

# Seton Hall University Faculty Compensation Study

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## Data Findings of Sibson Consulting

Presentation to Faculty Senate Officers  
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Segal Trademark denotes consultants report slide  
and or data

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# Objectives of this Session

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## 1. Explanation of Process and Methodology

- Development of Comparable Elements
- Sources of Comparable Data
- Seton Hall Data
- Method of Analysis

## 2. Explanation of Data Outcomes

- Definition of Terms
  - Compa-Ratio
  - Compression

## 3. Issues for Discussion

# Objectives of Compensation Study as defined by Seton Hall University

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Benchmark faculty salaries against peer institutions by comparable rank and academic classification.

# Comparative Information

## 1. Market Comparisons

- Peer Institutions: Comparable institution criteria: enrollment composition, endowment, *US News Rankings*, budget, location, tuition dependency, private vs. public funding
  - Confirmed by Executive Cabinet and reviewed by Core Project Group
- Competitor Institutions: Universities which often vie for the same faculty pool. Competitors different by location, private vs. public, Carnegie or US News Classification

## 2. Academic Ranks

- Inclusive Analysis
  - Professor
  - Associate Professor
  - Assistant Professor
  - Instructor
- Academic Ranks with Separate Analysis
  - Faculty Associates matched to Assistant Professor (22)
  - Senior Faculty Associates matched to Associate Professors (7)
  - Priest Faculty (15)
  - Librarians Faculty (22)

## 3. Standard Academic Disciplines by Subject Listing

Comparison Markets	
Peer Schools	Competitor Schools
<ul style="list-style-type: none"> <li>• DePaul University (Chicago, IL)</li> <li>• Duquesne University (Pittsburgh, PA)</li> <li>• Fordham University (Bronx, NY)</li> <li>• Hofstra University (Hempstead, NY)</li> <li>• Loyola University – Chicago (Chicago, IL)</li> <li>• Marquette University (Milwaukee, WI)</li> <li>• Northeastern University (Boston, MA)</li> <li>• Rutgers University - New Brunswick (New Brunswick, NJ)</li> <li>• St. John's University (Jamaica, NY)</li> <li>• Saint Louis University (Saint Louis, MO)</li> <li>• The Catholic University of America (Washington, DC)</li> <li>• University of Dayton (Dayton, OH)</li> <li>• University of Saint Thomas (Saint Paul, MN)</li> <li>• University of San Diego (Diocesan) (San Diego, CA)</li> <li>• University of San Francisco (San Francisco, CA)</li> </ul>	<ul style="list-style-type: none"> <li>• Fairfield University (Fairfield, CT)</li> <li>• Montclair State University (Upper Montclair, NJ)</li> <li>• Providence College (Providence, RI)</li> <li>• St. John's University (Jamaica, NY) (repeated from Peer Schools)</li> <li>• The College of New Jersey (Ewing, NJ)</li> <li>• The University of Scranton (Scranton, PA)</li> <li>• University of Delaware (Newark, DE)</li> <li>• Villanova University (Villanova, PA)</li> </ul>

# Aspirational Institutions

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- Baylor University
- Boston University
- Fordham University
- George Washington University
- Pepperdine University
- Southern Methodist University
- Saint Louis University
- Syracuse University
- University of Pittsburgh

# External Salary Comparison Data

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- Faculty Salary Data Source
  - CUPA -College and University Personnel Association
    - Data on Demand
    - 800 Institutions
    - Data by Ranks and Classification
  - AAUP – American Association of University Professors

# Compression Analysis Methodology

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## Goal

- Determine whether salaries of “similarly situated” faculty members are appropriate relative to each other and to the competitive market

## Process

- Collect salary data for faculty at Seton Hall by rank, discipline, years of service, and tenure status.
- Determine variance between base salary of SHU faculty and median salary of peer institutions.
  - Determine salary range for each rank and discipline
  - Compare SHU faculty salaries using the market median for each rank as the reference point.
  - Determine if variance is normative:
    - Relative to the market
    - Relative to experience (years in rank)

# Summary of Compa-Ratio Tables

## COMPA-RATIO TABLES BY RANK

### PROFESSOR

<u>Years in Rank</u>	<u>Expected Compa-Ratio</u>
0-3	0.85 – 0.90
>3-6	0.90 – 0.95
>6-9	0.95 – 1.05
>9-12	1.05 – 1.10
>12-15	1.10 – 1.15
>15+	> 1.15

