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Ins & Outs of Faculty Salary Structures & Wage Equity

John W. Curtis

American Sociological Association

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Diverging Pathways: Disciplinary Differences in Full-Time Faculty Salaries

John W. Curtis
Director of Research
American Sociological Association



Hunter Conference on Collective Bargaining in
Higher Education, April 20, 2015

Outline

- ▶ Sources of differentiation in faculty salaries
- ▶ Differences by discipline
- ▶ Issues
- ▶ Consequences for faculty
- ▶ Consequences for institutions
- ▶ Working toward solutions

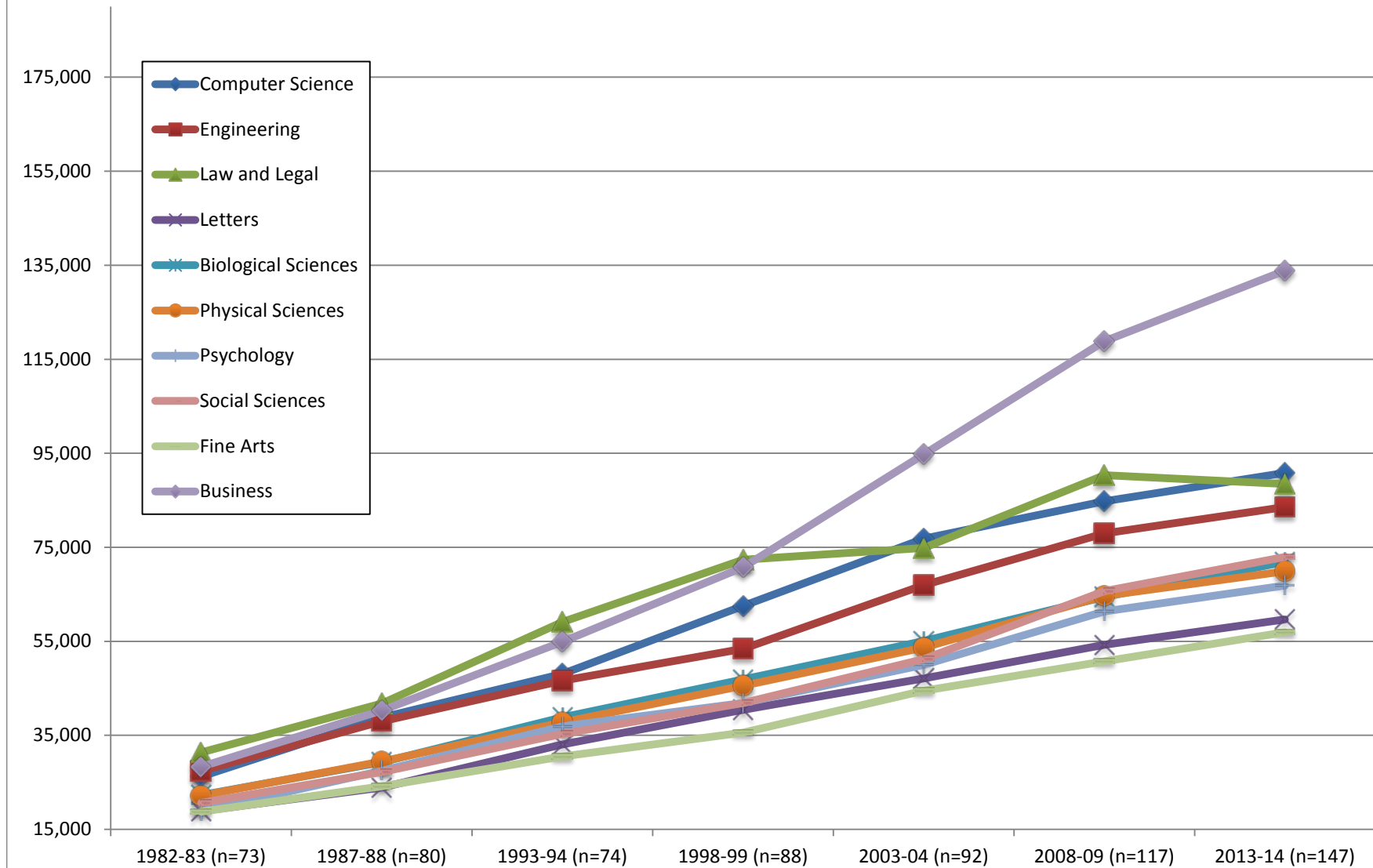
Sources of differentiation

