Faculty Senate Minutes

April 3, 2019

3:15 pm, Cabe Room

<u>Senators Present</u>: Ajay Aggarwal, Jessica Allen, Steven Becraft, Kristen Benjamin, Emilie Beltzer, Ivan Birch, Shannon Clardy, James Duke, Maryjane Dunn, Tori Ellison, Darrel Farmer, Matthew Gross, Megan Hickerson, Lacy Wolfe, Catherine Leach, Michael Loos, Bryon Martin, Cheryl Massey, Beth Maxfield, Richard Miller, David Sesser, Brett Serviss, David Stoddard, Shelley Austin, Peggy Woodall, Fred Worth

Senators Absent: Martin Campbell, Cheryl Massey, Lisa Massey, Pat Weaver

Guests: Karen Spradlin, Staff Senate representative

- 1. <u>Call to order</u> by President Fred Worth at 3:15 p.m.
- 2. <u>Approval of minutes:</u> Senators reviewed the minutes from the meeting of March 6, 2019. A motion to accept was seconded; senators voted to approve the minutes.
- 3. <u>President's Report, Addendum IA:</u> President Worth apologized for sending out the report of the cabinet meeting (Addendum IB) shortly before the meeting began.
 - A. Meeting with President Glen Jones: Discussion additional to report
 - Senator suggested asking appropriate person to send out a university-wide email regarding change in dates of Spring Break, 2020.
 - B. Meeting with VPFA Brett Powell: Discussion additional to report
 - Pool for equity will almost certainly be \$500,000 plus another \$182,630 (approximate) for year in rank adjustments; we are shy \$3.5 million for complete equity adjustments.
 - C. Meeting with VPAA/Provost Steve Adkison: Discussion additional to report
 - D. Meeting with Ms. Tedder: Discussion additional to report
 - E. Meeting with VPSASS Brad Patterson: Discussion additional to report
 - F. Meeting with Ms. Testa: Discussion additional to report
 - Handbook: Senator Leach and President Worth will meet with Dr. Adkison and Mrs. Testa to confirm fifteen years' worth of Senate and Board of Trustee minutes to ensure the Faculty Handbook is up-to-date; also state level changes.
 - G. University President's Cabinet Meeting, Addendum 1B
 - i. On Campus Safety: President Worth stated that campus is safe and that it would help if when someone is trying to break into a student's apartment the student called 911 instead posting about it on social media.
 - ii. On possible renovations of Newberry and Smith:

- If renovations were based on example of University of Arkansas dorm renovations, the dorms would continue to have shared bathrooms but with adjustments to improve privacy.
- President Worth stated that many students feel that there's good community feeling in Smith and Newberry and don't want them gone.

4. Committee Reports

A. <u>Executive Committee, Senator Farmer reported</u>

- i. Discussion of Faculty Senate Presidency Incentive Proposal is scheduled for New Business.
 - a. A senator asked to discuss this issue now rather than in New Business as the senator has to leave the meeting early: the senator wants to know why so few people knew about existing compensation (as summer stipend) for Faculty Senate president.
 - b. Senator Hickerson offered to speak to that as follows:
 - She had no idea about it when she was elected president; practice began (she believes) during presidency before hers as a summer stipend; when offered she was surprised and took it; she doesn't remember whether she felt that she should not talk about it or whether she was encouraged not to, but she remembers telling some people; she knows President Rigsby received it as well.
 - She feels that proposal probably goes too far; should be limited to the presidency; president has always received course release.
- ii. The senator feels that this shows a lack of transparency: reminded senate of how hard it was to find a president this year and that the senate had practically to beg president-elect Farmer to accept the position; notes that secretary and webmaster are also very difficult jobs; decries the lack of transparency on the senate when faculty often criticize administration for the same.

B. Academics Committee, Senator Dunn reported: Addendum II

- i. Chair Dunn provided a draft proposal (Addendum II) for policy on summer school which also was sent to all academic chairs.
 - a. Reported that most responses have been favorable with some questions about detail and clarity: everyone favors having written policy, providing clarity department-to-department, college-to-college.
 - Action: at Chair Dunn's request, the senate sent the proposal back to the committee; the committee will bring a finished policy proposal to the May meeting.
- ii. The committee will create a written description/flowchart for items processing through the General Education Committee and University Academic Council.