### ASSOCIATE PROFESSOR

<u>Years in Rank</u>	<u>Expected Compa-Ratio</u>
0-2	0.85 – 0.90
>2-4	0.90 – 1.00
>4-6	1.00 – 1.05
>6+	1.05 – 1.15

### ASSISTANT PROFESSOR

<u>Years in Rank</u>	<u>Expected Compa-Ratio</u>
0-2	0.85 – 0.90
>2-4	0.90 – 1.00
>4-6	1.00 – 1.05
>6+	1.05 – 1.15

### INSTRUCTOR

<u>Years in Rank</u>	<u>Expected Compa-Ratio</u>
0-2	0.90 – 0.95
>2-4	0.95 – 1.05
>4-6	1.05 – 1.10
>6+	> 1.10

$$\text{Compa -Ratio} = \frac{\text{Actual Salary}}{\text{Market Median}}$$

# Salary Compression Analysis Model—Assistant Professor

Market  
Median

\$

\$\$



Competitive Market Salaries

Compa-Ratio\*

<.85 – .95

.95 – 1.05

1.05 – >1.15

**Step 1:**

Are salaries distributed appropriately based on years in rank?

0 – 3  
years

3 – 5  
years

5 – 7+  
years

**Step 2:**

Within years in rank groupings, is salary appropriate relative to performance contribution?

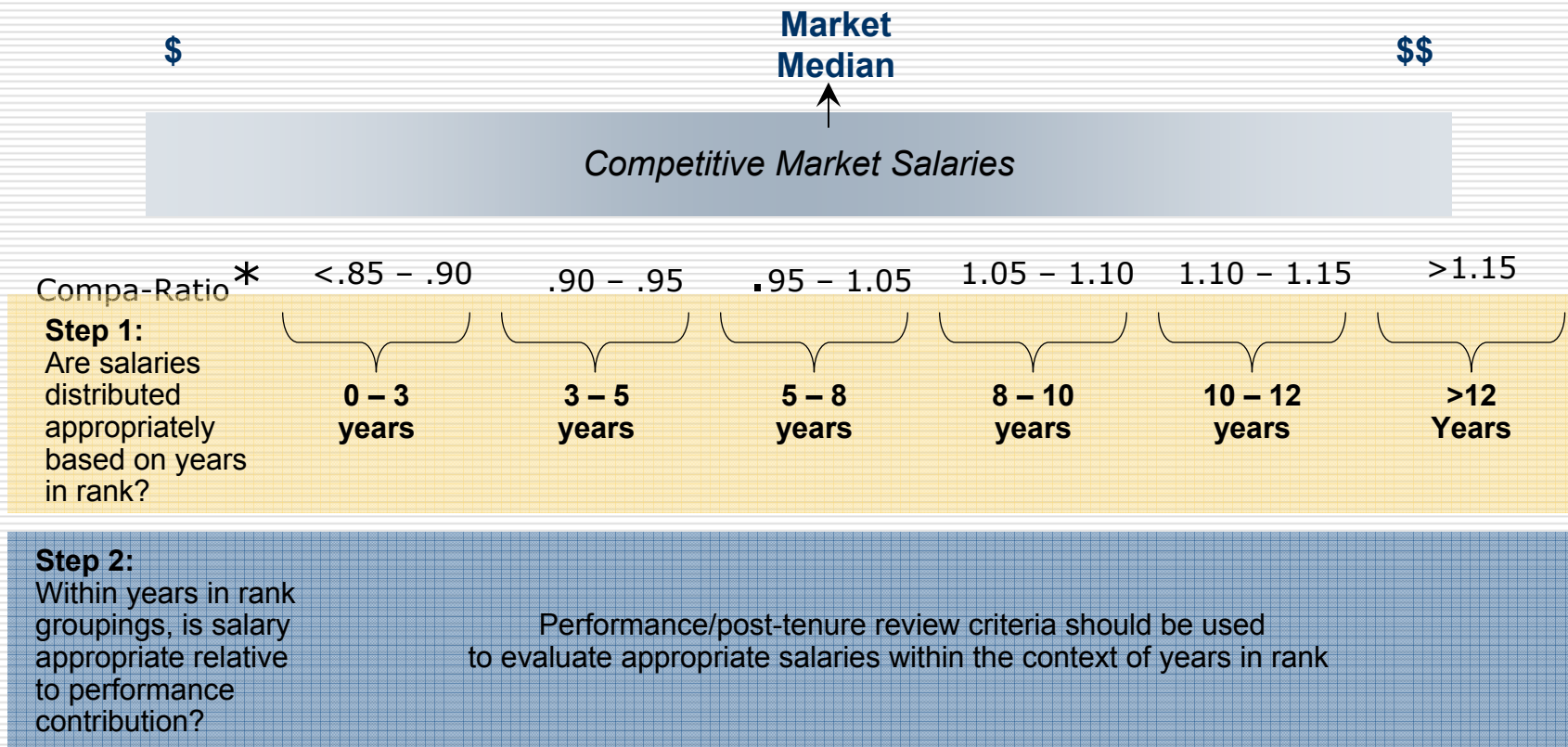
- Getting started as expected
- Establishing rigor/quality in teaching

