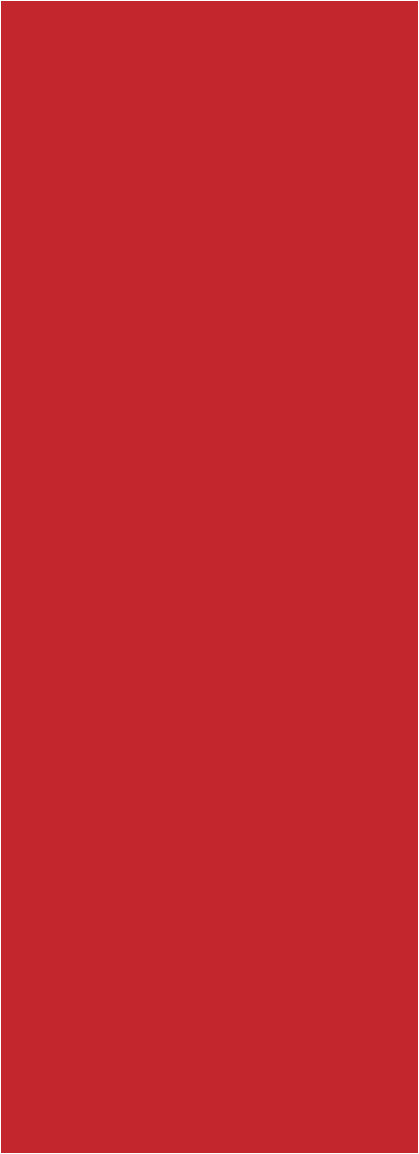




Massachusetts State Colleges
2007 FACULTY SALARY STUDY

Report to the Board of Higher Education

February 2008

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- ① Executive Summary
 - ② Study Methodology and Findings
 - ③ Appendix

Executive Summary

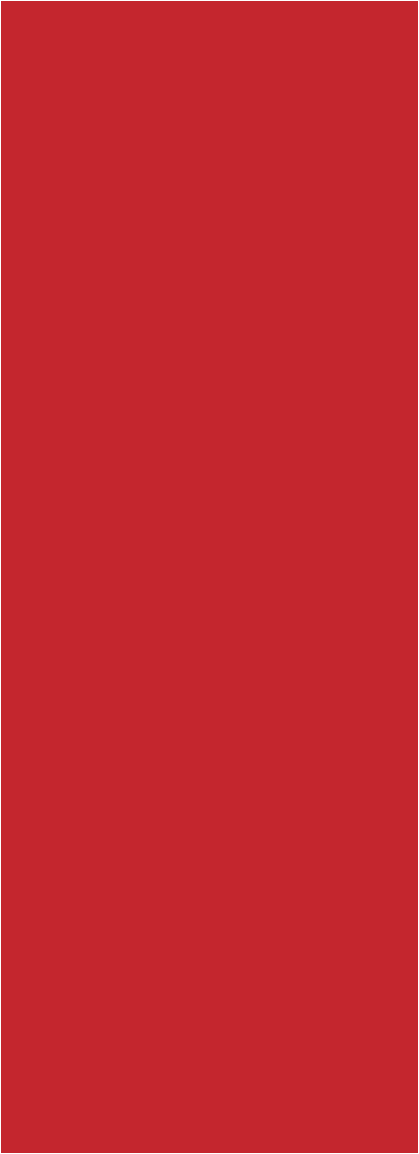
- This report presents the results of a study comparing faculty salaries at the Massachusetts State Colleges to competitive market salaries in 37 comparable institutions. The study was designed to understand the market forces within which the Massachusetts State Colleges must compete for qualified faculty, and to inform decisions related to the establishment of competitive faculty salaries
- **Key Findings**
 - Faculty at the State Colleges are significantly under-compensated in comparison to the market
 - Despite initial efforts to increase faculty salaries, the degree of non-competitiveness has worsened since these salaries were first studied on a comparative basis in 2004
 - Progression towards competitiveness achieved in the 2006 study seems to have been eroded
 - Pay compression exists across and between ranks
- These findings are of serious concern: they disclose that the State Colleges are at considerable disadvantage in their ability to attract and retain highly qualified faculty

In this year's study, Sibson Consulting, a national human resources consulting firm, independently conducted the analysis. (See the *Appendix* for an overview of the firm).

Executive Summary *continued*

National Trends in Faculty Pay and Recruitment

- The national market for faculty is changing rapidly and the traditional techniques for managing salaries are becoming less relevant and effective than they were in the past
 - Institutions report that candidates for appointments are negotiating more rigorously for starting salaries and are becoming more selective in the offers they accept
 - Candidates' perspectives about potential employers is broadening as well—candidates are more flexible in their views of desirable institutions to join, requiring institutions to re-evaluate the competitiveness of their faculty salaries
 - Increasingly, tenured faculty are being recruited by other institutions with the promise of immediate tenure, eroding the long standing expectation that tenured faculty remain at an institution until retirement
 - Faculty in many disciplines have the option of leaving academia to pursue their field of study in more financially rewarding organizations. Most at risk are Business, Computer Science, Nursing and Health Sciences
- As a result of these national trends, more institutions are aggressively reviewing and updating their faculty pay systems in order to remain competitive
 - Traditional faculty pay systems generally create a negative impact on more experienced faculty whether tenured or not. Once someone joins the faculty, his/her salary is subject to incremental adjustments (typically, just annual salary increases and promotional increases) based on college policy or the provisions of collective bargaining agreements rather than on market forces
 - Over time this causes significant compression, where experienced faculty are paid only slightly more than more junior faculty. In highly competitive situations or disciplines, this compression occurs more rapidly. Since the percentage of annual increases is generally not sufficient to address the compression, more targeted adjustments are required
- Most other states invest more per capita in higher education than Massachusetts does—the Commonwealth was 46th in per capita spending in fiscal year 2007