C. Buildings and Grounds, Senator Birch reported

- The committee completed the campus walk through but haven't met since as a committee.
- ii. Chair Birch will report at the May meeting.
- D. Finance Committee, Senator Aggarwal reported: Nothing to report.
- E. Operations and Handbook Committee, Senator Martin reported: Addendum IIIA
 - i. Proposal concerning an amendment on the role of Faculty Senate alternates.
 - a. President Worth stated that a constitutional amendment must come to the Faculty Senate as a petition signed by twelve faculty members.
 - b. President Worth, who wrote the proposed amendment, passed the chair to the president-elect.
 - President Worth clarified need for an amendment regarding senate alternates: their voting rights, committee responsibilities, etc.
 - c. A senator suggested adding "until such time as the senator can resume her or her responsibilities" to the proposal, regarding longevity of an alternate's service.
 - <u>Action</u>: the committee will introduce the language: "the senator resumes his or her duties when able."
 - <u>Action</u>: the committee will bring the proposal to the May meeting with the adjustment and a petition signed by twelve faculty members.
 - d. President Worth took back the chair.
 - ii. Chair Martin introduced the draft of guidelines for the Faculty Excellence Awards processes (Addendum IIIB).
 - a. A senator proposed a friendly amendment by which to clarify that the person sending out awards announcements and providing guidelines for nominations should be identified as the chair of the committee.
 - b. Action: the proposal was accepted as amended.
 - iii. EAP: The HR department is putting together requests for proposals from groups providing EAPs; HR should have these analyzed by the end of the week.

F. Procedures Committee, Senator Maxfield reported

i. The committee has concluded the Faculty Hearing Committee elections, the results of which she will report as required by the end of the week.

- ii. Webmaster Maxfield has reviewed the senate's webpages following the soft launch of the new website and everything is up-to-date.
- G. <u>Shared Governance Review Committee, Senator Clardy reported</u>: Nothing to report
- H. Representative to the Board of Trustees, Senator Leach reported: See Addendum IV
- I. Representative to the Graduate Council, Senator Woodall reported
 - The Graduate Council met yesterday, mainly on program/course name changes.
- J. Representative to the Staff Senate: Nothing to report
 - A senator asked whether there was any conclusion regarding the timing of December paychecks; the representative from the Staff Senate stated that the consensus view was to leave pay schedule as it is.
- 5. Unfinished Business: No Old Business
- 6. New Business
 - A. Faculty Senate President Incentives Proposal (Addendum IA).
 - i. The chair of the Executive Committee clarified as follows:
 - There was concern to standardize compensation to the Faculty Senate
 President in light of the fact that the last three presidents have received a summer stipend; and
 - b. The proposal to provide an amount commensurate with one course of overload pay to the president-elect is due to the impossibility of offering a course-load reduction in the first term of his/her service.
 - ii. President Worth clarified that the suggestion to provide a course release to the past president is due to his/her chairmanship of the SGOC.
 - iii. Discussion ensued in four principle areas.
 - a. The question of maintaining these roles as service.
 - b. <u>Fairness</u>, e.g.: faculty working for Heart Start are not compensated; department chairs receive only \$1,000 for summer work; the \$6,000 proposed summer stipend exceeds a department chair's annual stipend.
 - President Worth stated that the Faculty Senate president at Fayetteville gets a \$25,000 stipend.
 - A senator stated that just because some who should be compensated are not—does this mean denying it to others?
 - A senator suggested that we could also ask for pay for service to Heart Start, etc.