- Building teaching and research capabilities as expected
- Publishing at expectations

- Highly seasoned
- Meeting teaching, research and service expectations
- On track for promotion to Associate Professor

\* Compa-Ratio (CR) is the ratio of actual salary to market median. CR = Actual Salary/Market Median

## Salary Compression Analysis Model—Associate Professor



\* Compa-Ratio (CR) is the ratio of actual salary to market median. CR = Actual Salary/Market Median



## **INTRODUCTION**

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Below are descriptions of the information that can be found on each worksheet.

### **CUPA Competitiveness by Rank**

Summarizes competitive position for each of the four faculty ranks in all disciplines across SHU

### **CUPA Competitiveness by Discipline**

Details competitive information for each of the thirty-seven disciplines and overall

### ***CUPA Individual Exhibit***

*Details competitive information for each faculty member within college, discipline and rank*

*Ordered by discipline, then by increasing rank in increasing time in rank*

### **Blended CUPA Discipline**

Provides further detail for footnote #4 in the *CUPA Competitiveness by Disc. Worksheet*

### **AAUP Competitiveness**

Details competitive information for each of the four faculty rank and overall

### **NOTES:**

- Market data was collected from the competitor and peer institutions; aspirational institutions were excluded from this analysis
- Compa-Ratio is the ratio of actual salary to market median.  $\text{Compa-Ratio} = \text{Actual Salary} / \text{Market Median}$ 
  - A compa-ratio of 1.0 means the actual salary and market median are identical
  - A compa-ratio of less than 1.0 means the actual salary is lower than the market median
  - A compa-ratio of more than 1.0 means the actual salary is higher than the market median
- Assumptions about the relationship of salaries to market median were developed as a way to review competitiveness and equity

# CUPA Analysis by Rank

## SUMMARY OF OVERALL COMPETITIVE POSITION (CUPA DATA)

Rank	# Incumbents	Aggregate SH Salary	Aggregate CUPA Median	Aggregate Compa-Ratio	# Faculty Below Minimum Compa-Ratio	# Faculty Within Competitive Compa-Ratio	# Faculty Above Maximum Compa-Ratio	% Faculty Below Minimum Compa-Ratio	% Faculty Within Competitive Compa-Ratio	% Faculty Above Maximum Compa-Ratio
Instructor <sup>1</sup>	22	\$1,174,562	\$1,094,643	1.07	2	1	19	9%	5%	86%
Assistant Professor <sup>2</sup>	109	\$5,926,388	\$6,326,673	0.94	46	27	36	42%	25%	33%
Associate Professor	120	\$8,163,023	\$8,972,445	0.91	86	19	15	72%	16%	13%
Professor <sup>3</sup>	67	\$5,316,392	\$6,669,464	0.80	64	2	1	96%	3%	1%
<b>TOTAL</b>	<b>318</b>	<b>\$20,580,365</b>	<b>\$23,063,225</b>	<b>0.89</b>	<b>198</b>	<b>49</b>	<b>71</b>	<b>62%</b>	<b>15%</b>	<b>22%</b>

<sup>1</sup> There is no market data available for 3 Instructors.

<sup>2</sup> There is no market data available for one Assistant Professor.

<sup>3</sup> There is no market data available for two Professors.

\*\* NOTE: Librarian data was not available in the CUPA faculty survey due to a low response rate.