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Survey Methodology

This study follows studies done of faculty salaries in the State Colleges during 2004 and 2006. To ensure consistency and enable legitimate year-to-year comparisons, Sibson followed the same methodology used in the prior studies:

- Market data were collected using the annual Faculty Salary Survey conducted by the College and University Professional Association for Human Resources (CUPA-HR). To ensure objectivity, the list of institutions in the comparison group was computer generated using these criteria:
 - High cost of living, industrialized states
 - Public Institutions with unionized faculty
 - Small, medium and large Master's institutions (per Carnegie Classifications)
- Market data were collected for the most populated disciplines at the State Colleges. Market salaries at the average and at the 75th percentile were compared to the State Colleges' salaries to determine the degree of variance. Variance is expressed as a percentage of the market data
- Market salary data were collected and compared to faculty salaries at the following Massachusetts State Colleges:
 - Bridgewater State College
 - Fitchburg State College
 - Framingham State College
 - Massachusetts College of Liberal Arts
 - Salem State College
 - Westfield State College
 - Worcester State College
- The Massachusetts Maritime Academy and the Massachusetts College of Art and Design were not included in this analysis, due to their unique nature and the difficulty in collecting market faculty salary data from relevant comparison groups

Survey Methodology—Interpreting the Analysis

- The variance to market is expressed in tabular formats (pages 8–11) and in graphs (*Appendix*)
 - The overall variance by rank for each of the 3 studies is shown on page 8
 - The tables on pages 9-11 display the following by discipline and rank:
 - State College’s average salary
 - Market average salary and the State College’s relationship to the market average, expressed as a percentage
 - Market 75th%ile salary and the State College’s relationship to the market 75th%ile, expressed as a percentage (note: the 75%ile is the salary level below which 75% of reported salaries fall)
 - The graphs in the Appendix display the State College’s average salaries as a percent of market average and market median by discipline

ILLUSTRATION

A percentage of 100% indicates that the State Colleges are paying at either the Market Average or the Market 75th percentile. Less than 100% indicates below market pay, and greater than 100% indicates above market pay

Discipline	State College Average Salary	Market Average	State Colleges as % of Market Average	Market 75th%ile	State Colleges as % of Market 75th%ile
Health Professions and Related Clinical Sciences					
Professor	\$76,431	\$87,595	87%	\$95,383	80%
Associate Professor	\$63,316	\$72,405	87%	\$81,780	77%
Assistant Professor	\$54,955	\$60,740	90%	\$65,420	84%

Survey Methodology

Consistency in methodology from year to year is essential in identifying trends and progress towards closing any competitive gaps. However, it is important also to review the approach with each iteration to identify opportunities to enhance the analysis while still providing a realistic view of faculty salary competitiveness over time.

The following modifications were made in this update:

- The comparison market has been modified slightly to reflect recent changes made to Carnegie classification definitions. The 2007 comparison market consists of 37 institutions (more than 2/3 of which were in the prior studies)
- The prior studies presented an analysis of faculty salaries within the 13 most populated State College disciplines. This year we added three additional disciplines, because each now reflects a sizeable faculty population at the State Colleges
 - Security and Protective Services
 - Health Professions and Related Clinical Sciences
 - Communication/Journalism
- The three are also disciplines now closely linked to the public interest and to the economic future of the Commonwealth, and each responds directly to real world needs
- The College of Liberal Arts has been included in the study this year (it was included in 2004 and omitted in 2006) because we judge that the market data are as relevant to it as to the other six, larger state colleges

Variance Analysis—Summary

Variance Analysis—State Colleges to Market, 2004-2007

- After a period of relative improvement following the 2004 Report, this year's study shows a worsening of the trend towards increasingly non-competitive salaries:

	State College Salaries as a % of Market					
	2004		2006		2007	
	Average	75 th Percentile	Average	75 th Percentile	Average	75 th Percentile
Professor	86 %	78%	89%	81%	87%	79%
Associate Professor	91%	82%	95%	86%	91%	81%
Assistant Professor	93%	85%	98%	90%	92%	83%

Variance Analysis—Details by Discipline and Rank

Discipline	State College Average Salary	Market Average	State Colleges as % of Market Average	Market 75th%ile	State Colleges as % of Market 75th%ile
Visual and Performing Arts					
Professor	\$73,614	\$85,247	86%	\$93,112	79%
Associate Professor	\$60,313	\$67,050	90%	\$74,266	81%
Assistant Professor	\$50,992	\$54,894	93%	\$62,425	82%
Biology					
Professor	\$75,291	\$87,629	86%	\$95,596	79%
Associate Professor	\$58,212	\$66,063	88%	\$71,498	81%
Assistant Professor	\$50,602	\$55,554	91%	\$61,420	82%
Business Administration and Management					
Professor	\$76,979	\$96,052	80%	\$101,024	76%
Associate Professor	\$70,123	\$82,280	85%	\$87,176	80%
Assistant Professor	\$64,726	\$73,723	88%	\$79,532	81%
Computer and Information Sciences					
Professor	\$81,426	\$92,598	88%	\$98,600	83%
Associate Professor	\$72,114	\$79,156	91%	\$82,501	87%
Assistant Professor	\$60,608	\$68,468	89%	\$73,245	83%
Education					
Professor	\$78,304	\$85,629	91%	\$93,556	84%
Associate Professor	\$64,912	\$67,223	97%	\$76,087	85%
Assistant Professor	\$56,324	\$56,531	100%	\$62,399	90%
English					
Professor	\$75,527	\$83,681	90%	\$90,842	83%
Associate Professor	\$60,182	\$65,584	92%	\$74,249	81%
Assistant Professor	\$50,388	\$53,799	94%	\$60,174	84%

