjustments enacted in Calendar Year 2022. We present a summary of trends and observations for all these items.

Sources

2021-2022 CUPA Four-Year Faculty in Higher Education Salary Survey (accessed 9/16/2022)
([2021-2022 CUPA Faculty in Higher Education Salary Survey](#))
Equity adjustments effective Calendar Year 2022. Missouri State University Board of Governors Agendas (12/16/2021, 06/24/2022)

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.

Note

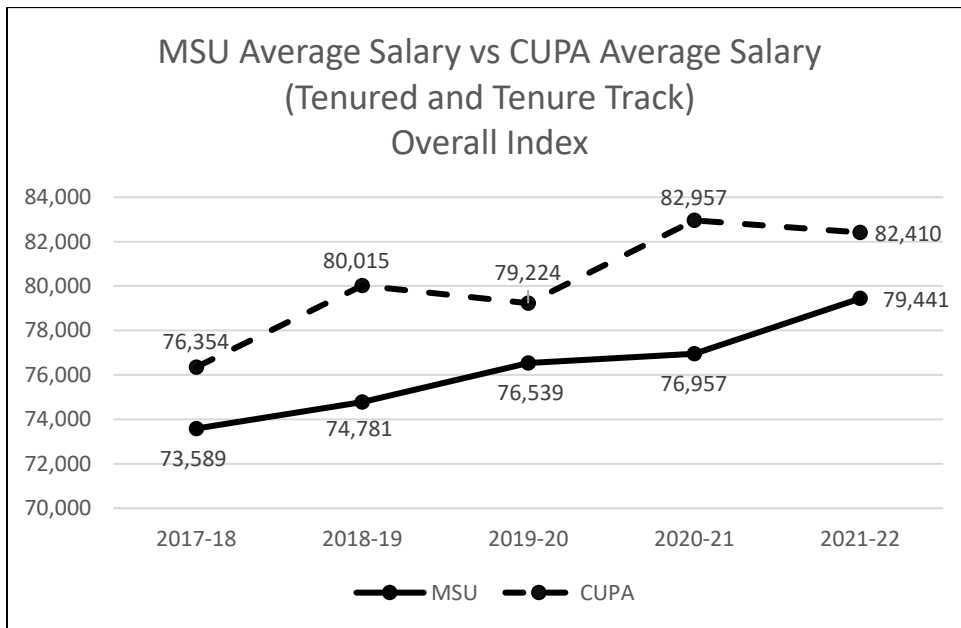
At the beginning of 2019-2020, Missouri State University administration chose to start classifying the University as a Public Doctoral/Professional institution for CUPA purposes. Prior to this year, the University was classified as a Public Masters institution. For 2019-2020, CUPA data was provided using both benchmarks. This committee chose to continue to use the Public Masters benchmark data for that year before switching to the new designation for 2020-2021. Doing so changed the CUPA comparison group of peer institutions, making direct comparisons with ratios before this date imperfect.

See Appendix A for the list of benchmark institutions for the current report. See Appendix B for the list of benchmark institutions for the last Public Masters comparison report. Note the small sample size in Appendix A and the larger sample size in Appendix B. Given the paucity of universities identifying as Public Doctoral/Professional institutions, the impact of any given institution in the comparison group choosing not to provide information to CUPA in any given year is greater than it was prior to 2020-2021. Therefore, CUPA comparisons are likely to be more volatile going forward than before. Additionally, the greater geographic diversity of the Public Masters institutions listed in Appendix B likely provides a clearer picture of the national market for academic talent. Finally, larger sample sizes produce estimates of greater statistical validity. As a result, ratios based on Public Doctoral/Professional institutions are likely less accurate than those produced using Public Masters institutions as a benchmark.

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).

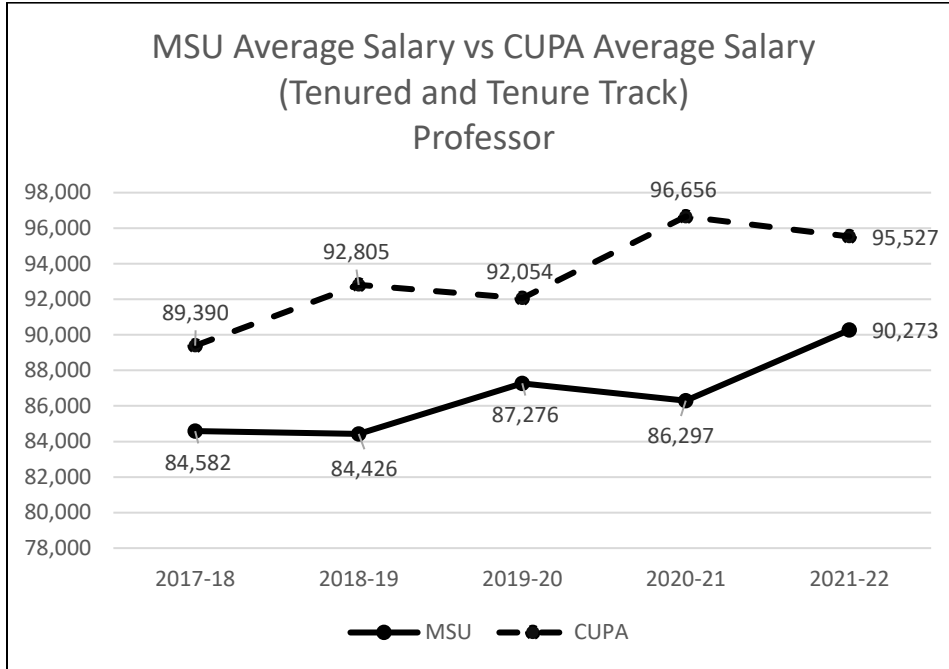
Figure 1a.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

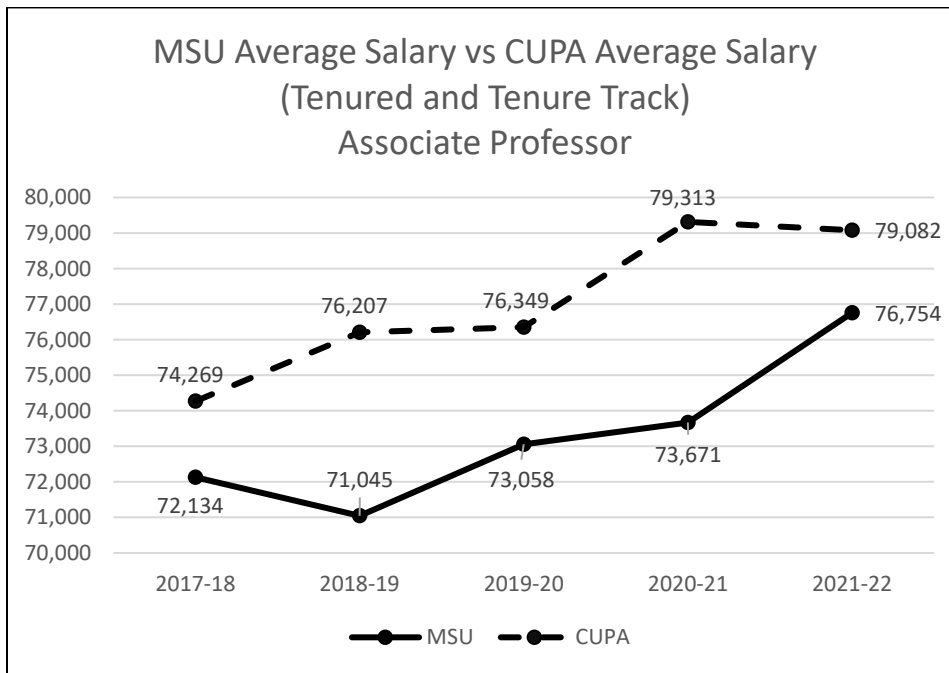
The pay gap is largest among Professors (Figure 1b), narrows some for Associate Professors (Figure 1c), and becomes relatively small for Assistant Professors (Figure 1d). This increase in the gap as a person moves up through the ranks is consistent with Missouri State having to pay market prices for 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.

Figure 1b.