- ▶ Contingent employment practices are the largest source of inequities in compensation
 - Part-time faculty “piecework”
 - Full-time contingent appointments (“visiting”)
 - Graduate student employees
 - Postdoctoral “fellows” increasingly being employed to teach
 - These categories comprise at least 76 percent of the instructional staff as of fall 2011 (varies by type of institution)
 - Incomplete data

Sources of differentiation

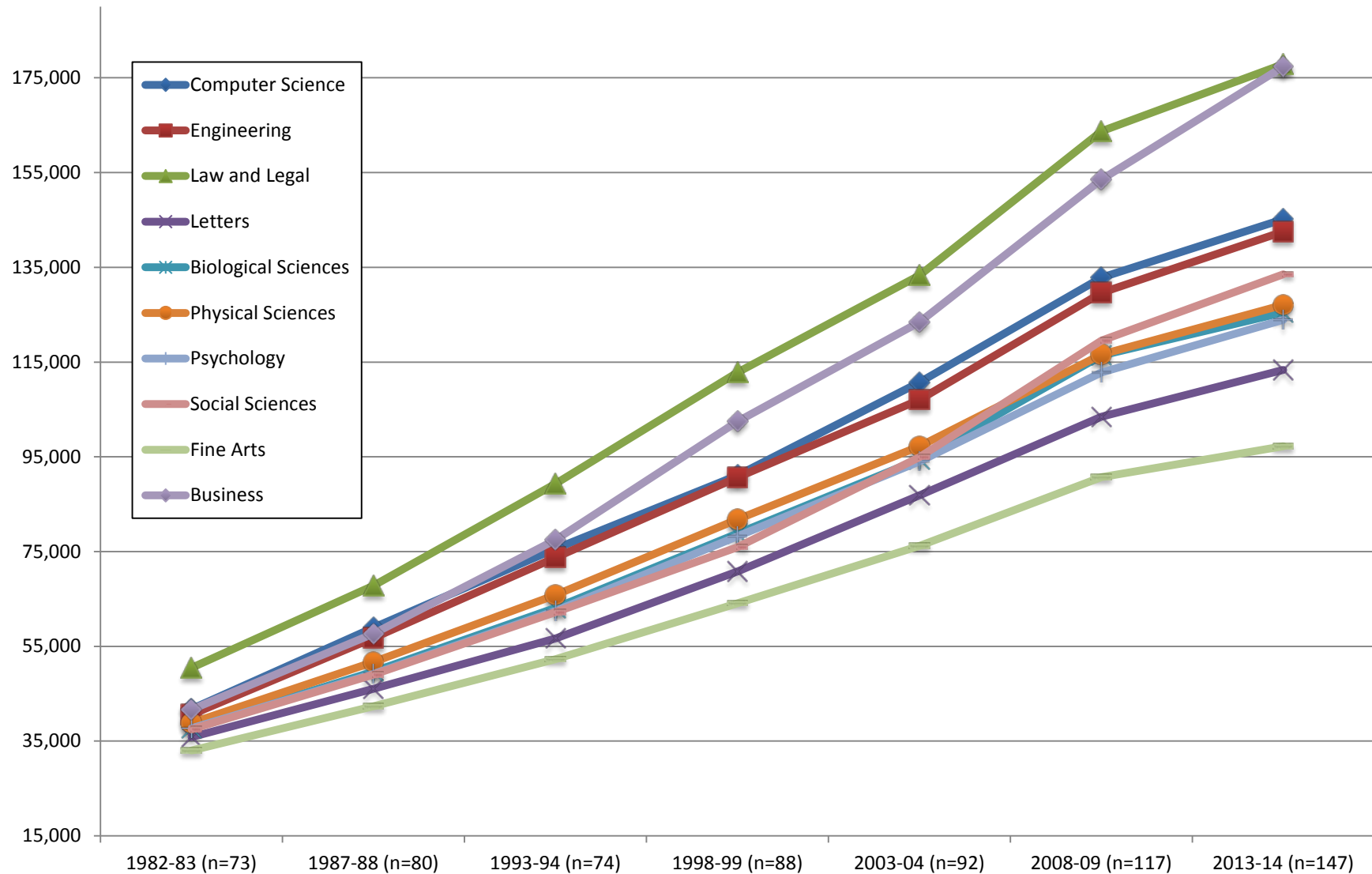
- ▶ Differences within the full-time faculty
 - Institution type (level, public/private)
 - Workload (teaching, research, service)
 - Rank (tenure track)
 - Gender
 - Race and ethnicity
 - Discipline
 - Multiple, interrelated factors