- A senator suggested producing a larger set of proposals addressing under-compensation in other areas of university work/service: heart start, department chairmanship, overload pay, adjunct pay, summer pay, etc.
- c. The question of why the president of the Faculty Senate needs any compensation for summer service.
 - What does he/she do during the summer? Are there new expectations?
 - How can the president of the Faculty Senate work in his/her senate office during the summer when the senate does not meet.
 - President Worth stated that the administration is placing increased importance on the Senate and wants to be able to visit during the summer with the Senate president, but that he will not be calling meetings.
 - A senator expressed many concerns with the summer stipend based on the administration's desire to consult with the senate president:
 - o How does the president determine the will of the senate?
 - O Does the senate, if consulted, also get paid?
 - O Why would they just want to talk to the president?
 - The administration should work with the Senate not just the Senate president.
 - But in that case, why would the president get paid and not the other members of the Senate?
 - President Worth stated that any consultation is better than no consultation; stated that if an issue came up he would email the members of the senate.
 - A senator asked, if there were duties pertaining to other senators during the summer (e.g., Board of Trustees meeting or retreat, Staff Senate meeting, other committee meetings based on one's membership on a senate subcommittee), whether the (now compensated) president now take care of those duties?
 - The BOT has a retreat which the representative attends as an uncompensated trip.

- A senator pointed out that as B&G chair he/she was on three summer committees on which there was no other faculty representation.
 - This also speaks to unequal burdens of service even outside the highest offices on the Senate.
- Many favored the idea that if there is going to be a stipend attached to the presidency, it should not be a summer stipend but rather compensation for the year of intensive work.
- d. Even if compensating the presidency, what is the reason for also providing course relief to the president-elect and past president.
 - The current past president stated that she prefers course relief and/or compensation only for the presidential year.
 - A senator asked what is different with the president-elect position to three or four years ago.
 - President Worth stated that nothing has changed.
 - Another senator stated that the office of president—elect amounted to an additional meeting every week.
- iv. Senator Hickerson stated that the stipend was solicited by neither her nor the president before her, and that neither of them knew about the stipend before their elections to the presidency; stated that the stipend was offered in individual discussions with the provost; stated feeling concerned that with this having happened for the last three presidencies, it's rather difficult to say that the next ones can't have it; stated that the Heart Start and department chair examples bring into vivid focus the problem (comparatively) with the amount of the summer stipend for this position; stated that it wouldn't be desirable for people to wish to be in the position for the stipend but that it's also apparently important to make the position more attractive.

[Senator Hickerson asked for a suspension of the rules so that Senator Beltzer, who had to leave twenty minutes later, could present to the meeting. That discussion is 6B below.]

- v. A senator stated that he/she would be more comfortable considering the proposal if he/she knew exactly the duties of the offices; the proposal should identify all the duties. Others agreed.
- vi. A senator stated that if he/she were a Faculty Senate president with a 50% workload release, he/she doesn't know how the department would meet its instructional responsibilities.
 - a. Overload pay is not a good answer.

- b. A senator spoke to the problem in a culture in which so frequently course relief, due to the arduous nature of some types of service, becomes a means by which to earn additional salary teaching overloads.
- c. A senator asked where the \$6,000 (and overload pay) would come from?
 - President Worth stated it was from the summer school budget.
- vii. A senator stated that the three-year commitment is a factor; that a stipend of some sort with teaching relief makes sense because it was so hard to find senior faculty who wanted to take the position in January; stated that compensation to the president should be enough without also going to those on either side of the presidency; stated that secretary and other offices have heavier work than president-elect or (usually) Chair of SGOC; stated that knowledge of the three-year commitment prevented him/her from being willing to be nominated for the presidency this year; but also stated that this is because he/she had recently been president; sees problem in it become a situation in which the same few people are likely to cycle in and out of the job—those willing to do it.
- viii. A senator pointed out that too few do too much in university service, creating burn out; this is an issue that should be addressed. Also asked if some of these things are just too big: maybe the Faculty Senate presidency is too big; maybe there could be a vice president as well as a president-elect. Also stated that people who have never been on the Senate before and/or who are not tenured should not be burdened with this role.
- ix. The Chair of the Executive Committee requested that the proposal be withdrawn pending revision.
- B. Equity Pay (Addendum V): Senator Beltzer distributed a handout of a comparative analysis of salaries of individual faculty members (with names redacted) in three departments (Business, History, Psychology) based on the means calculated from the comparator departments' salaries (according to discipline and rank) from the CUPA data being used in the equity pay analysis taking place under the authority of the Planning and Budget Committee.
 - She standardized each individual's salary calculated from the mean and the standard deviation for their salary for their discipline/rank: middle of distribution is the mean/50th percentile.
 - ii. Standardized score of -2 corresponds to being at the second percentile; nobody should be there.
 - But we have a couple of faculty members on this handout who are below even that; this should not be the case!
 - iii. Issue is to do with equity within HSU. We have few above 50th percentile; but there is a significant discrepancy department to department, individual to individual.