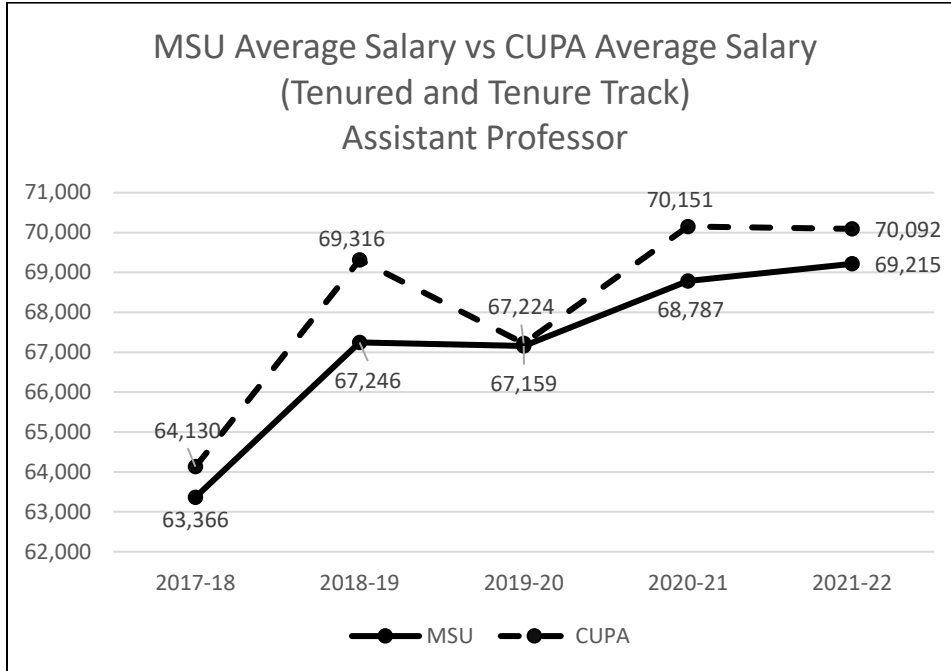
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 1c.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 1d.



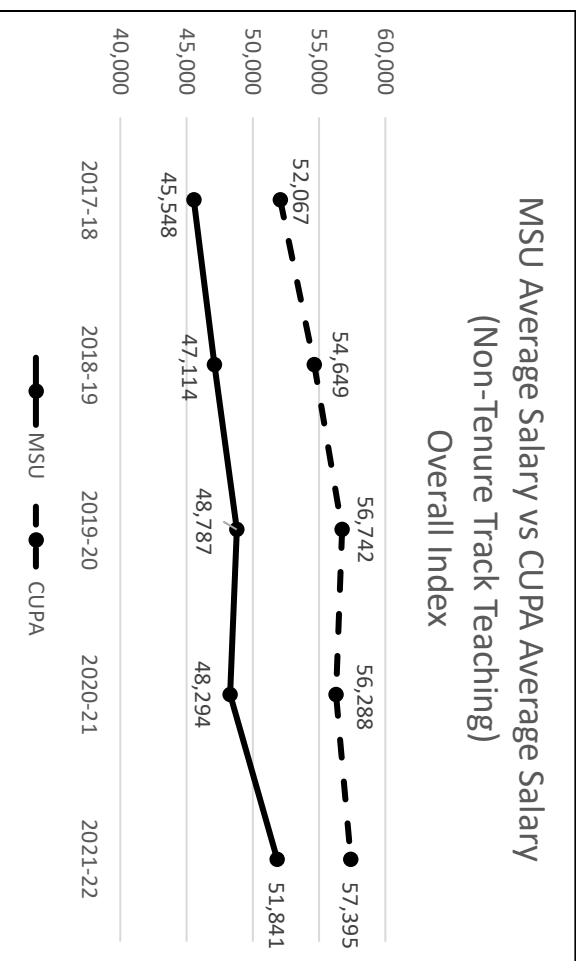
Source: 2021-2022 CUPA Faculty 4-digit Index Report

A visual inspection of Figures 1a to 1d might lead one to the conclusion that pay gaps versus CUPA benchmarks are narrowing. However, it is important to note the volatility of both the MSU averages and, more importantly, the CUPA averages. The apparent narrowing of the pay gaps might be a simple artifact of retirements and new hires at MSU, and institutions dropping in and out of the CUPA benchmark group. For example, when MSU entered the Public Doctoral/Professional group of institutions, we lowered the CUPA benchmark for every other institution in that category due to our salary averages being below the group average. Further, a minimum of three data points is required to identify a trend, and we currently observe only two per series indicating a decrease in the gaps. Next year's report will help us to determine whether a narrowing of pay gaps is indeed occurring.

The state of pay for non-tenure-track faculty

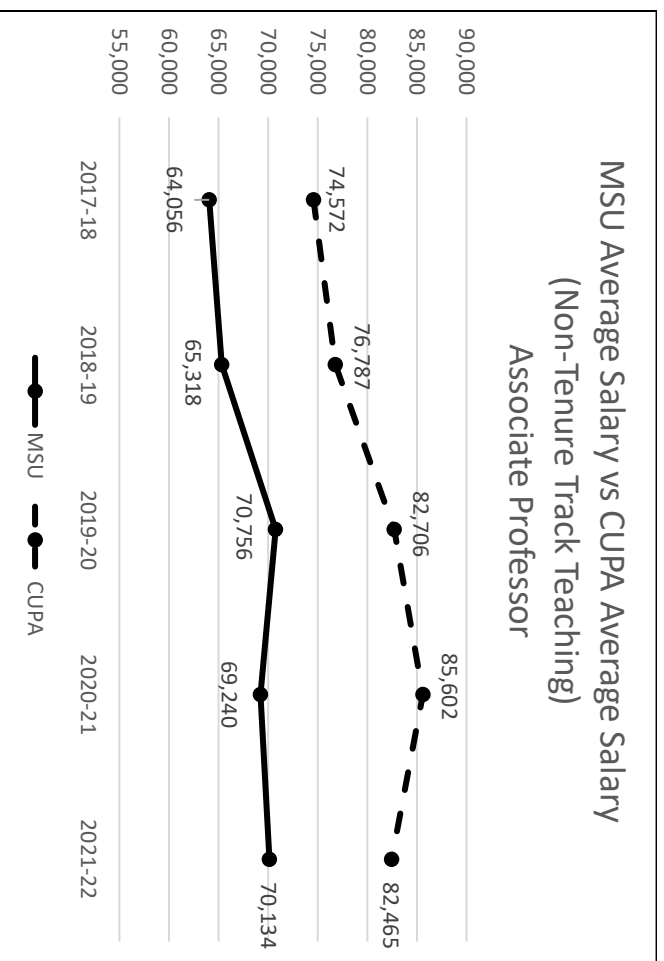
A review of non-tenure track teaching faculty reveals similar pay gaps. Overall, Missouri State non-tenure track faculty trail the CUPA average (Figure 2a), and the gap has been persistent over time (Figure 3a). Note the volatility displayed by the CUPA benchmark for each category, which poses an obstacle to determining true improvement or deterioration in underpayment.

Figure 2a.



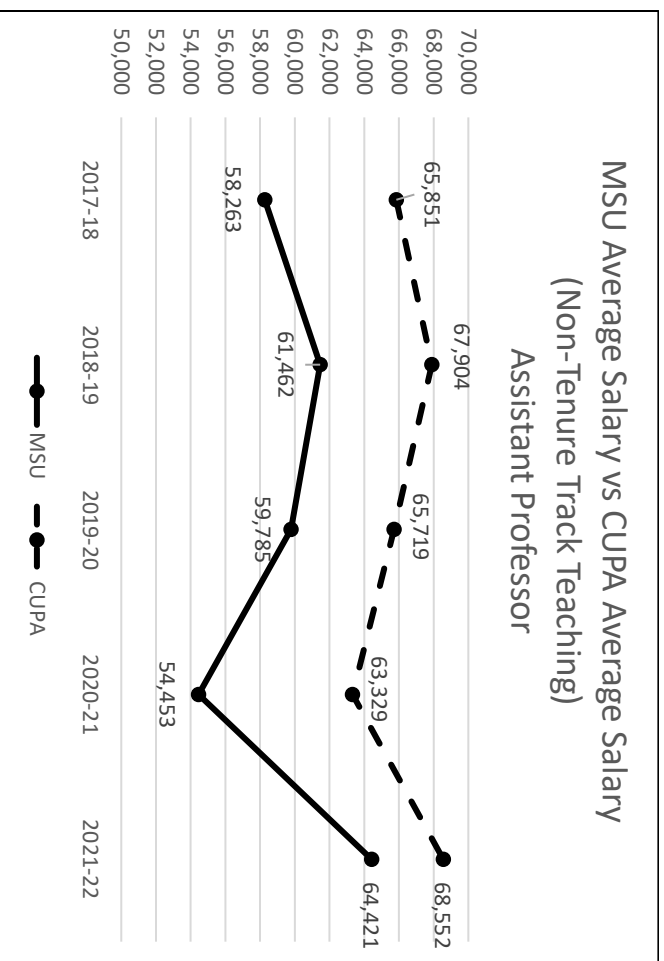
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 2b.