Variance Analysis—Details by Discipline and Rank *continued*

Discipline	State College Average Salary	Market Average	State Colleges as % of Market Average	Market 75th%ile	State Colleges as % of Market 75th%ile
Foreign Language					
Professor	\$68,851	\$88,201	78%	\$100,593	68%
Associate Professor	\$59,939	\$68,019	88%	\$76,999	78%
Assistant Professor	\$53,554	\$57,776	93%	\$65,458	82%
History					
Professor	\$78,484	\$88,496	89%	\$98,645	80%
Associate Professor	\$61,573	\$65,153	95%	\$74,707	82%
Assistant Professor	\$51,491	\$52,115	99%	\$58,816	88%
Mathematics and Statistics					
Professor	\$78,543	\$85,663	92%	\$97,885	80%
Associate Professor	\$64,981	\$67,334	97%	\$75,166	86%
Assistant Professor	\$52,084	\$56,578	92%	\$62,316	84%
Philosophy					
Professor	\$75,128	\$86,965	86%	\$98,147	77%
Associate Professor	\$66,358	\$67,777	98%	\$77,897	85%
Assistant Professor	\$51,590	\$55,688	93%	\$64,096	80%
Physical Sciences					
Professor	\$79,280	\$85,448	93%	\$93,540	85%
Associate Professor	\$61,129	\$66,930	91%	\$73,519	83%
Assistant Professor	\$51,314	\$55,137	93%	\$61,301	84%
Psychology					
Professor	\$72,707	\$88,769	82%	\$96,930	75%
Associate Professor	\$59,744	\$66,733	90%	\$78,471	76%
Assistant Professor	\$50,926	\$56,447	90%	\$63,341	80%

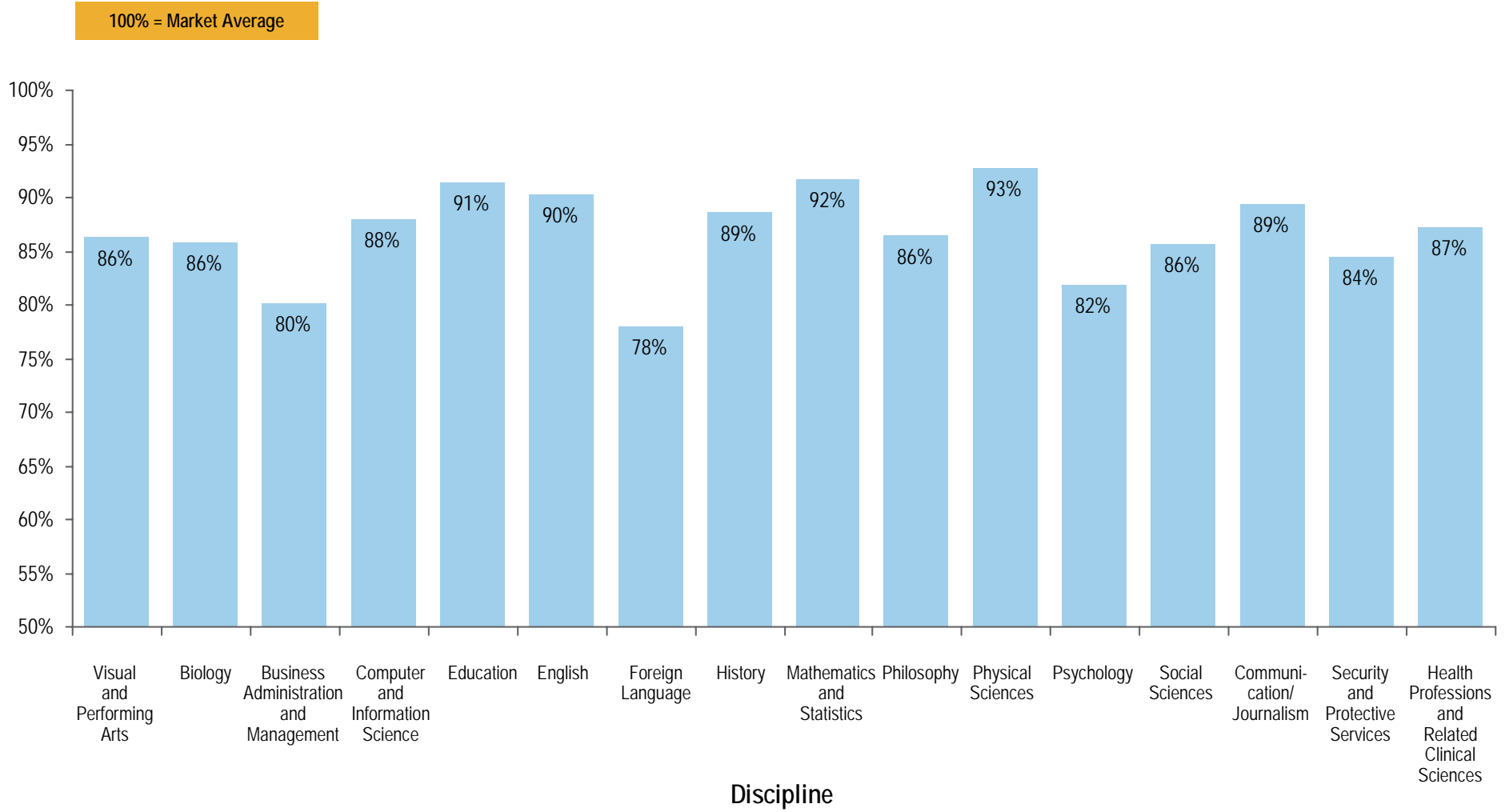
Variance Analysis—Details by Discipline and Rank *continued*