- iv. Strategy: what needs to happen is to standardize within HSU and <u>address</u> <u>immediately those who are really low as a priority (for example, the two assistant professors of History)—they should not be below 2nd percentile.</u>
- v. Variables obviously play into where people start. <u>But we should have a standardized starting process ensuring a fair salary.</u> There should be a percentile at which everyone is guaranteed to start.
- vi. Senator on Planning and Budget Committee says that in the proposal the subcommittee is working on (if adopted), faculty will see raises in three categories:
 - a. Differential: How salary for them compares with comparators (same discipline/rank) with comparison to the higher of mean or median value being the basis; people who are way off (higher differential) will receive a higher adjustment.
 - Uses the same methodology as the presenter.
 - If process continues for 5-7 years we will be in a much better place.
 - b. COLA no exact amount decided yet.
 - c. Years in rank adjustment. Looking at different models and trying to find most equitable way to adjust for those lingering in ranks for years.
- v. Senator stated that when we have budget deficits and then things like threats on our benefits (e.g., retirement contributions), and then we see such significant disparity between faculty vis-à-vis comparator means (some almost off the chart at the lower end; some above the mean at 80th or 90th percentile), it is very problematic; it's not right to have some earning significantly more than their comparator peers and others so much lower (lower than second or even first percentile).
- 7. President Worth adjourned the meeting at 5:02pm

Respectfully submitted,
Megan Hickerson, Secretary

<u>Addenda</u>

Addendum IA: President's Report

Addendum IB: President's Report on the Cabinet Meeting

Addendum II: Academics Committee Proposal—Summer School Enrollment Policy

Addendum IIIA: Operations and Handbook Committee Report

Addendum IIIB: Operations and Handbook Committee Proposal—Guidelines for Faculty

Excellence Committees

Addendum IV: Representative to the Board of Trustees Report

Addendum V: Handout for Senator's Presentation on HSU Salaries

Addendum IA

April 2019 Faculty Senate President's Report

President Jones

- I had been told several times that there would be a COLA but last week I was told that all the money for salary adjustments would be in the equity plan. Is that the case?
 - Or Jones said a COLA was still his hope, but that he has not visited with, or received a recommendation from, the Planning and Budget Committee since giving them their charge. The charge was to identify a way to make continued progress on the salary equity study while also providing a COLA adjustment since some employees have not received anything, or nominal amounts, under the current salary equity study. He said he would talk with Dr Powell.
- Spring break for public schools and HSU were different in online calendars.
 - Dr Jones said that it was legislated that they should match, so that would be changed. [Note - less than 24 hours later it was changed]
- Several faculty had mentioned safety concerns about the scooters on campus.
 - o Dr Jones said the matter should be discussed with Dr Patterson.

Vice-President Powell

- At the last P&B meeting, a statement was made that seemed to imply there would be no COLA. Is that the case?
 - we will include everything in the budget that we can allocate resources to cover. We started with a list of priorities and are following those priorities.
 - 1. Restore the current year cuts
 - 2. Fund salary increases
 - 3. Fund strategic and enhancement proposals
 - The first is done. We already determined that the third would be delayed until fall. The second is still being considered but currently we have \$682,300 in the budget for salary increases. There are still two questions to be answered:
 - 1. Is that amount enough?
 - 2. How should it be allocated?
 - You are correct that we do not currently have cost of living increases in the budget. It will be discussed along with the equity adjustments and classified pay plan at our next meeting.