Figure 1. Average Salary for New Assistant Professors in Large Public Universities, by Selected Discipline Clusters, 1982-83 to 2013-14



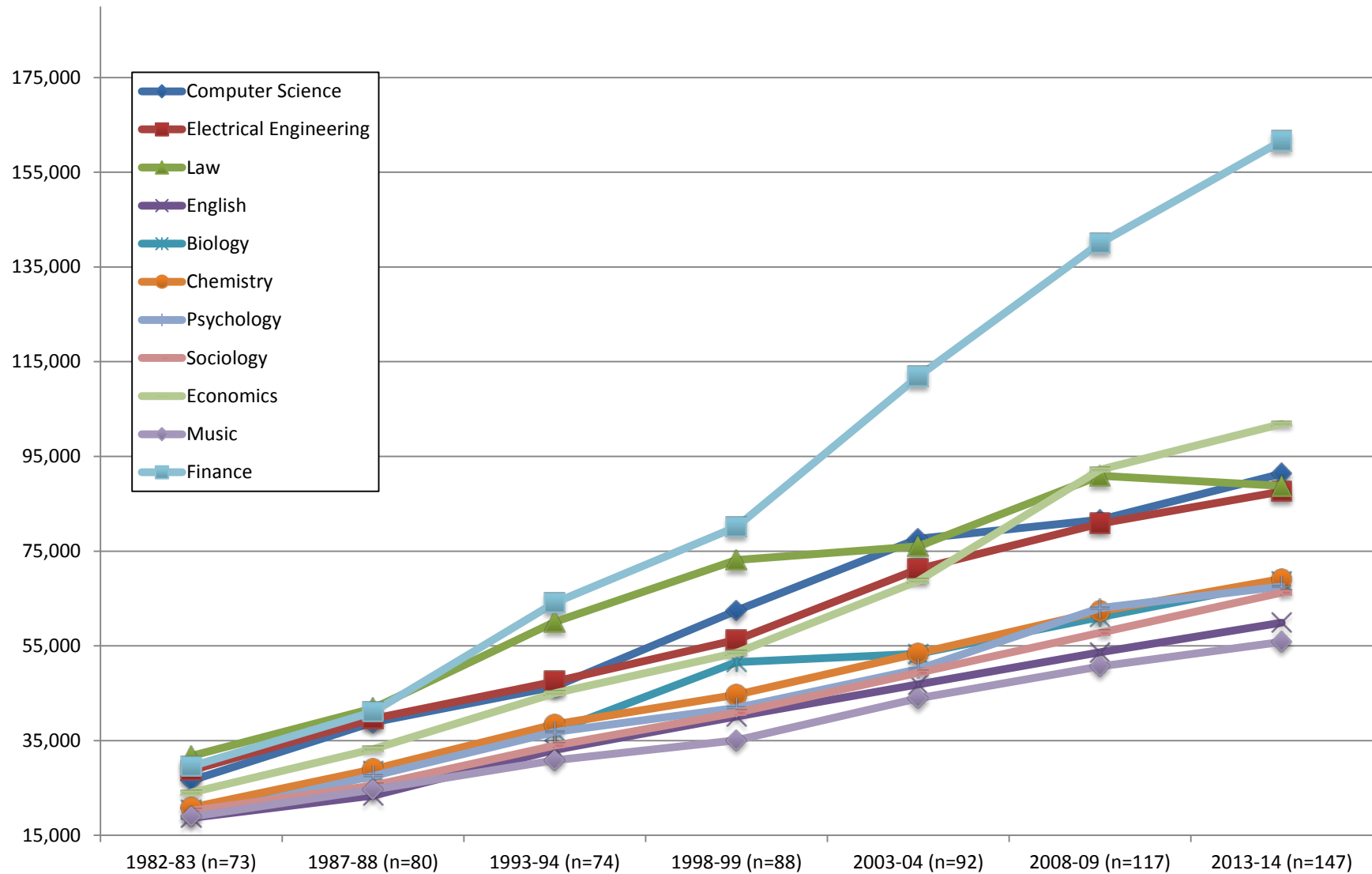
Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Figure 2. Average Salary for Full Professors in Large Public Universities, by Selected Discipline Clusters, 1982-83 to 2013-14