**SUMMARY OF COMPETITIVENESS BY DISCIPLINE (CUPA DATA) - Listed Alpha Order by Discipline**

Discipline	# Incumbents	Aggregate SH Salary	Aggregate CUPA Median	Aggregate Compa-Ratio	# Faculty Below Minimum Compa-Ratio	# Faculty Within Competitive Compa-Ratio	# Faculty Above Maximum Compa-Ratio	% Faculty Below Minimum Compa-Ratio	% Faculty Within Competitive Compa-Ratio	% Faculty Above Maximum Compa-Ratio
Accounting	9	\$901,201	\$791,417	1.14	3	0	6	33%	0%	67%
Adult Health Nursing	14	\$813,052	\$851,652	0.95	4	3	7	29%	21%	50%
Art & Music	11	\$611,552	\$727,933	0.84	11	0	0	100%	0%	0%
Asian Studies	4	\$225,962	\$298,511	0.76	4	0	0	100%	0%	0%
Biology	11	\$653,948	\$851,167	0.77	10	1	0	91%	9%	0%
Chemistry	11	\$679,373	\$885,999	0.77	9	0	2	82%	0%	18%
Communication	19	\$1,156,446	\$1,299,213	0.89	11	6	2	58%	32%	11%
Computing & Decision Science <sup>1</sup>	7	\$667,150	\$692,002	0.96	4	1	2	57%	14%	29%
Diplomacy & International Relations	10	\$653,438	\$608,313	1.07	0	1	9	0%	10%	90%
Economics	3	\$227,008	\$307,710	0.74	3	0	0	100%	0%	0%
Educational Leadership, Management & Policy	9	\$667,305	\$749,322	0.89	6	1	2	67%	11%	22%
Educational Studies	20	\$1,341,792	\$1,574,308	0.85	17	1	2	85%	5%	10%
English	16	\$942,003	\$1,001,252	0.94	9	2	5	56%	13%	31%
Family and Community Health Nursing	12	\$693,670	\$713,002	0.97	5	1	6	42%	8%	50%
Finance	7	\$642,407	\$620,359	1.04	3	0	4	43%	0%	57%
Grad. Dept. of Public Admin. <sup>3</sup>	6	\$372,203	\$390,958	0.95	3	2	1	50%	33%	17%
History	13	\$759,933	\$870,218	0.87	6	4	3	46%	31%	23%
Legal Studies	3	\$280,109	\$324,561	0.86	2	1	0	67%	33%	0%
Management	8	\$696,424	\$816,753	0.85	7	0	1	88%	0%	13%
Marketing	5	\$421,528	\$465,813	0.90	4	0	1	80%	0%	20%
Mathematics & Computer Science <sup>4</sup>	15	\$940,231	\$1,185,858	0.79	15	0	0	100%	0%	0%
Modern Languages	12	\$667,971	\$776,932	0.86	7	4	1	58%	33%	8%
Philosophy	9	\$544,197	\$613,014	0.89	5	3	1	56%	33%	11%
Physics	4	\$229,094	\$307,299	0.75	4	0	0	100%	0%	0%
Political Science	12	\$724,413	\$805,106	0.90	6	3	3	50%	25%	25%
Professional Psychology & Family Therapy <sup>5</sup>	11	\$665,141	\$784,854	0.85	5	6	0	45%	55%	0%
Psychology	13	\$738,812	\$842,276	0.88	11	1	1	85%	8%	8%
Religious Studies <sup>6</sup>	11	\$637,308	\$606,505	1.05	3	3	5	27%	27%	45%
Sociology and Anthropology	8	\$415,397	\$523,041	0.79	7	0	1	88%	0%	13%
Supportive Sciences Health Systems	11	\$695,622	\$733,899	0.95	4	3	4	36%	27%	36%
Theology	5	\$286,164	\$336,238	0.85	2	1	2	40%	20%	40%
<b>TOTAL</b>	<b>318</b>	<b>\$20,580,365</b>	<b>\$23,063,225</b>	<b>0.89</b>	<b>198</b>	<b>49</b>	<b>71</b>	<b>62%</b>	<b>15%</b>	<b>22%</b>

<sup>1</sup> There is no market data available for one Instructor.

<sup>2</sup> There is no market data available for two Professors and one Assistant Professor.

<sup>3</sup> There is no market data for the 51, 51.07 or 44.04 disciplines. Market data used was for the 44 discipline: Public Administration and Social Service Professions.

<sup>4</sup> Please see the *Blended CUPA Discipline* tab for an explanation of the market data used.

<sup>5</sup> There is no market data for 51, 51.15 or 42.06 disciplines. Market data used was for the 42 discipline: Psychology.

<sup>6</sup> There is no market data available for one Instructor.