Discipline	State College Average Salary	Market Average	State Colleges as % of Market Average	Market 75th%ile	State Colleges as % of Market 75th%ile
Social Sciences					
Professor	\$75,883	\$88,531	86%	\$101,435	75%
Associate Professor	\$62,690	\$66,625	94%	\$76,511	82%
Assistant Professor	\$53,722	\$54,510	99%	\$61,307	88%
Communication/Journalism					
Professor	\$75,656	\$84,703	89%	\$93,775	81%
Associate Professor	\$54,302	\$67,148	81%	\$73,508	74%
Assistant Professor	\$47,669	\$56,489	84%	\$64,778	74%
Security and Protective Services					
Professor	\$75,022	\$88,847	84%	\$93,775	80%
Associate Professor	\$63,721	\$69,006	92%	\$78,058	82%
Assistant Professor	\$53,593	\$57,355	93%	\$63,896	84%
Health Professions and Related Clinical Sciences					
Professor	\$76,431	\$87,595	87%	\$95,383	80%
Associate Professor	\$63,316	\$72,405	87%	\$81,780	77%
Assistant Professor	\$54,955	\$60,740	90%	\$65,420	84%

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 - Variance Analysis Graphs
 - About Sibson Consulting

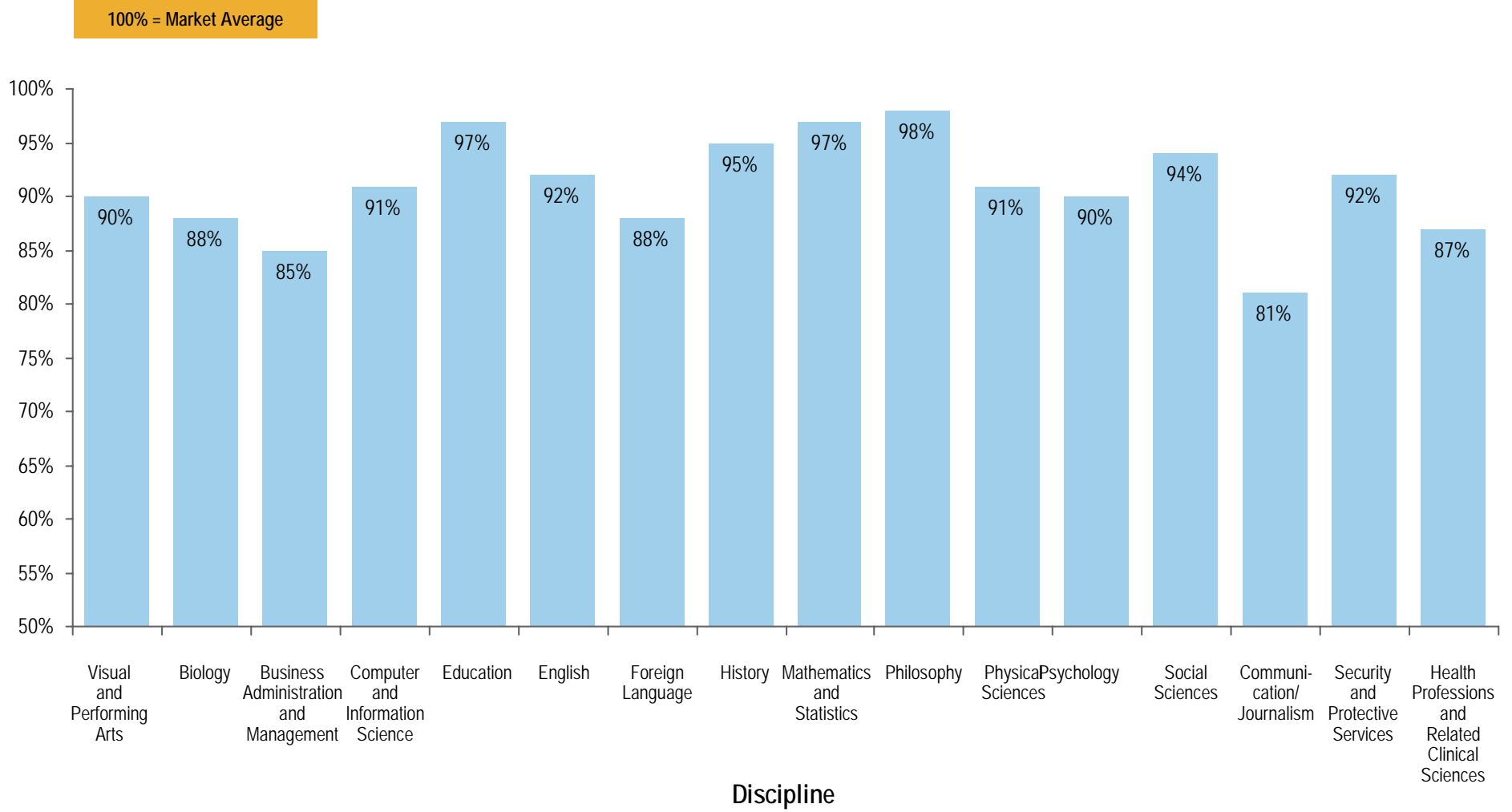
State College Salaries as a Percent of Market Average

