



Middle Tennessee State University Finance and Personnel Committee

1:30pm CDT
Thursday
January 25, 2018

Tennessee Higher Education Commission
404 James Robertson Parkway
Suite 1800
Nashville, Tennessee 37243



**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018 – 1:30pm

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Remarks by Board Chairperson / President
- IV. Approval of the Minutes
 - November 29, 2017 Committee Meeting (Action) Tab 1
- V. Athletics Master Plan Amendment (Action)..... Tab 2
- VI. Compensation Strategy Update (Action)..... Tab 3
- VII. CFI Ratios (Information) Tab 4
- VIII. Outside Legal Counsel Update (Information)..... Tab 5



**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018

Tab 1

Approval of Minutes



**Middle Tennessee State University
Board of Trustees**

MEETING: Finance and Personnel Committee

SUBJECT: [Minutes of November 29 Finance and
Personnel Committee Meeting](#)

DATE: January 25, 2018

PRESENTER: Alan Thomas

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Finance and Personnel Committee met on November 29, 2017. Minutes from this meeting are provided for your review and approval.

**MINUTES OF THE
FINANCE AND PERSONNEL COMMITTEE**

The Finance and Personnel Committee met on Wednesday, November 29, 2017, at Middle Tennessee State University. Chairman Joey Jacobs called the meeting to order at 1:00 p.m. A quorum was present with the following Committee members in attendance: Joey Jacobs, Steve Smith, J.B. Baker, Pete Delay, Darrell Freeman, Tony Johnston, and Lindsey Weaver. Also present were Trustee Andy Adams; Sidney A. McPhee, President; Alan Thomas, Vice President for Business and Finance; Mark Byrnes, University Provost; Bruce Petryshak, Vice President for Information Technology and Chief Information Officer; Joe Bales, Vice President for University Advancement; Debra Sells, Vice President for Student Affairs and Vice Provost for Enrollment and Academic Services; Andrew Oppmann, Vice President for Marketing and Communications; and, Heidi Zimmerman, University Counsel and Board Secretary.

Before the meeting was called to order, Chairman Jacobs made a request to add an item to the agenda for discussion at the end of the meeting.

The first item on the agenda was approval of the minutes from the Finance and Personnel Committee meeting of August 15 and 30, 2017. Trustee DeLay made a Motion to approve the minutes and Trustee Johnston seconded the Motion. A voice vote was taken and the Motion to approve the minutes from the Finance and Personnel Committee meetings of August 15 and August 30, 2017 carried.

The second item on the agenda was a recommendation for approval of the promulgation of a rule concerning an installment payment plan for payment of tuition and student fees, and the consequences for failure to make payments. Ms. Zimmerman explained that promulgating this rule is required by T.C.A. § 49-9-109. Additionally, revisions to MTSU Policies 644 – Installment Fee Payment Program and 641 -Student Fees, Incidental Charges and Refunds were necessary to maintain consistency with the rule, and would also require approval

by the Board. Chairman Jacobs called for a Motion to recommend promulgation of the installment payment plan rule and the revisions to the related policies. The Motion was made by Trustee Freeman and seconded by Trustee Baker. Ms. Zimmerman then informed the Committee that a roll call vote should be taken. All six (6) Committee members voted in favor of approving the motion to recommend promulgation of the rule Installment Payment Plan, and revisions to MTSU Policies 644 – Installment Fee Payment Program and 641 -Student Fees, Incidental Charges and Refunds.

The third item on the agenda was for information concerning capital outlay and disclosure. Before the discussion began, Mr. Thomas informed the Committee that Patti Miller, Assistant Vice President for Campus Planning, had left the University in November for a position at THEC. He then introduced Mr. Bill Waits to the Committee as the Interim Assistant Vice President for Campus Planning. Chairman Jacobs proposed that the Board adopt a resolution at the next Board of Trustees meeting to recognize Ms. Miller’s service to the University over the past 25 years. The Committee agreed. Mr. Thomas then presented information on the results of the THEC staff review and ranking of the University’s two proposed capital outlay projects. He informed the Committee that the Academic Classroom Building ranked No. 1 on THEC’s project list, and the Applied Engineering Building ranked No. 7. Both projects were recommended by THEC for funding in FY 2018-19. Mr. Thomas noted that updates on the status of the FY 2018-19 project requests and any recommendations for funding in the Governor’s Budget will be provided at a future Committee meeting. Two other projects that were listed as “outyear” projects in the FY 2018 – 19 capital budget are the Concrete and Construction Management Building and the Math and Computer Science Building. These projects are being considered for submission as the University’s FY 2019 – 20 capital project requests. Mr. Thomas also informed the Committee that MTSU had submitted a disclosure project to THEC on September 29, 2017 to make improvements to Peck Hall. The project scope of work is currently being evaluated by Campus Planning with plans to submit to the State Building Commission for approval within the next few months. Board Chairman Smith asked if there were any recommendations that could be made to our state legislators to streamline the

capital project approval process. Mr. Thomas responded that the State Building Commission and State Architect's Office are currently reviewing processes to eliminate any duplication of effort caused by the severance of the state universities.