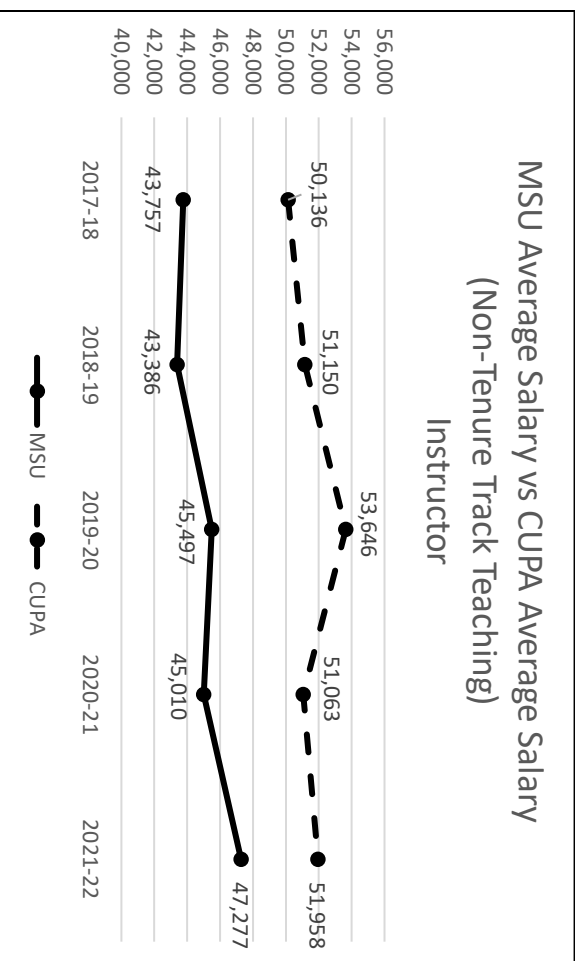
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 2c.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

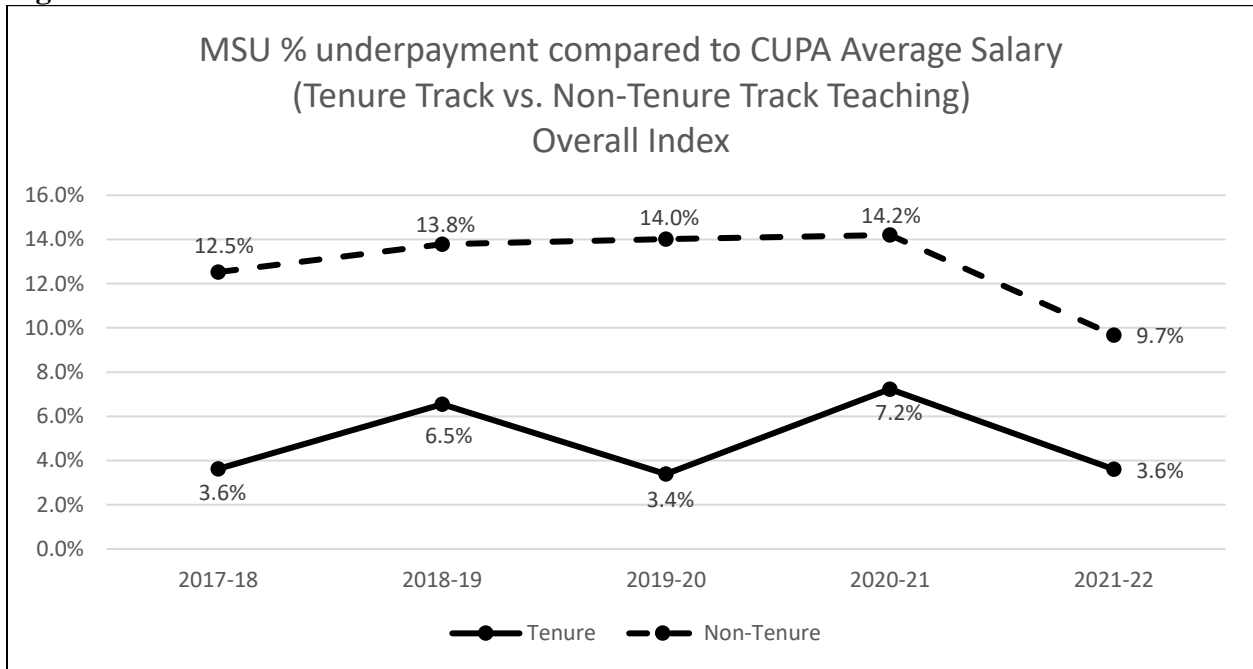
Figure 2d.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

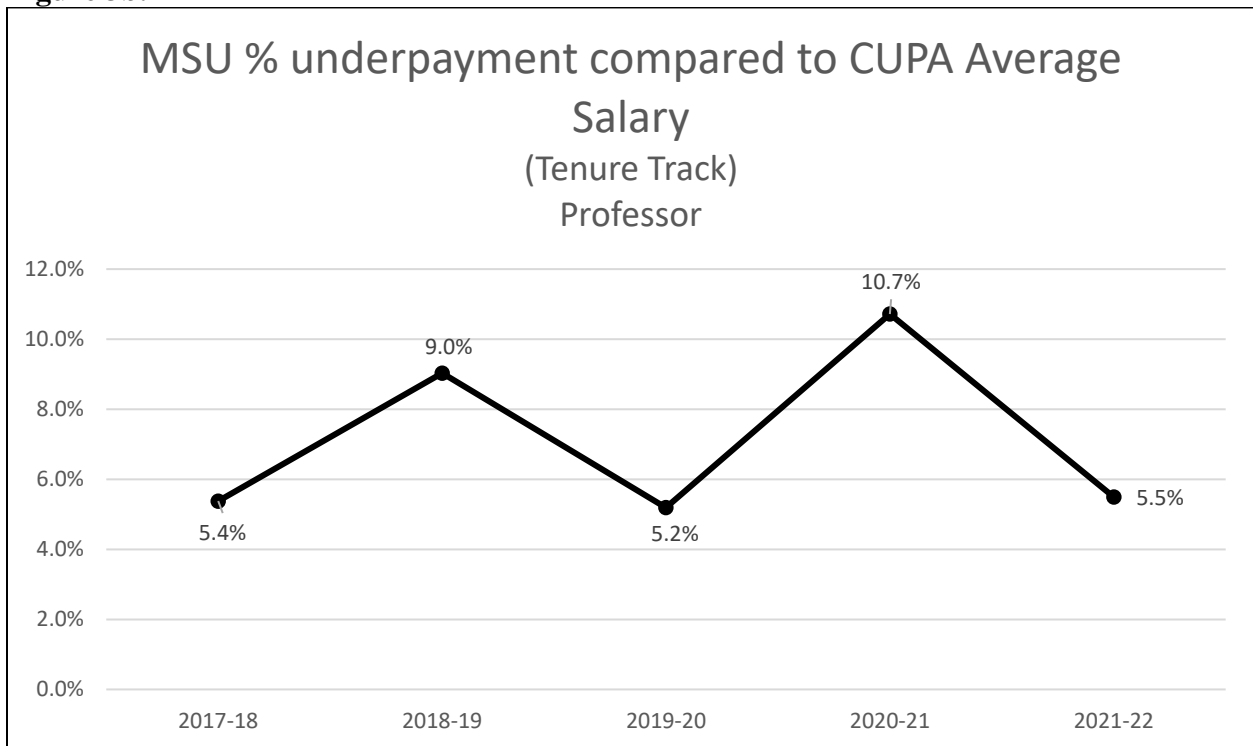
Figures 3a through 3e display the magnitude of underpayment for these different groups in terms of percentages.

Figure 3a.