FULL PROFESSOR



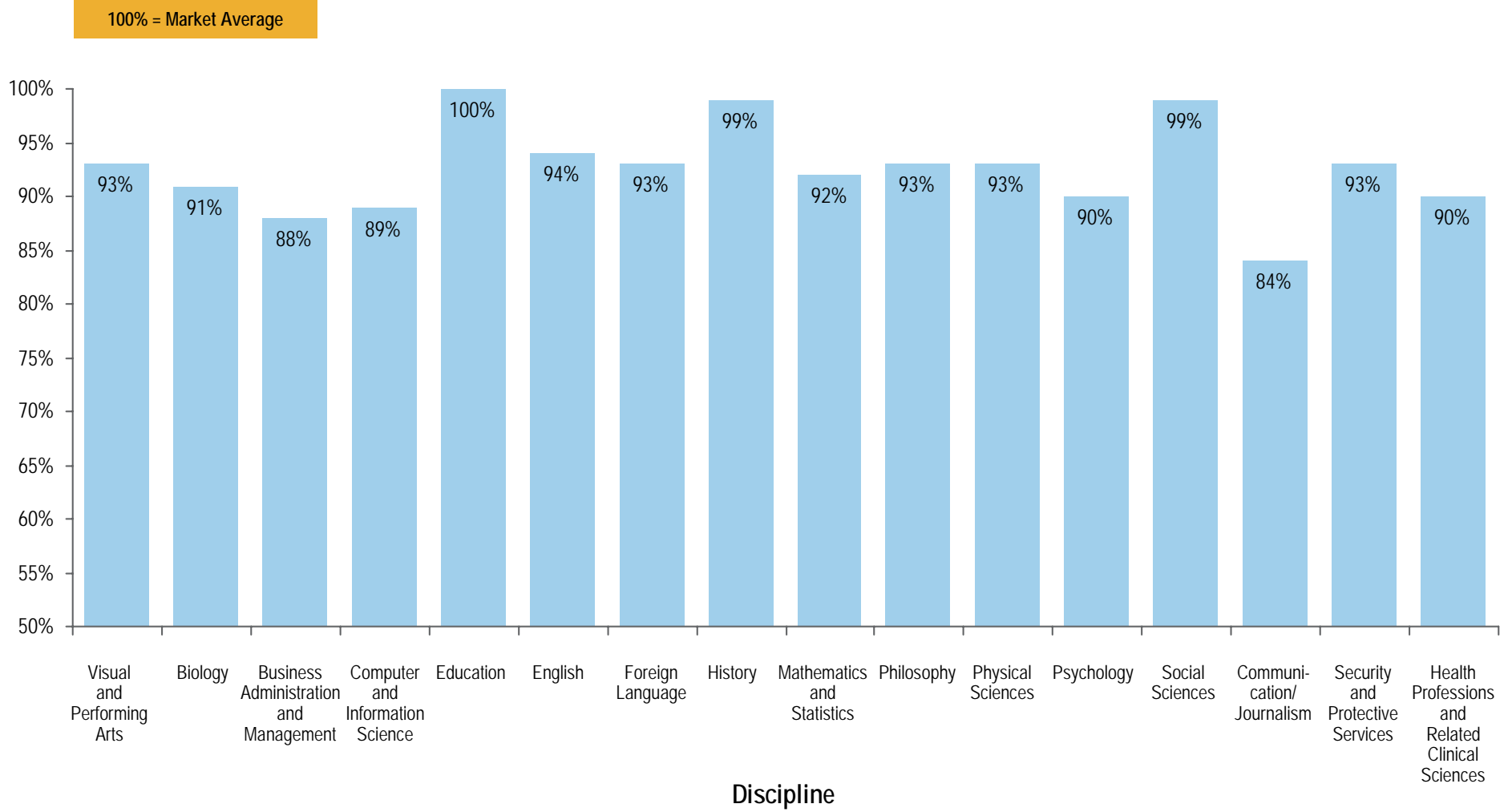
State College Salaries as a Percent of Market Average *continued*