- We discussed whether the adjustment for years-in-rank in the equity plan should be linear or exponential
- There have been reports about problems with the bookstore not ordering books or enough books - some books were ordered and paid for by the students and the books didn't arrive on time.
 - Dr Powell contacted the bookstore. Stephanie said that any time there is an issue to please contact her immediately and they'll do what they can to get it resolved.
- We discussed some issues with the scooters, particularly poor etiquette by some (probably a small percentage) users, such as parking inappropriately, driving too fast on narrow sidewalks, etc.
 - Dr Powell indicated the scooters can be checked to see who the most recent user was and people who misuse them may be able to be blocked from subsequent usage.

Vice-President Adkison

- After some earlier discussion with Dr Adkison regarding the increasing time demands of the faculty senate president, Dr Adkison suggested that the executive committee should put together a proposal involving workload and a summer stipend (which has been paid for the last few years). The informal recommendations he and I discussed included the following:
 - Due to time demands for the faculty senate president, president-elect, and past president, the executive committee suggests:
 - 50% workload reduction (or overload stipend) and a \$6000 summer stipend for the faculty senate president
 - 25% workload reduction for the fall semester and overload stipend for the spring semester for the faculty senate president-elect
 - 25% workload reduction for the year for the faculty senate pastpresident (due to continuing role with the Shared Governance Oversight Committee)
 - Dr Adkison supports the recommendations, though he raised questions concerning the workload reduction for the faculty senate past-president. He noted the potential for equity concerns since there a number of university committees the chairing of which entail large time demands, and suggested that the executive committee gather more specific information on university committee chairs for further discussion.
- Spring break for public schools and HSU were different in online calendars.

	 Dr Adksion said that issue had been noted and addressed. The online academic calendar has been revised accordingly.
Ms Tedder	 Faculty 180 date - keep it away from mid-terms She said she would try to avoid mid-terms
Vice-President Patterson	 Scooters Dr Patterson is aware of some of the problems. They are primarily "etiquette" issues and they would be working with students to educate them about appropriate usage and parking.
Ms Testa	She will be getting two updated handbook versions to us soon. One will contain board approved changes, other mandatory changes, and some other changes in university practice (e.g., no more check cashing, federal mandates). The other will include all proposed changes that do not yet have board approval.

Addendum IB

President's report addendum: Cabinet meeting

President Jones	campus safety	Campus IS safe. But stuff can happen. Call 911 BEFORE posting on social media
	legislative session	There are proposals that could dramatically cut HSU funding. They are not likely to be approved but can never be sure.
	civility	We can disagree but do it the right way
	strategic plan	Next planning process will begin soon
Dr Benton	enrollment	 Numbers look very good right now As of 4/1, up 400 over admissions compared to 4/1/18 Expect another 250 admits About 3085 total admits 545 already signed up for Heart Start- very high percentage (98%?) who sign up for Heart Start do attend 122 transfers expected so far
Dr Patterson	student affairs	 More jobs will require post-secondary education We want 100% post-graduate placement (job, grad school, something) Need to be more intentional in pointing students to Career Services and other resources Scooters - no HSU expense, etiquette is an issue Housing - students are more price conscious than 15 years ago; UA renovated a Newberry-style dorm
Dr Boyette	advancement	 \$380,000 scholarships 900+ applied \$1.9 million so far this year in donations Better than all last year Trying to get giving rate up
Ms Kneebone	committees	 Please submit preferences Non-submittal of preferences does not mean won't be assigned
Ms Sexton	staff	Please nominate someone for staff awards
Dr Powell	maintenance	 Changes in custodial processes and scheduling Trying to better serve campus community New dining manager

Addendum II

Faculty Senate, Academics Subcommittee

in part b.