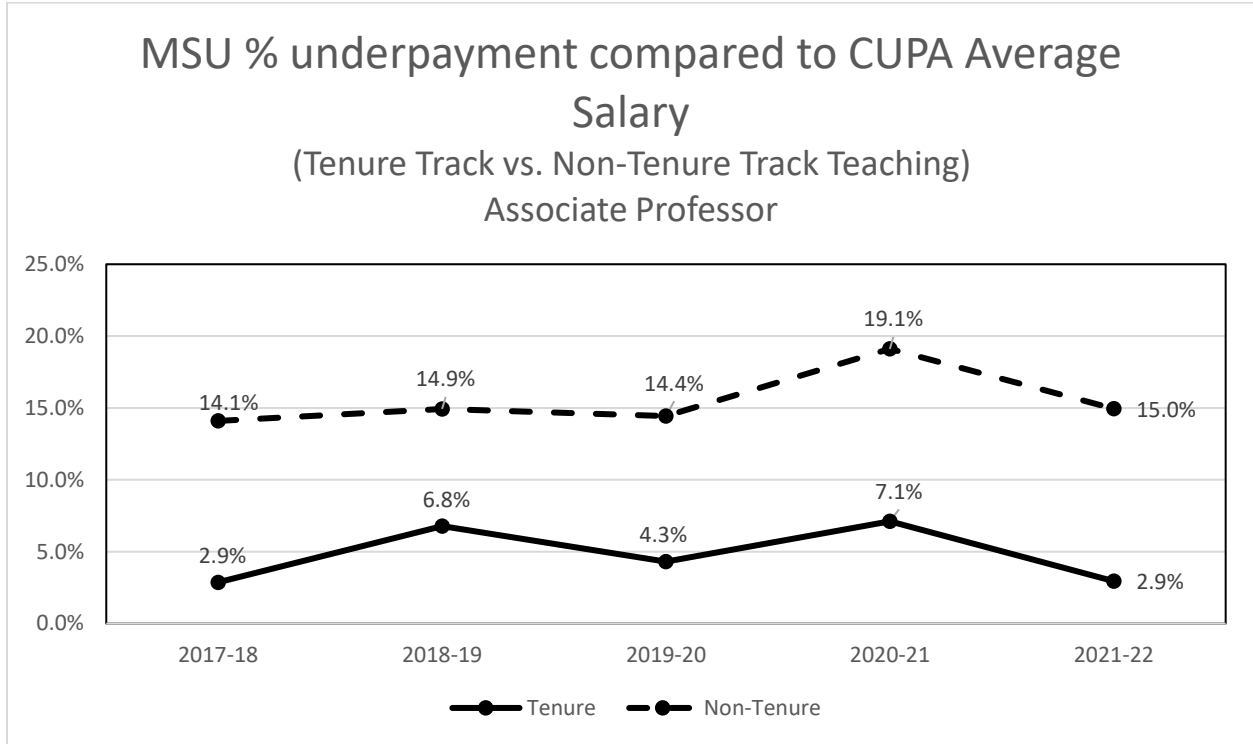
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 3b.



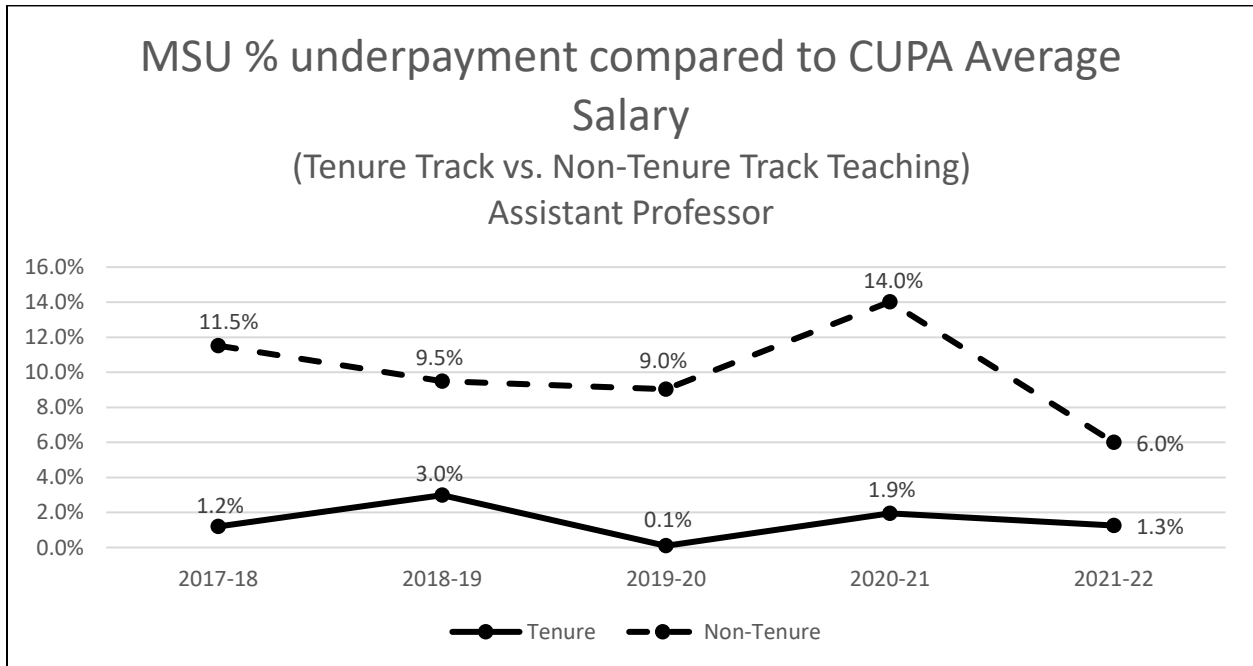
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 3c.



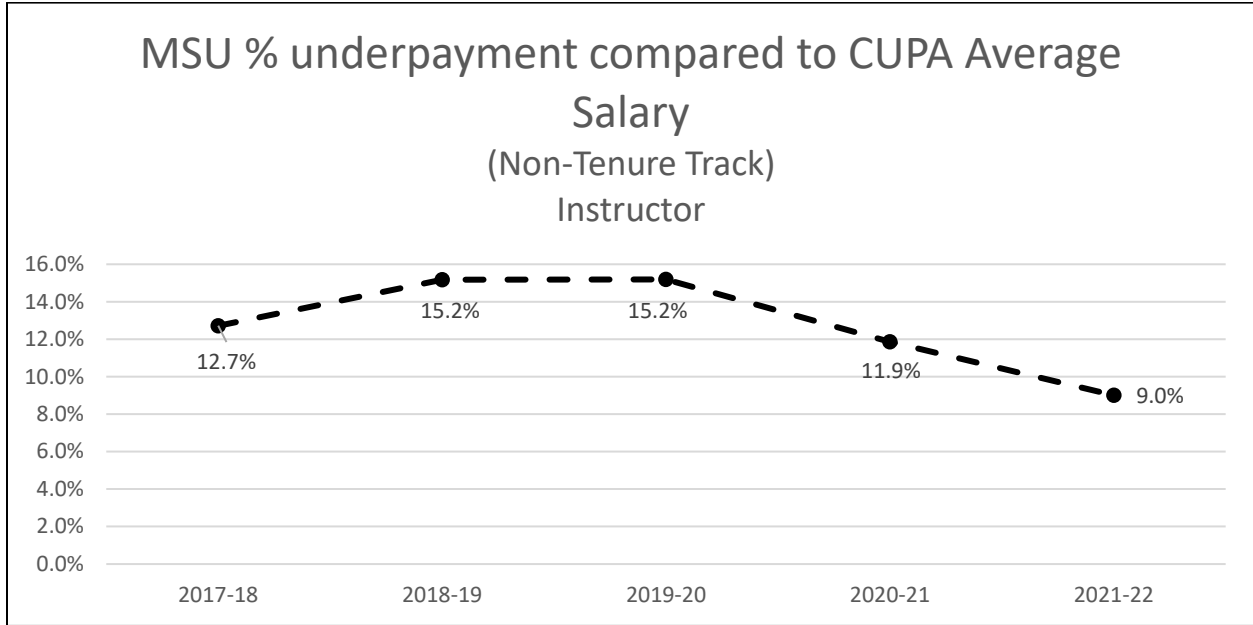
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 3d.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 3e.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