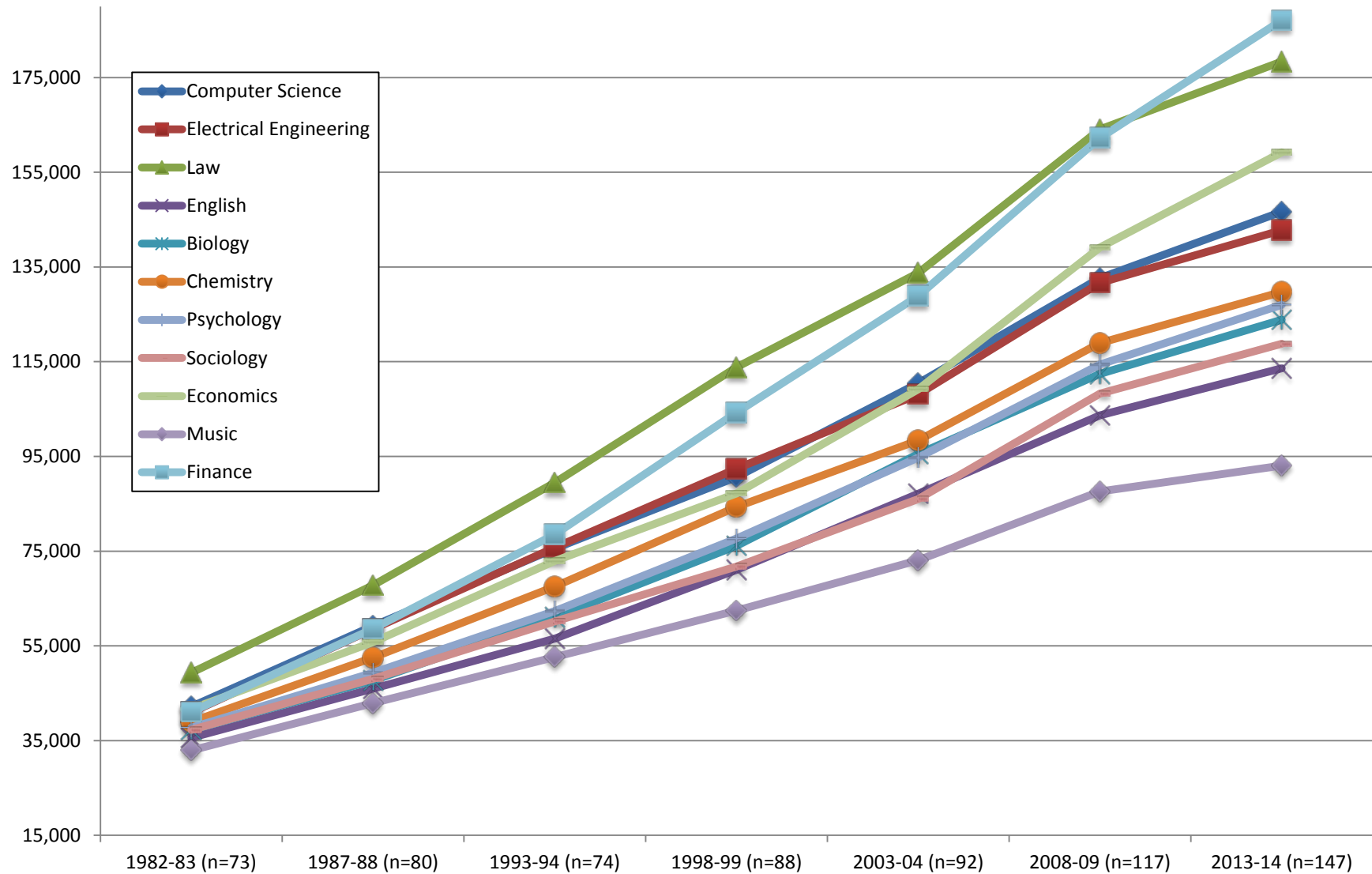
Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Figure 3. Average Salary for New Assistant Professors in Large Public Universities, by Selected Disciplines, 1982-83 to 2013-14