ASSOCIATE PROFESSOR



State College Salaries as a Percent of Market Average *continued*

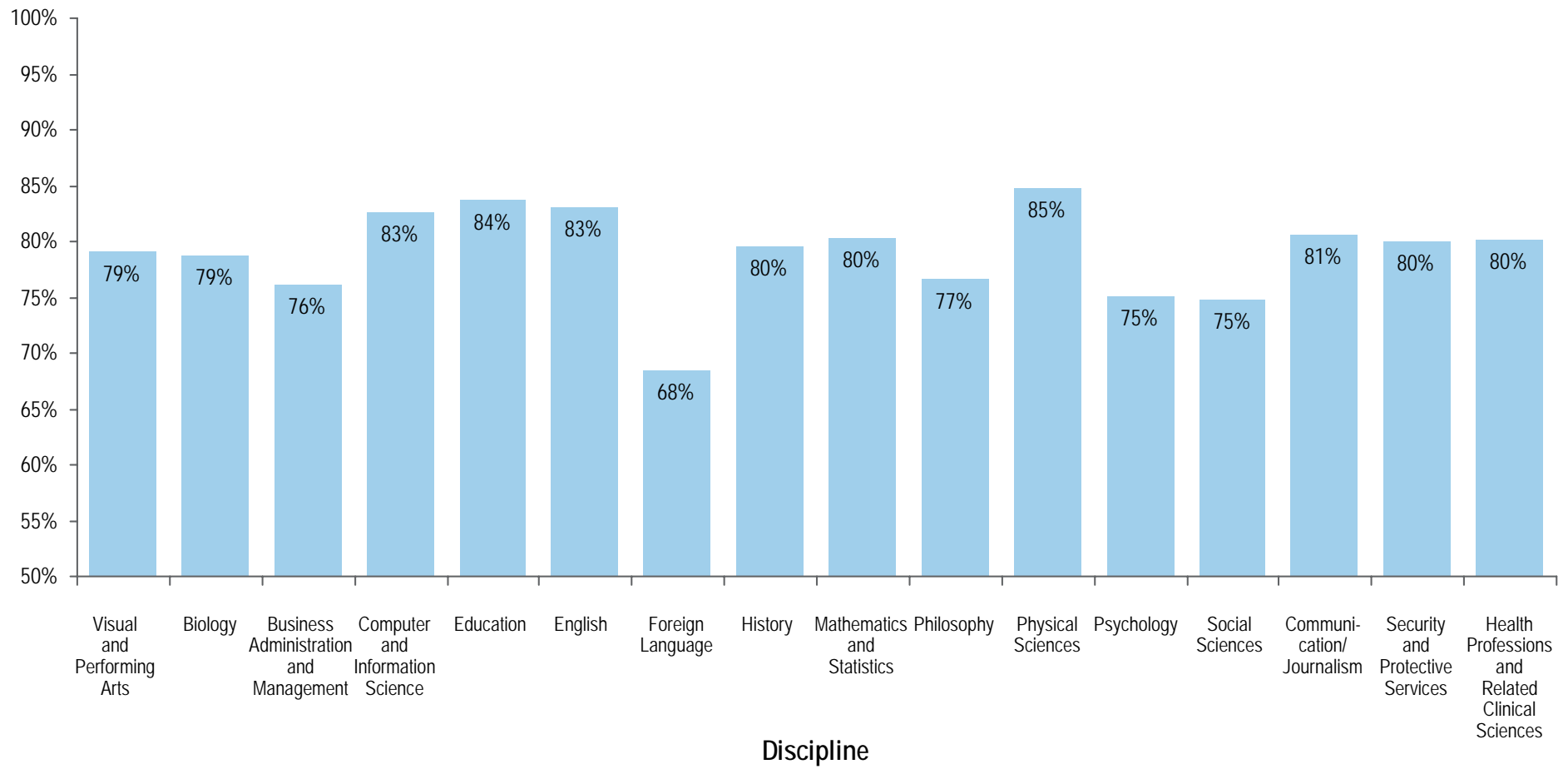
ASSISTANT PROFESSOR



State College Salaries as a Percent of Market 75th Percentile

FULL PROFESSOR

100% = 75th Percentile

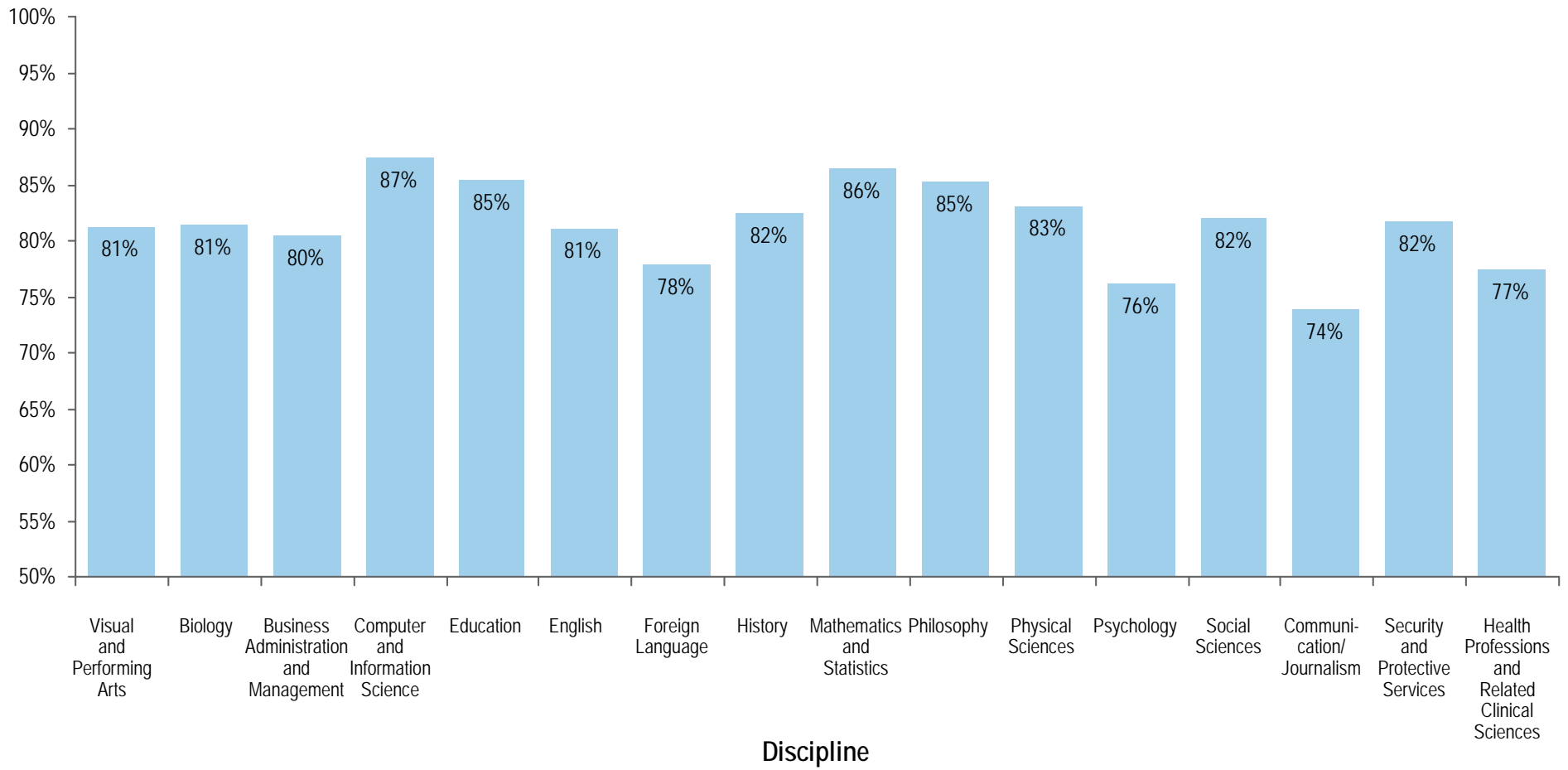


State College Salaries as a Percent of Market 75th Percentile

continued

ASSOCIATE PROFESSOR

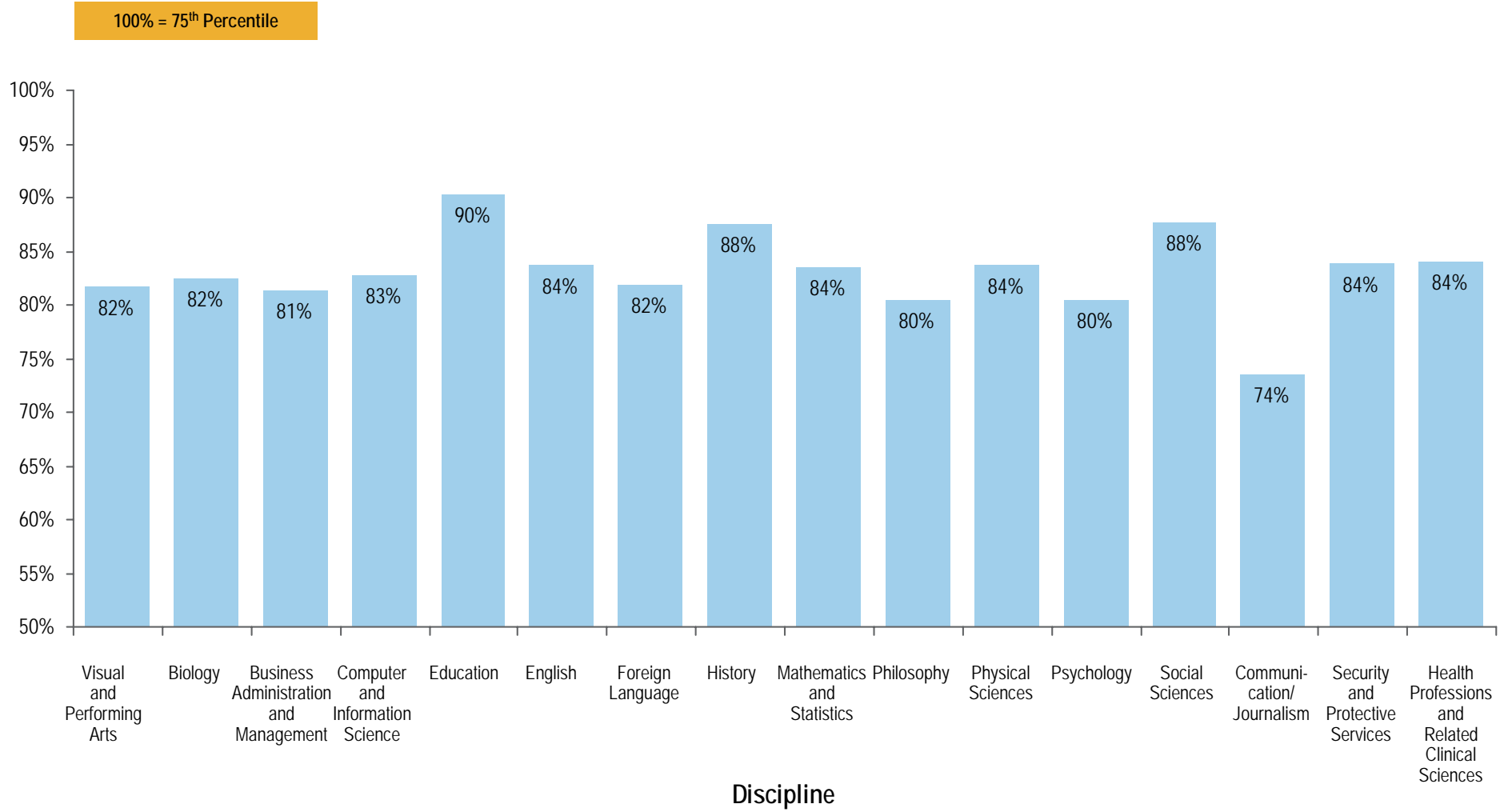
100% = 75th Percentile



State College Salaries as a Percent of Market 75th Percentile

continued

ASSISTANT PROFESSOR



List of Comparison Institutions

Comparison Group: High Cost of Living States, Public, Unionized, Master's S,M,L

- Bloomsburg University of Pennsylvania
- California State University-Stanislaus
- California Polytechnic State University-San Luis Obispo
- Central Connecticut State University
- Chicago State University
- CUNY John Jay College of Criminal Justice
- Eastern Connecticut State University
- Eastern Illinois University
- Eastern Michigan University
- Edinboro University of Pennsylvania
- Ferris State University
- Florida Gulf Coast
- Governors State University
- Kean University
- Lincoln University
- Montclair State University
- New Jersey City University
- Northeastern Illinois University
- Northern Michigan University
- Ramapo College of New Jersey
- Rowan University
- Sonoma State University
- SUNY Brockport
- SUNY Cortland
- SUNY Geneseo
- SUNY Institute of Technology at Utica-Rome
- SUNY Oswego
- SUNY Plattsburgh
- SUNY Potsdam
- The College of New Jersey
- The Richard Stockton College of New Jersey
- University of North Florida
- West Chester University of Pennsylvania
- Western Connecticut State University
- Western Illinois University
- William Paterson University of New Jersey
- Youngstown State University

About Sibson

A Firm-Wide Commitment to Higher Education

Sibson's extensive experience in partnering with colleges and universities and our understanding of the dynamics of academic institutions enable us to collaborate effectively with our clients to develop solutions that support and facilitate the institution's strategy for its faculty, administrative, and staff personnel.