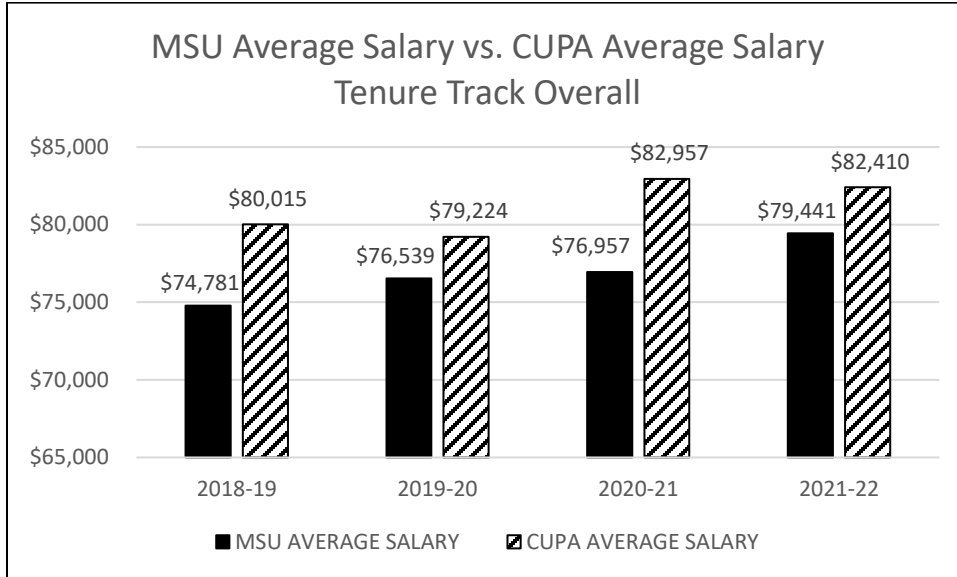
The impact of Cost of Living Adjustments (COLAs)

The Missouri State University Board of Governors recently approved a much-appreciated 4.0% cost of living increase for Missouri State University employees. This increase is not reflected in the CUPA reports examined for this study, as it went into effect after MSU submitted our data to CUPA. Whether this increase will help close the pay gaps compared to the CUPA benchmarks depends on the relative size of the COLAs issued by our benchmark institutions in response to inflation. Benchmark institutions might select larger COLAs for their employees. For comparison's sake, the Social Security COLA for 2023 is 8.7%. Based on the consumer price index (CPI), which was 8.2% for the 12 months ending in September 2022, the purchasing power of a Missouri State University salary has declined despite the 4.0% increase.

Means versus medians

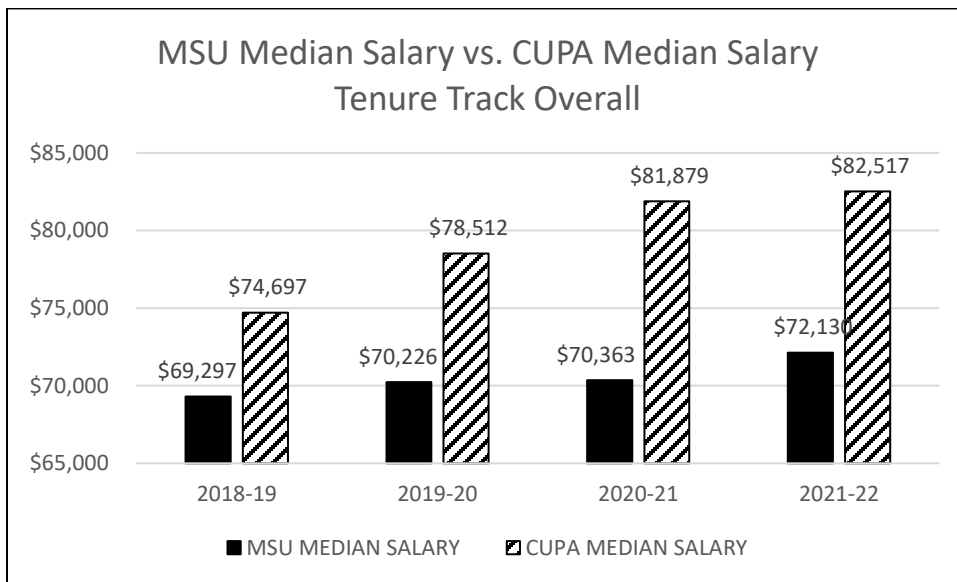
The numbers presented to this point have been means (averages). These numbers can be distorted by what statisticians refer to as 'outliers' – extremely high or low observations. To control for the possibility of such outliers, we often examine medians. The median is the point at which one-half of observations 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 pay gaps observed in the means are also present among the medians. In fact, the observed pay gaps are wider when examining medians because MSU medians are lower than MSU averages, consistent with MSU averages being driven higher by high outliers in our sample.

Figure 4a.



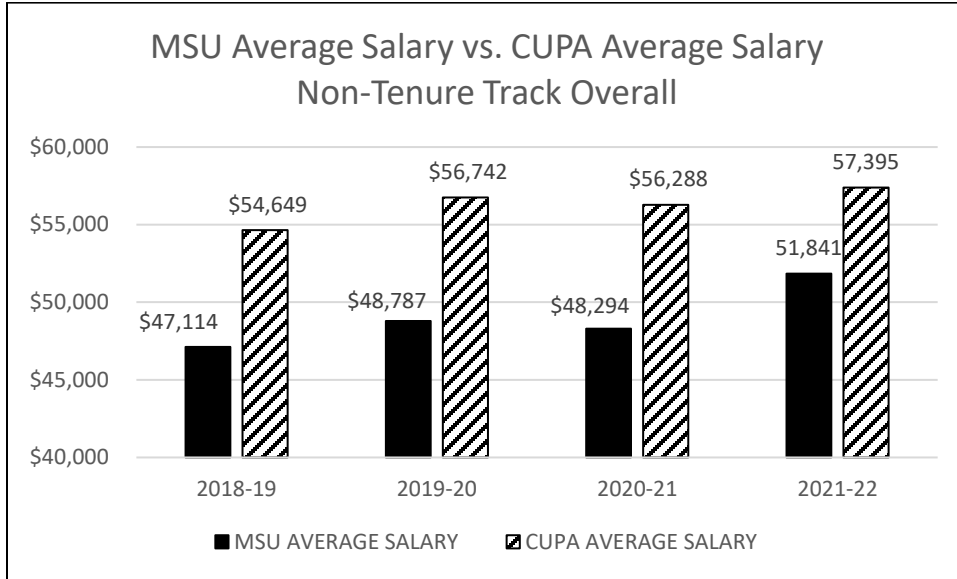
Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 4b.



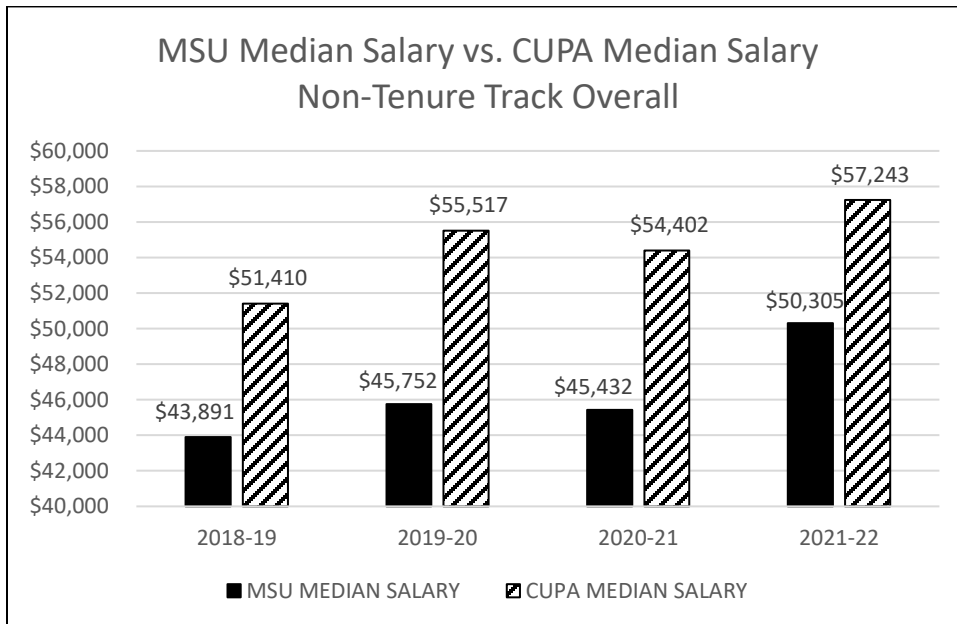
Source: 2021-2022 CUPA Faculty 4-digit Multidiscipline Report

Figure 4c.