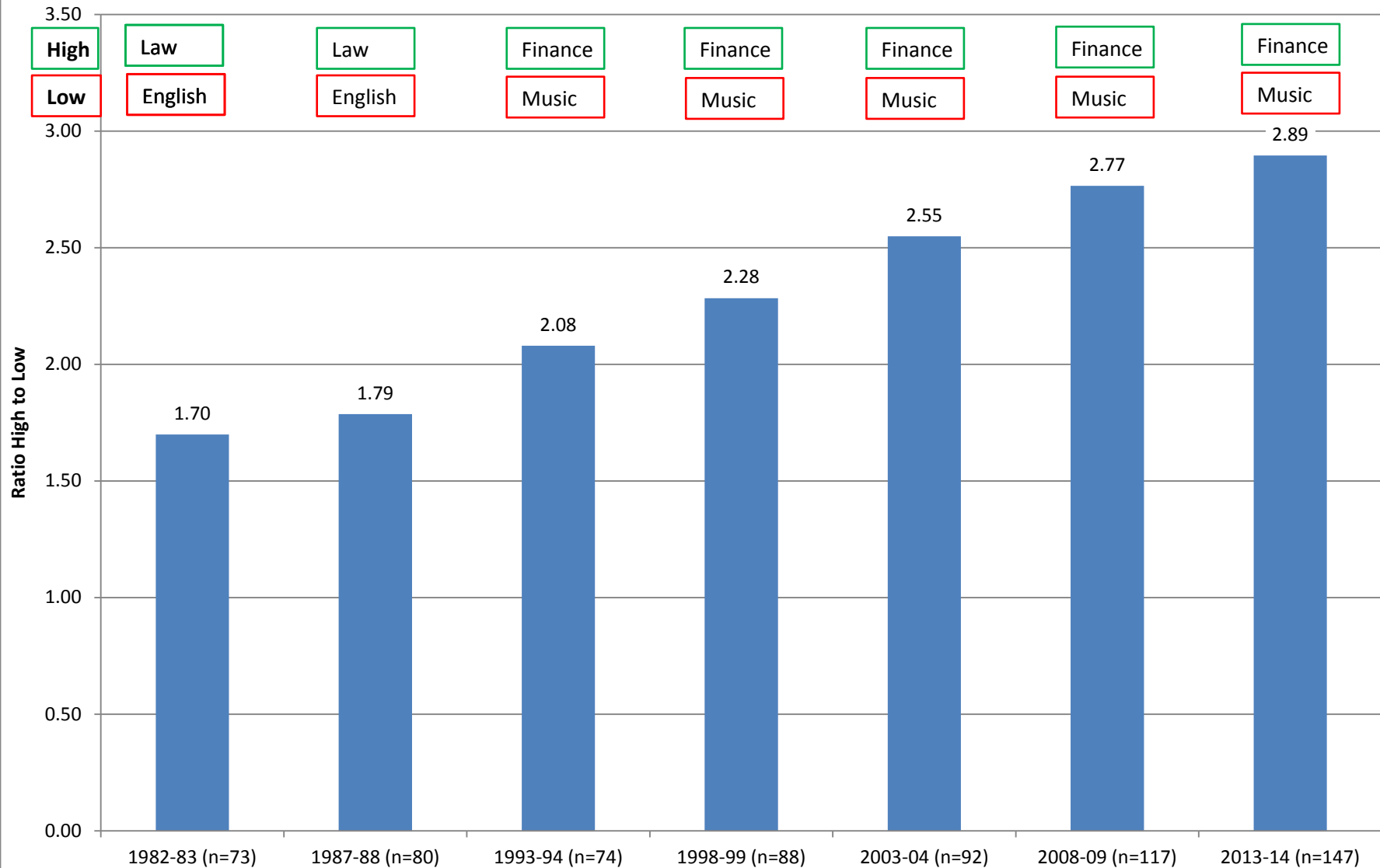
Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Figure 4. Average Salary for Full Professors in Large Public Universities, by Selected Disciplines, 1982-83 to 2013-14