- We have extensive expertise and an ongoing commitment in higher education
- Our cross-functional National Higher Education Team consists of senior level consultants who focus predominantly on working with colleges and universities. This team proactively keeps current on trends, as well as consults with clients in all of our service areas
- Our broad and deep higher education experience helps ensure credibility with internal constituencies
- We draw upon the experiences of colleagues working with corporations to bring effective practices to our clients, adapting as necessary to suit the academic environment
- Our size, decision-making process, and consulting philosophy enable us to tailor our partnership with our higher education clients to suit each institution's needs

For more information, please visit our website at www.sibson.com and select "Special Expertise in Higher Education"

Consulting Services

- Total Rewards Strategy
- Compensation (faculty, executive, administration, and staff)
- Benefits
- Retirement
- Performance Management
- Talent Management and Skill/Competency Models
- Human Resources Strategy and Metrics
- Human Resources Function Assessment
- Communications

Partnerships

- College and University Professional Association for Human Resources (CUPA-HR)
- National Association of College and University Business Officers (NACUBO)
- Association of Consortium Leadership (ACL)
- American Council of Education (ACE)
- Association of Governing Boards (AGB)



Select Higher Education Clients

Private Higher Education Clients

- Bankstreet College
- Brown University
- Bryant University
- Carnegie Mellon University
- Colgate University
- Colorado College
- Duke University
- Fairfield University
- Fordham University
- Georgian Court University
- Illinois Wesleyan University
- Ithaca College
- Johns Hopkins University
- Lehigh University