Source: 2021-2022 CUPA Faculty 4-digit Index Report

Figure 4d.

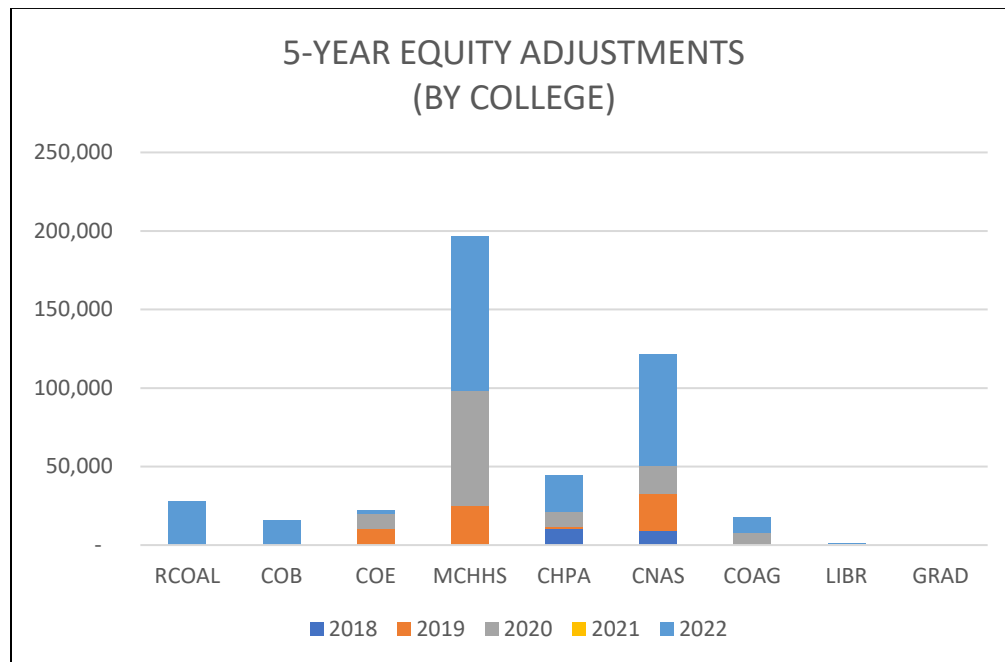


Source: 2021-2022 CUPA Faculty 4-digit Multidiscipline Report

The inequity in equity adjustments

Figure 5a. presents a five-year picture of faculty equity adjustments by College. Per the Missouri State University policy of categorizing Department Heads, Assistant Deans, Associate Deans, and Directors as faculty, this data also contains equity adjustments for these fundamentally administrative roles. We present the data for this graph in the table located immediately beneath it. Over the five-year period in question, faculty in the McQueary College of Health and Human Services have received the lion's share of faculty equity adjustments in terms of dollars at \$196,694. Meanwhile, faculty in the Graduate College, Library, College of Business, and College of Agriculture have made do with less than \$20,000 in faculty equity adjustments each over the same period. Note that no equity adjustments were approved in the fiscal year 2021 due to pandemic measures.

Figure 5a.



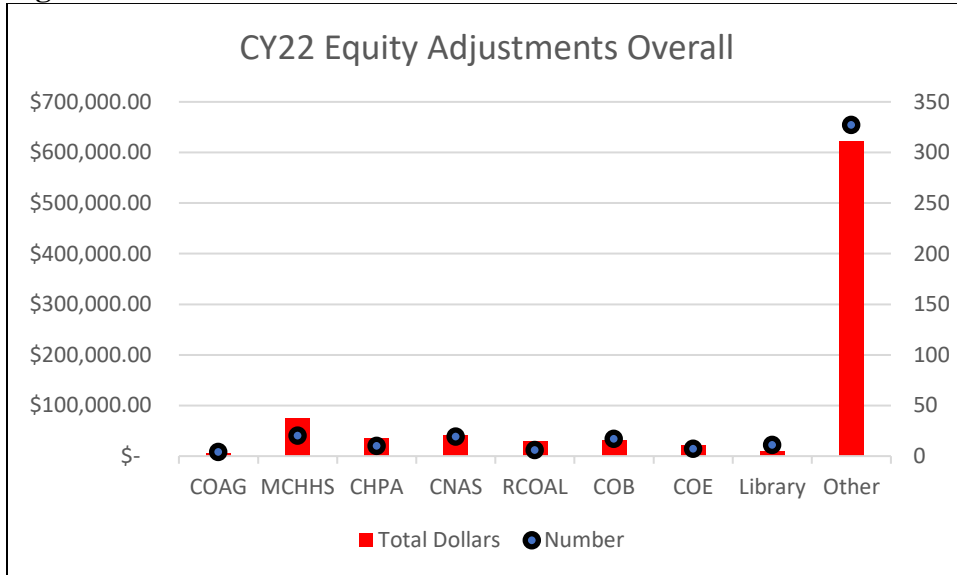
Fiscal Year	RCOAL	COB	COE	MCHHS	CHPA	CNAS	COAG	LIBR	GRAD	TOTAL
2018	-	-	-	-	10,000	9,000	-	-	-	19,000
2019	-	-	10,000	24,985	2,000	24,000	-	500	-	61,485
2020	-	-	10,000	73,529	9,000	17,500	8,000	-	-	118,029
2021	-	-	-	-	-	-	-	-	-	-
2022	28,000	15,500	2,000	98,180	23,088	71,000	10,000	500	-	248,268
TOTAL	28,000	15,500	22,000	196,694	44,088	121,500	18,000	1,000	-	446,782

Source: Prior B&P Equity Reports, Missouri State University Board of Governors Agendas, (12/16/2021, 06/24/2022).

Figure 5b presents a breakdown of *all* equity adjustments (including non-instructional personnel) granted in the calendar year 2022. The equity totals for the Colleges are dwarfed by the total of

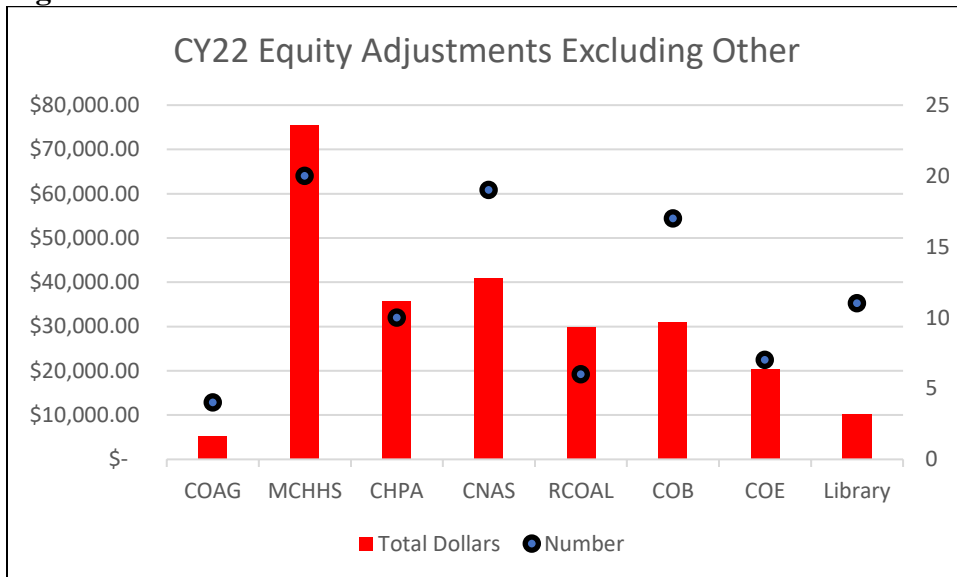
adjustments outside the Colleges. Figure 5c excludes ‘Other’ to allow a visible comparison of equity adjustments between Colleges. Once again, faculty in the McQueary College of Health and Human Services received the greatest dollar amount of equity adjustments.

Figure 5b.



Source: Missouri State University Board of Governors Agendas, (12/16/2021, 06/24/2022).

Figure 5c.



Source: Missouri State University Board of Governors Agendas, (12/16/2021, 06/24/2022).

Table 1 displays the total equity adjustments broken down into instructional/non-instructional and within colleges/outside of colleges categories. Most equity adjustments in both dollars and number of adjustments took place outside the colleges, a discouraging sign of the University focusing resources in areas other than where students are being educated. Note that the funds used to raise employees to the \$15 per hour minimum are *not* included in this table.