<sup>7</sup> There is no market data available for one Instructor.

\*\* NOTE: Librarian data was not available in the CUPA faculty survey due to a low response rate.

Adjusted by removing lines with less than 2 faculty members

**SUMMARY OF COMPETITIVENESS BY DISCIPLINE (CUPA DATA) - Listed by Compa-Ratio Variance**

Discipline	# Incumbents	Aggregate SH Salary	Aggregate CUPA Median	\$ Variance	Aggregate Compa-Ratio	# Faculty Below Minimum Compa-Ratio	# Faculty Within Competitive Compa-Ratio	# Faculty Above Maximum Compa-Ratio	% Faculty Below Minimum Compa-Ratio	% Faculty Within Competitive Compa-Ratio	% Faculty Above Maximum Compa-Ratio
Accounting	9	\$901,201	\$791,417	\$109,784	1.14	3	0	6	33%	0%	67%
Diplomacy & International Relations	10	\$653,438	\$608,313	\$45,125	1.07	0	1	9	0%	10%	90%
Religious Studies <sup>6</sup>	11	\$637,308	\$606,505	\$30,803	1.05	3	3	5	27%	27%	45%
Finance	7	\$642,407	\$620,359	\$22,048	1.04	3	0	4	43%	0%	57%
Family and Community Health Nursing	12	\$693,670	\$713,002	(\$19,332)	0.97	5	1	6	42%	8%	50%
Computing & Decision Science <sup>1</sup>	7	\$667,150	\$692,002	(\$24,852)	0.96	4	1	2	57%	14%	29%
Adult Health Nursing	14	\$813,052	\$851,652	(\$38,600)	0.95	4	3	7	29%	21%	50%
Grad. Dept. of Public Admin. <sup>3</sup>	6	\$372,203	\$390,958	(\$18,755)	0.95	3	2	1	50%	33%	17%
Supportive Sciences Health Systems	11	\$695,622	\$733,899	(\$38,277)	0.95	4	3	4	36%	27%	36%
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Political Science	12	\$724,413	\$805,106	(\$80,693)	0.90	6	3	3	50%	25%	25%
Educational Leadership, Management & Policy	9	\$667,305	\$749,322	(\$82,017)	0.89	6	1	2	67%	11%	22%
Communication	19	\$1,156,446	\$1,299,213	(\$142,767)	0.89	11	6	2	58%	32%	11%
Philosophy	9	\$544,197	\$613,014	(\$68,817)	0.89	5	3	1	56%	33%	11%
Psychology	13	\$738,812	\$842,276	(\$103,464)	0.88	11	1	1	85%	8%	8%
History	13	\$759,933	\$870,218	(\$110,285)	0.87	6	4	3	46%	31%	23%
Legal Studies	3	\$280,109	\$324,561	(\$44,452)	0.86	2	1	0	67%	33%	0%
Modern Languages	12	\$667,971	\$776,932	(\$108,961)	0.86	7	4	1	58%	33%	8%
Management	8	\$696,424	\$816,753	(\$120,329)	0.85	7	0	1	88%	0%	13%
Educational Studies	20	\$1,341,792	\$1,574,308	(\$232,516)	0.85	17	1	2	85%	5%	10%
Theology	5	\$286,164	\$336,238	(\$50,074)	0.85	2	1	2	40%	20%	40%
Professional Psychology & Family Therapy <sup>5</sup>	11	\$665,141	\$784,854	(\$119,713)	0.85	5	6	0	45%	55%	0%
Art & Music	11	\$611,552	\$727,933	(\$116,381)	0.84	11	0	0	100%	0%	0%
Sociology and Anthropology	8	\$415,397	\$523,041	(\$107,644)	0.79	7	0	1	88%	0%	13%
Mathematics & Computer Science <sup>4</sup>	15	\$940,231	\$1,185,858	(\$245,626)	0.79	15	0	0	100%	0%	0%
Biology	11	\$653,948	\$851,167	(\$197,219)	0.77	10	1	0	91%	9%	0%
Chemistry	11	\$679,373	\$885,999	(\$206,626)	0.77	9	0	2	82%	0%	18%
Asian Studies	4	\$225,962	\$298,511	(\$72,549)	0.76	4	0	0	100%	0%	0%
Physics	4	\$229,094	\$307,299	(\$78,205)	0.75	4	0	0	100%	0%	0%
Economics	3	\$227,008	\$307,710	(\$80,702)	0.74	3	0	0	100%	0%	0%
<b>TOTAL</b>	<b>318</b>	<b>\$20,580,365</b>	<b>\$23,063,225</b>	<b>(\$2,482,859)</b>	<b>0.89</b>	<b>198</b>	<b>49</b>	<b>71</b>	<b>62%</b>	<b>15%</b>	<b>22%</b>

<sup>1</sup> There is no market data available for one Instructor.