- Massachusetts Institute of Technology
- Monmouth University
- Mount Holyoke College
- NYU Law School
- New York University
- Northeastern University
- Pace University
- Rensselaer Polytechnic Institute
- Rider University
- Saint Anselm College
- Saint Francis University
- Saint Joseph College
- Saint Joseph's University
- Seton Hall University
- Siena College
- Skidmore College
- Simmons College
- St. Edward's University
- St. Francis College
- St. John's College-Annapolis
- Stonehill College
- The George Washington University
- The University of Chicago
- University of Denver
- University of Miami
- University of Notre Dame
- Villanova University
- Washington and Lee University
- Wentworth Institute of Technology
- Wesleyan University (CT)
- Westmont College
- Wheaton College
- Widener University
- Yale University

Public Higher Education Clients

- Arizona State University
- Bridgewater State College
- Central Michigan University
- Central Piedmont Community College
- Coconino County Community College
- Florida State University
- George Mason University
- Georgia Institute of Technology
- Indiana State University
- James Madison University
- Massachusetts Community Colleges
- Medical University of South Carolina
- Nevada System of Higher Education
- New Mexico Military Institute
- Northern Arizona University
- Northern Michigan University
- Northern Virginia Community College
- Oklahoma State University
- Pennsylvania State System of Higher Education
- Pima County Community College
- Purdue University
- State Colleges of Massachusetts
- The Ohio State University
- University at Buffalo (SUNY)
- University of Alaska
- University of Arizona
- University of California—Los Angeles
- University of California Retirement System
- University of Central Florida
- University of Colorado
- University of Delaware
- University of Michigan
- University of Missouri
- University of Oklahoma
- University of Utah
- University of Vermont
- University of Virginia
- Virginia Polytechnic Institute and State University