<u>Proposal for Summer School Enrollment Policy</u>

- There will be a general five-student minimum enrollment policy. [At the discretion of the administration, this number may be lowered to allow fewer students, but may not be raised.]
- For the purpose of judging a class's fulfillment of the minimum enrollment requirement, graduate students will count as two students.
- The ratio of total departmental enrollment to number of classes offered will be used to help determine the run status of low-enrollment classes within those departments. .
 - a) Departments will be able to draw from a common treasury [pool] of student registrations, to run as many scheduled courses as can be supported by enrollments across their offerings.
 For example, if six classes are proposed, and four of them have five or more students, then two are considered low enrollment. If the total number of students in all six classes (counting graduate students as two) divided by six works out to five or more, all classes run. If not, they run based on the protocol
 - b) Low-enrollment courses benefiting from this system will be deemed open in descending order of their own enrollments (e.g., if there is a high enough enrollment overall to benefit only one of two low-enrollment classes, the class with the higher enrollment of the two will benefit first).
 - c) Neither student registrations nor class rosters will change in this process.

Addendum IIIA

Faculty Senate, Operations and Handbook Subcommittee

Proposed Constitutional Amendment on the Role of Alternates

The Role of Alternates

If a senator is unable to attend a senate meeting, his or her alternate may attend the meeting with full voting rights. The alternate does not take on any committee rights or responsibilities except as defined below.

If a senator is going to be unable to perform his or her duties for a prolonged period of time, the senator should notify his or her alternate and the faculty senate president as soon as is possible. In such a situation, the senator's alternate takes on all rights and responsibilities of the senator, including committee memberships, with the exception of any elective or appointed office of the senate or serving as chair (or chair-elect) of a subcommittee of the senate.

Rationale

Currently, other than attending a senate meeting, with voting rights, the senate constitution and by-laws are ambiguous regarding the role of an alternate. This would remove the ambiguity.

Addendum IIIB

Faculty Senate, Operations and Handbook Subcommittee

Faculty Excellence Awards Committees - Duties and Timeline

There is one committee for each of the five traditional areas (Mathematics, Sciences and Nursing; Humanities and Social Sciences; Fine Arts; School of Business; Teachers College, Henderson). The committees should be elected in elections run by the Faculty Senate Procedures Committee during the fall semester. Elections should take place early in the fall semester with results to be announced no later than the end of September. Each of the five awards committees shall be composed of five members from that college (or division), with no more than one member from any single department or discipline, and all members must be below the level of chair. For the purposes of excellence awards, faculty serving in the library or student support services shall be considered with the School of Business.

- The committees shall send an announcement to their respective areas, during the fall semester, detailing eligibility and criteria as prescribed in the Faculty Handbook. The Office of Academic Affairs will be responsible for monitoring the activity of the committees to ensure faculty have been properly notified of the award nominating process by committee chairs.
- 2. Near the beginning of the spring semester, the committee should send out a second announcement. This announcement should give the same information as the first along with the deadline for submissions of nominations. The deadline should be set in consultation with the provost so there will be sufficient time to prepare for the presentation of the awards during the spring semester.
- 3. Anyone elected to an award committee who is subsequently nominated for an award will immediately resign from the committee and notify the faculty senate president, who will then notify the procedures committee chair so a replacement can be appointed.
- 4. Along with each announcement, the committee should give guidelines for submissions, including format and suggestions for things to include. If the committee has any preference as to how materials should be submitted, that should be made clear in the announcement. It should be noted, however, that if the committee requests electronic submissions, there may be some supporting documents or items that may be impossible to submit electronically. Any physical materials submitted should be returned to the nominator after the committee's decision is reached.

The nomination packet should contain:

- a. a current curriculum vitae,
- b. a nomination letter, and

c. any documentation that supports the various aspects of the nomination.

The committee should be cautious about being too specific about the type of supporting materials requested, particularly on the "Excellence in Scholarly or Creative Activity" award. Disciplines are very different so including too many specifics might unintentionally be viewed as excluding something that would reasonably support the nomination.