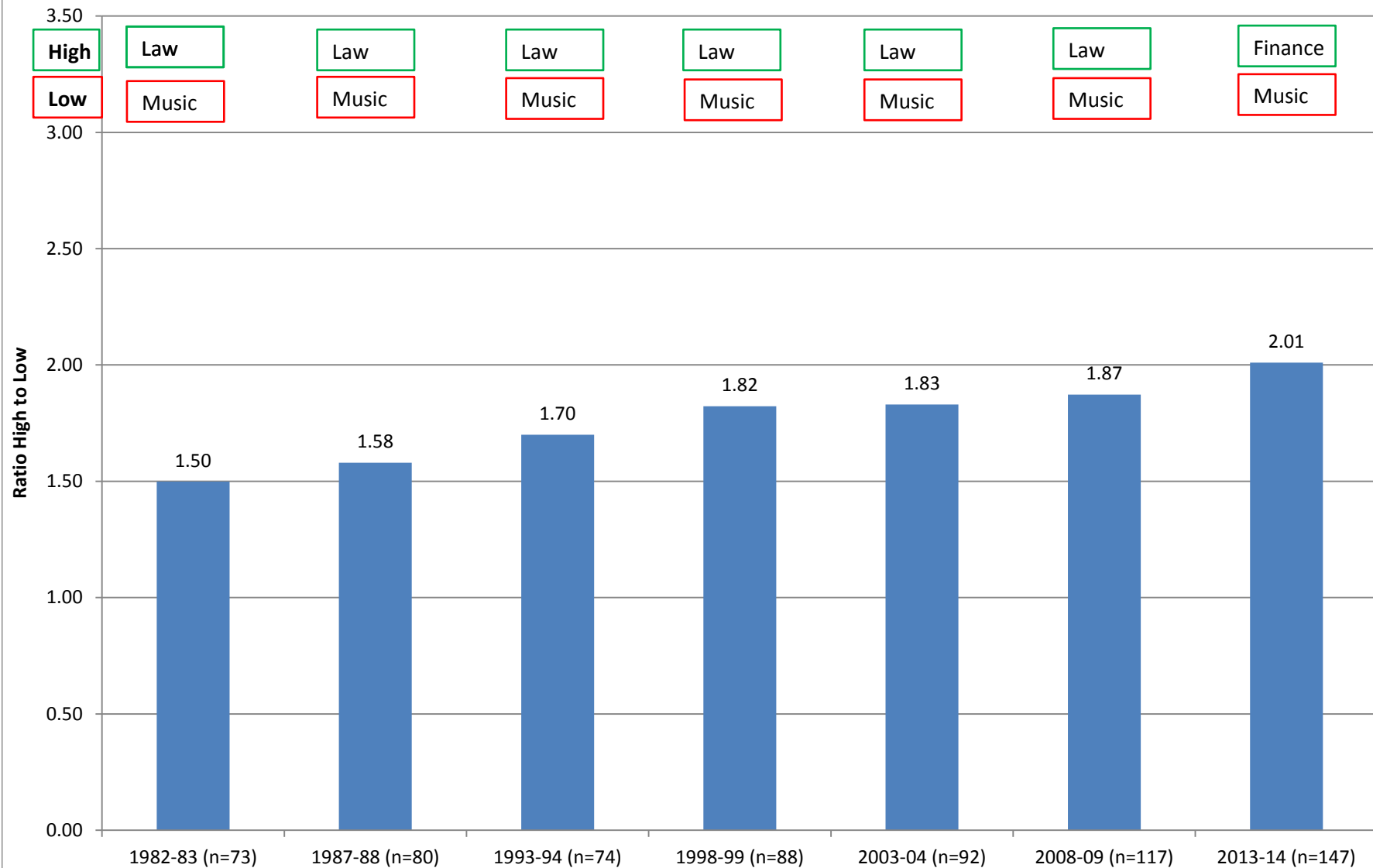
Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Figure 5. Salary Ratio for New Assistant Professors in Large Public Universities, by Selected Disciplines, 1982-83 to 2013-14



Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Figure 6. Salary Ratio for Full Professors in Large Public Universities, by Selected Disciplines, 1982-83 to 2013-14



Source: Oklahoma State Univ., *Faculty Salary Survey by Discipline*, various years. N is the number of institutions participating; not all institutions submitted data for all disciplines.

Issues

- ▶ Salary compression and inversion
 - Not clearly defined
 - Between ranks within a department
 - Between disciplines
- ▶ Administrative discretion creates the potential for discrimination
- ▶ “The myth of the market”
 - Invoked subjectively
 - Essentially an individual negotiation
 - Based on data?

Consequences for faculty

- ▶ Barriers to a shared identity as “one faculty”
- ▶ Lack of commitment to developing the institution
 - Not rewarded for longevity
 - “Playing the game” of external offers
- ▶ Alienation, disaffection

Consequences for institutions

- ▶ A dedicated faculty is the core of the institution; conversely, a disaffected faculty will weaken the institution.
- ▶ Discrimination can result in turnover and litigation

Working toward solutions

- ▶ Shared governance approach in all aspects
- ▶ Equity analysis
 - Carried out jointly, incorporating internal expertise
 - Not a one-time fix; repeat every few years
- ▶ Salary policies
 - Initial hiring
 - Promotion and tenure
 - Merit
 - Matching outside offers (“market”)
- ▶ Collective bargaining

Case studies

- ▶ Blitz, Jonathan P. and Cross, Jeffrey F. (2013)
"Bargaining Market Equity Adjustments by Rank and Discipline," *Journal of Collective Bargaining in the Academy*, Vol. 5, Article 5.
<http://thekeep.eiu.edu/jcba/vol5/iss1/5>
 - Review of selected contracts
 - Detailed description of EIU process
- ▶ Emerson College 2014–18
- ▶ Illinois Wesleyan U. (AAUP *Academe*, March–April 2013)

Thank you!

John W. Curtis
Director of Research
American Sociological Association
E-mail: jcurtis@asanet.org



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