Table 1. Distribution of equity adjustments

College	Number	Average	Total Dollars	Share	Instructional	Non-Instructional	Faculty Headcount	Total/Faculty
COAG	4	\$ 1,325.88	\$ 5,303.50	0.61%	0	4	27	\$ 196.43
MCHHS	20	\$ 3,774.05	\$ 75,481.00	8.66%	11	9	144	\$ 524.17
CHPA	10	\$ 3,567.00	\$ 35,670.00	4.09%	7	3	92	\$ 387.72
CNAS	19	\$ 2,157.89	\$ 41,000.00	4.71%	18	1	156	\$ 262.82
RCOAL	6	\$ 5,000.00	\$ 30,000.00	3.44%	6	0	167	\$ 179.64
COB	17	\$ 1,823.53	\$ 31,000.00	3.56%	3	14	99	\$ 313.13
COE	7	\$ 2,908.14	\$ 20,357.00	2.34%	4	3	68	\$ 299.37
Library	11	\$ 931.82	\$ 10,250.00	1.18%	3	8		
Other	327	\$ 1,902.82	\$ 622,222.68	71.41%	0	327		
Total	421	\$ 2,069.56	\$ 871,284.18	100.00%	52	369		

Faculty FTE headcount estimate from 2021-2022 CUPA Faculty 4-digit Multidiscipline Report

Category	N	Average	Total	Share
Non-Instructional	369	\$ 1,893.72	\$ 698,784.18	80.20%
Instructional	52	\$ 3,317.31	\$ 172,500.00	19.80%
Total	421	\$ 2,069.56	\$ 871,284.18	100.00%

Source: Missouri State University Board of Governors Agendas, (12/16/2021, 06/24/2022).

The difference in equity dollars awarded between Colleges cannot be accounted for by differences in headcounts. Using faculty FTE from the 2021-2022 CUPA Faculty 4-digit Multidiscipline Report as a proxy for overall College headcount, the final column presents equity adjustments normalized by headcount. The McQueary College of Health and Human Services remains the clear winner.

Table 2 shows that MSU compensation as a percentage of CUPA benchmark compensation is not materially different between colleges. Therefore, the disparity in equity adjustments between colleges cannot be justified by the underpayment disparity between colleges.

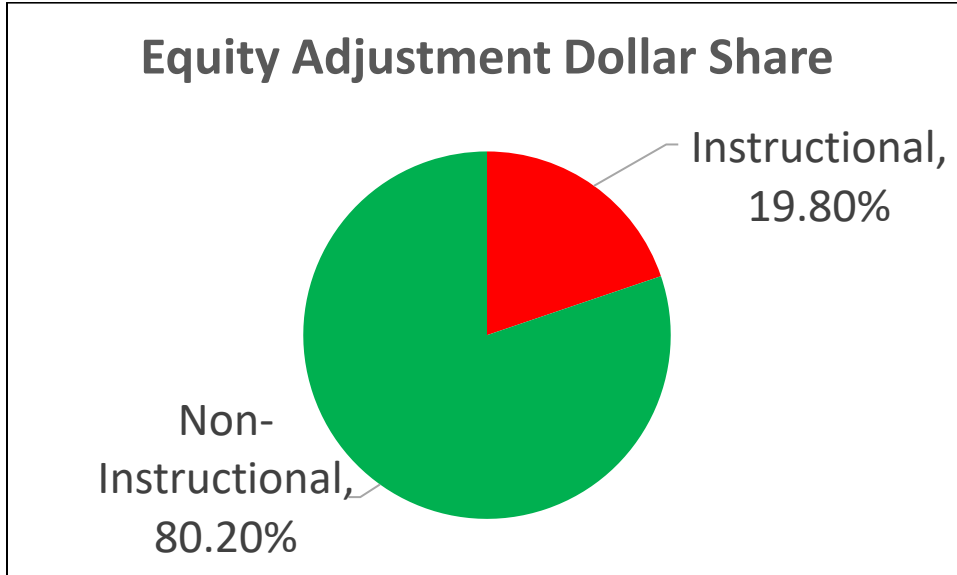
Table 2. Underpayment by College

College	% Med	% Avg
MCHHS	95.96%	94.91%
CHPA	94.27%	92.96%
CNAS	95.73%	95.03%
RCOAL	95.09%	94.78%
COB	96.70%	95.27%
COE	95.30%	94.37%

Source: 2021-2022 CUPA Faculty 4-digit Multidiscipline Report

Figure 6a shows that over 80% of equity adjustment dollars awarded went to non-instructional personnel. Such a disparity might be reasonable if 80% of employees were non-instructional.

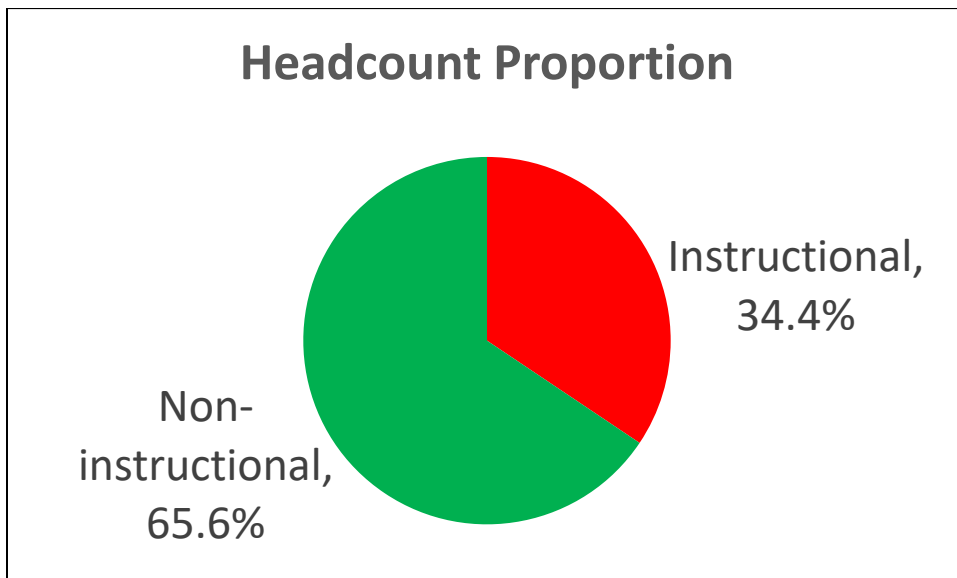
Figure 6a.



Source: Missouri State University Board of Governors Agendas, (12/16/2021, 06/24/2022).

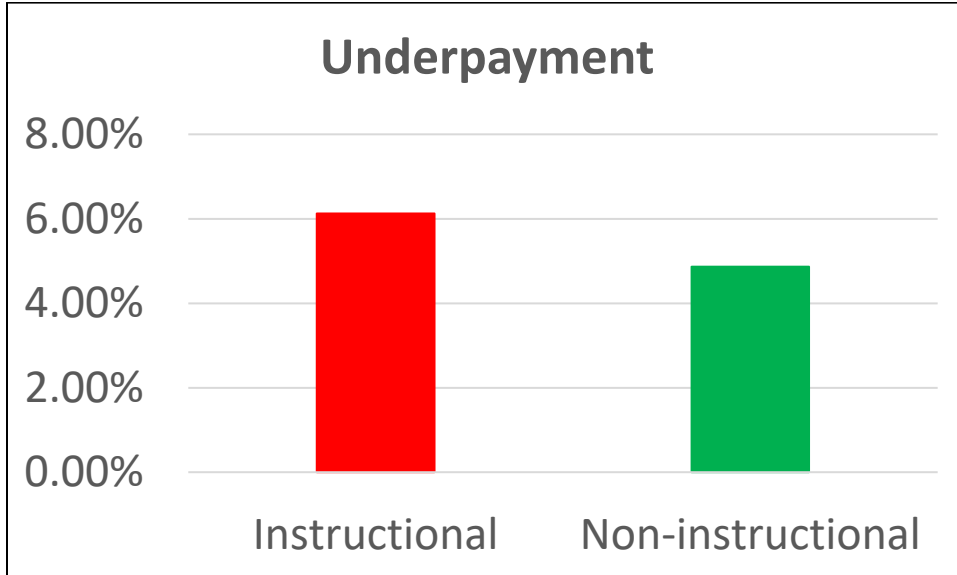
However, as Figure 6b shows, only 65.6% of employees are non-instructional. Such a disparity might also be reasonable if non-instructional personnel were more underpaid than instructional personnel. Figure 6c shows that, in fact, instructional personnel are more underpaid than non-instructional personnel, so the logical basis for favoring of non-instructional personnel in equity awards remains a mystery.