- 5. Eligibility Only full-time faculty (as opposed to adjunct or part-time faculty) are eligible for awards, and no one faculty member may receive more than a single award in one year. This includes the Outstanding New Faculty Award.
- 6. There will be no ties or shared awards.
- 7. Committees shall report names of award recipients to the Office of Academic Affairs.
- 8. Award criteria shall be decided individually by college and, where appropriate, by department (for example, the Art Department might provide the Ellis College's Fine Arts Awards Committee with criteria defining unusually meritorious artistic expression). The specific criteria for eligibility and receiving of each award should be stated clearly and specifically in a memo sent to all faculty in the committee's area each October. Evidence to be considered in determining the candidate's qualifications for an award shall consist of accomplishments pertaining to the nominated award in question occurring in the previous three calendar years.

Awards Schedule

Excellence in							
Teaching	Teaching Scholarly/Creative Activity						
2017	2018	2019					
2020	2021	2022					
2023	2024	2025					
2026	2027	2028					
etc.	etc.	etc.					

Addendum IV

Report to Faculty Board of Trustees Conference Call March 13, 2019

The meeting was called to order by Board Chair, Mr. Johnny Hudson.

The following academic program proposals were presented by Dr. Steve Adkison and approved by the Board.

- BS Biology, Pre-Health Sciences Track
- BS Biology, Teacher Licensure Track
- Certificate in Social Justice and Human Rights

The meeting adjourned.

Addendum V: Presentation by Faculty Senator

Standardized salary scores and percentiles calculated from discipline/department-specific comparator means and standard deviations obtained from CUPA-HR data provided by Brett Powell.

School of	Business		
		Standardize d	Current
RANK: Professor	Salary	Salary (z-score)	Percentile
	\$102,609	-0.53	
	\$100,000	-1.50	6.68
		Standardize d	Current
RANK: Associate Professor	Salary	Salary (z-score)	Percentile
	\$102,343	0.18	
	\$113,643	-0.22	41.29
	\$80,458	-1.42	7.78
	\$99,300	0.12	54.78
	\$100,000	-0.55	29.12
	\$100,000	-0.55	29.12
	\$86,052	-0.89	18.67
		Standardize d	Current
RANK: Assistant Professor (incl. New)	Salary	Salary (z-score)	Percentile
	\$120,000	0.13	55.17
	\$107,641	-0.71	
	\$99,440	-0.38	
		Standardize d	Current
RANK: Instructor	Salary	Salary (z-score)	Percentile
	\$68,868	-0.14	44.43
	\$85,000	0.77	77.94
	\$59,019	-0.70	24.20

<u>NOTE</u>: Standardized salary scores and corresponding percentiles for the above School of Business faculty by rank were calculated using comparator descriptive statistics specific to the individual's

discipline within the general field of Business (52.02 for Admin, Mgt, & Operations; 52.14 for Marketing; etc.).

PSYCHO	LOGY		
		Standardized	Current
RANK: Professor	Salary	Salary (z-score)	Percentile
	\$61,228	-1.78	3.78
	\$67,715	-1.21	11.31
	\$61,826	-1.73	4.18
		Standardized	Current
RANK: Associate Professor	Salary	Salary (z-score)	Percentile
	\$53,782	-1.51	6.55
		Standardized	Current
RANK: Assistant Professor (incl. New)	Salary	Salary (z-score)	Percentile
	\$49,185	-1.54	6.18
		Standardize d	Current
RANK: Instructor	Salary	Salary (z-score)	Percentile
	\$37,687	-1.18	11.90

History						
		Standardize d	Current			
RANK: Professor	Salary	Salary (z-score)	Percentile			
	59,099	-1.66	4.85			
	73,787	-0.49	31.21			
	59,861	-1.60	5.48			
	56,421	-1.87	3.07			
		Standardize d	Current			
RANK: Associate Professor	Salary	Salary (z-score)	Pe rcentile			
	49,649	-1.83	3.36			
		Standardize d	Current			
RANK: Assistant Professor (incl. New)	Salary	Salary (z-score)	Percentile			
	44,000	-2.83	0.23			
	46,000	-2.36	0.91			

Z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5160	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7852
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8810	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9772	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9864	0.9868	0.9871	0.9875	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9958	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9979	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986