<sup>2</sup> There is no market data available for two Professors and one Assistant Professor.

<sup>3</sup> There is no market data for the 51, 51.07 or 44.04 disciplines. Market data used was for the 44 discipline: Public Administration and Social Service Professions.

<sup>4</sup> Please see the *Blended CUPA Discipline* tab for an explanation of the market data used.

<sup>5</sup> There is no market data for 51, 51.15 or 42.06 disciplines. Market data used was for the 42 discipline: Psychology.

<sup>6</sup> There is no market data available for one Instructor.

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Adjusted by removing lines with less than 2 faculty members

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# Analysis by Blended CUPA



## BLENDING CUPA DISCIPLINE

Seton Hall faculty in the [Mathematics & Computer Science](#) department were matched to two CUPA disciplines:

11.01 - COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES - GENERAL

27.01 - MATHEMATICS AND STATISTICS - MATHEMATICS

To determine the market salaries, we collected data from both disciplines and used the average for two faculty members

Since the market data between the disciplines varies considerably, it will be important to discuss how to evaluate this data (e.g., weighting one discipline more heavily than another).

The table below details the salary data for the two disciplines and calculates the average that was used.

## CUPA DATA

Base Salary									
Discipline	10th %ile	20th %ile	30th %ile	40th %ile	50th %ile	60th %ile	70th %ile	80th %ile	90th %ile
<b>Professor</b>									
11.01	92,797	94,233	102,712	126,849	126,849	127,094	127,094	127,094	132,402
27.01	74,642	89,253	93,366	96,874	99,024	107,777	121,399	121,399	121,399
<b>AVERAGE</b>	<b>83,720</b>	<b>91,743</b>	<b>98,039</b>	<b>111,862</b>	<b>112,937</b>	<b>117,436</b>	<b>124,247</b>	<b>124,247</b>	<b>126,901</b>
<b>Associate Professor</b>									
11.01	76,646	78,783	80,042	81,522	87,531	87,531	87,531	93,317	94,647
27.01	62,544	68,438	70,731	70,924	71,709	73,936	73,936	74,401	81,734
<b>AVERAGE</b>	<b>69,595</b>	<b>73,611</b>	<b>75,387</b>	<b>76,223</b>	<b>79,620</b>	<b>80,734</b>	<b>80,734</b>	<b>83,859</b>	<b>88,191</b>
<b>Assistant Professor</b>									
11.01	63,073	66,035	70,060	78,673	79,738	85,738	85,738	85,738	85,738
27.01	50,229	50,316	50,626	50,862	54,076	56,324	58,085	63,013	63,640
<b>AVERAGE</b>	<b>56,651</b>	<b>58,176</b>	<b>60,343</b>	<b>64,768</b>	<b>66,907</b>	<b>71,031</b>	<b>71,912</b>	<b>74,376</b>	<b>74,689</b>

# AAUP Competitiveness



## SUMMARY OF AAUP ANALYSIS AAUP COMPARISON BY RANK - NO ASPIRATION PEERS

Rank	Incumbents	Seton Hall Average Salary	AAUP Average Salary			Compa-Ratio		
			All Peers	Peer Group	Competitor Group	All Peers	Peer Group	Competitor Group
Instructor	22	\$53,389	\$49,589	\$50,425	\$47,917	108%	106%	111%
Assistant Professor	109	\$54,371	\$59,730	\$59,860	\$59,488	91%	91%	91%
Associate Professor	120	\$68,025	\$72,939	\$72,687	\$73,413	93%	94%	93%
Professor	67	\$79,349	\$99,083	\$100,140	\$97,100	80%	79%	82%
<b>TOTAL</b>	<b>318</b>	<b>\$255,134</b>	<b>\$281,341</b>	<b>\$283,112</b>	<b>\$277,917</b>	<b>91%</b>	<b>90%</b>	<b>92%</b>

# Areas for Consultation and Discussion

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Segal Consultant working with the Provost and others in academic affairs administration to review and provided recommendations.