Figure 6b.



Source: retrieved Jan 24, 2022 from <https://www.missouristate.edu/OIR/provost-dashboards.htm>; Faculty/Staff Interactive Dashboard

Figure 6c.



Source: 2021-2022 CUPA Multidisciplinary Report, 2021-2022 CUPA Staff Multi-position Report, 2021-2022 CUPA Professional Multi-position Report, and 2021-2022 CUPA Administration Multi-position Report.

Conclusions and recommendations

The entirety of this report points to the underpayment of faculty at Missouri State University. This chronic underpayment lessens the University’s ability to attract and retain talented teachers and researchers.

Equity adjustments, when given, are concentrated in 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. No University-wide procedure appears to be followed in determining who receives equity adjustments and who does not. Faculty in some colleges receive equity adjustments without applying for them, others must apply to receive adjustments, and still others are advised not to apply due to a lack of funds at the College-level. Equity adjustments outside of the Colleges appear to be easier to obtain, with some organizations routinely awarding adjustments to their members.

The committee recommends that the University adopt a procedure to rationally distribute equity funds based on the severity of underpayment and the employee’s contribution to the mission of the University. The current equity adjustment process fails to recognize the importance of faculty members and their contributions to our mission. An optimistic appraisal of our current equity process would characterize it as random and haphazard. A more pessimistic appraisal would attribute the disparities in the equity process to favoritism and an overall bias against faculty.

Appendix A. CUPA Public Doctoral/Professional Institutions, 2021-2022

Augusta University (Augusta, GA)
California State University-Fresno (Fresno, CA)
Ferris State University (Big Rapids, MI)
Grand Valley State University (Allendale, MI)
Indiana State University (Terre Haute, IN)
Indiana University of Pennsylvania (Indiana, PA)
Lamar University (Beaumont, TX)
Metropolitan State University (Saint Paul, MN)
Middle Tennessee State University (Murfreesboro, TN)
Northern Kentucky University (Highland Heights, KY)
Sam Houston State University (Huntsville, TX)
Southern Illinois University Edwardsville (Edwardsville, IL)
Stephen F. Austin State University (Nacogdoches, TX)
Texas A&M University - Commerce (Commerce, TX)
Texas Woman's University (Denton, TX)
Towson University (Baltimore, MD)
University of Central Arkansas (Conway, AR)
University of Hawaii at Hilo (Hilo, HI)
University of Louisiana at Monroe (Monroe, LA)
University of Michigan-Flint (Flint, MI)
University of Northern Colorado (Greeley, CO)
University of North Florida (Jacksonville, FL)
University of Tennessee at Chattanooga (Chattanooga, TN)
University of Texas at Tyler (Tyler, TX)
University of West Georgia (Carrollton, GA)
Valdosta State University (Valdosta, GA)
Washburn University (Topeka, KS)
Western Kentucky University (Bowling Green, KY)

Appendix B. CUPA Public Masters Institutions, 2019-2020

Adams State University (Alamosa, CO)
Arkansas Tech University (Russellville, AR)
Auburn University at Montgomery (Montgomery, AL)
Austin Peay State University (Clarksville, TN)
Bemidji State University (Bemidji, MN)
Black Hills State University (Spearfish, SD)
Bowie State University (Bowie, MD)
Bridgewater State University (Bridgewater, MA)
Chadron State College (Chadron, NE)
Christopher Newport University (Newport News, VA)
Coastal Carolina University (Conway, SC)
College of Charleston (Charleston, SC)
Coppin State University (Baltimore, MD)
Dakota State University (Madison, SD)
Delta State University (Cleveland, MS)
East Central University (Ada, OK)
Eastern Kentucky University (Richmond, KY)
Eastern Oregon University (La Grande, OR)
Eastern Washington University (Cheney, WA)
Emporia State University (Emporia, KS)
Fitchburg State University (Fitchburg, MA)
Florida Gulf Coast University (Fort Myers, FL)
Fort Hays State University (Hays, KS)
Frostburg State University (Frostburg, MD)
Georgia College & State University (Milledgeville, GA)
Governors State University (University Park, IL)
Henderson State University (Arkadelphia, AR)
Jacksonville State University (Jacksonville, AL)
James Madison University (Harrisonburg, VA)
McNeese State University (Lake Charles, LA)
Minnesota State University, Mankato (Mankato, MN)
Minnesota State University Moorhead (Moorhead, MN)
Minot State University (Minot, ND)
Mississippi University for Women (Columbus, MS)
Montana State University - Billings (Billings, MT)
Montana Tech of The University of Montana (Butte, MT)
Morehead State University (Morehead, KY)
Murray State University (Murray, KY)
New Jersey City University (Jersey City, NJ)
Nicholls State University (Thibodaux, LA)
Northeastern Illinois University (Chicago, IL)
Northeastern State University (Tahlequah, OK)
Northern Michigan University (Marquette, MI)
Northern State University (Aberdeen, SD)

Northwest Missouri State University (Maryville, MO)
Peru State College (Peru, NE)
Pittsburg State University (Pittsburg, KS)
Plymouth State University (Plymouth, NH)
Prairie View A & M University (Prairie View, TX)
Purdue University Fort Wayne (Fort Wayne, IN)
Radford University (Radford, VA)
Ramapo College of New Jersey (Mahwah, NJ)
Rhode Island College (Providence, RI)
Saginaw Valley State University (University Center, MI)
Salisbury University (Salisbury, MD)
Southeastern Louisiana University (Hammond, LA)
Southeast Missouri State University (Cape Girardeau, MO)
Southern Oregon University (Ashland, OR)
Southern Utah University (Cedar City, UT)
Southwestern Oklahoma State University (Weatherford, OK)
Southwest Minnesota State University (Marshall, MN)
State University of New York at Oneonta (Oneonta, NY)
State University of New York College at Brockport (Brockport, NY)
State University of New York College at Cortland (Cortland, NY)
State University of New York College at Oswego (Oswego, NY)
State University of New York Empire State College (Saratoga Springs, NY)
St. Cloud State University (Saint Cloud, MN)
Tarleton State University (Stephenville, TX)
Texas A & M International University (Laredo, TX)
The Citadel, the Military College of South Carolina (Charleston, SC)
Troy University (Troy, AL)
University of Alaska Anchorage (Anchorage, AK)
University of Alaska Southeast (Juneau, AK)
University of Baltimore (Baltimore, MD)
University of Central Missouri (Warrensburg, MO)
University of Central Oklahoma (Edmond, OK)
University of Houston - Clear Lake (Houston, TX)
University of Houston - Victoria (Victoria, TX)
University of Illinois at Springfield (Springfield, IL)
University of Maryland University College (Adelphi, MD)
University of Michigan-Dearborn (Dearborn, MI)
University of Minnesota Duluth (Duluth, MN)
University of Montevallo (Montevallo, AL)
University of Nebraska at Kearney (Kearney, NE)
University of North Alabama (Florence, AL)
University of North Carolina at Pembroke (Pembroke, NC)
University of Northern Iowa (Cedar Falls, IA)
University of North Georgia (Dahlonega, GA)
University of South Florida Manatee-Sarasota (Sarasota, FL)
University of South Florida St. Petersburg (St. Petersburg, FL)

University of Tennessee at Martin (Martin, TN)
University of West Florida (Pensacola, FL)
University of Wisconsin-Eau Claire (Eau Claire, WI)
University of Wisconsin-Green Bay (Green Bay, WI)
University of Wisconsin-La Crosse (La Crosse, WI)
University of Wisconsin-Stevens Point (Stevens Point, WI)
University of Wisconsin-Stout (Menomonie, WI)
Wayne State College (Wayne, NE)
Weber State University (Ogden, UT)
Western Carolina University (Cullowhee, NC)
Western Illinois University (Macomb, IL)
Western New Mexico University (Silver City, NM)
Western Oregon University (Monmouth, OR)
Western Washington University (Bellingham, WA)
Westfield State University (Westfield, MA)
West Texas A & M University (Canyon, TX)
Winona State University (Winona, MN)
Winston-Salem State University (Winston-Salem, NC)
Winthrop University (Rock Hill, SC)
Worcester State University (Worcester, MA)
Youngstown State University (Youngstown, OH)