The fourth item on the agenda was a recommendation for approval of the request for severance of Procurement Services from TBR. Mr. Thomas reminded the Committee that the FOCUS Act allowed for a transition period beginning July 1, 2016 and ending November 30, 2017, where TBR would continue to perform certain functions for the Locally Governed Institutions including procurement. An LGI may sever from TBR for each of the three remaining functions effective December 1, 2017, or any time thereafter, upon application and approval of THEC. Mr. Thomas noted that for the procurement function, MTSU must submit its application six months in advance of the desired effective date of severance. He explained that the conditions necessary for independence regarding procurement include demonstration of understanding of all state reporting requirements applicable to procurement and contracts, demonstration of readiness to prepare submission documentation and make presentations to the Fiscal Review Committee of the Tennessee General Assembly when its approval is required, and commitment to continue to participate in existing Master Contracts held by TBR on behalf of all institutions in the TBR system. Mr. Thomas stated that MTSU is ready to submit its proposal for severance to THEC before the end of December 2017, with severance of Procurement Services from TBR to be effective July 1, 2018. Chairman Jacobs called for a Motion to approve the recommendation for severance of procurement services from TBR effective July 1, 2018. The Motion was made by Trustee Smith and seconded by Trustee DeLay. A voice vote was taken and the Motion for severance of procurement service from TBR effective July 1, 2018 carried.

The fifth item on the agenda was a recommendation for approval of the 2017-18 October Revised Operating Budget. Mr. Thomas presented information to the Committee regarding changes made since the July (Original) Budget:

- to reflect Tuition and Fee Revenue,

- to show increased appropriations for state funded employee benefits,
- to adjust expenditure budgets,
- and to adjust auxiliary and restricted budgets based on information obtained since the July Budget submission.

Mr. Thomas noted that the TBR chargeback recovery is a new item in the October Budget and that the University can expect to recover additional funds next year. He explained to the Committee that the net difference in unrestricted E&G expenditures and revenues represented one-time non-recurring funds in reserve accounts from the prior year. These funds must be budgeted as expenditures in the current year since the University is a non-profit organization. The Committee then discussed ways to increase enrollment and graduation rates by providing more scholarship opportunities for students. Trustee Freeman asked if it was possible to determine if increases in scholarships over the years had produced an increase in the graduation rate. The Committee also discussed the importance of assisting students that are unable to pay their bills with emergency funds. Vice President Sells explained the process of selecting and assisting these students with small grants to pay their bills so they can remain enrolled in school. She noted that it is much less expensive to retain students than to recruit new ones. Vice President Sells stated that \$250 is the average amount of a grant and there must be a recommendation from the dean before a student is given the money. Chairman Jacobs asked President McPhee and Vice President Bales to work on developing new scholarship opportunities and resources for students with emergency financial needs for the next academic year. Chairman Jacobs then called for a Motion to approve the 2017-18 October Revised Operating Budget. The Motion was made by Trustee Freeman and seconded by Board Chairman Smith. Chairman Jacobs asked if there was any more discussion. A voice vote was taken and the Motion to approve the 2017-18 October Revised Operating Budget carried.

Chairman Jacobs deferred the sixth item on the agenda, THEC 2018-19 Recommendations, for discussion at a future Committee meeting. He requested that information be presented at that time regarding the impact of a 2% budget reduction on the

University. Trustee Freeman asked that consideration be given to determining areas in the budget where more investment is needed to increase graduation rates.

The seventh item on the agenda, Budget Process, Calendar and Timeline was for information only and the materials were included in the Committee notebooks.

The eighth item on the agenda was a recommendation presented by Assistant Vice President Kathy Musselman concerning compensation strategy. Ms. Musselman gave a brief history of the University's compensation plan and the inability to fully implement the current plan due to insufficient funding. She explained that the University is requesting approval to develop a plan to increase salary ranges up to the 2014 – 15 market data and partially implement the current compensation plan prior to implementation of a merit based compensation plan. Trustee Freeman asked for the source of the current market data used to develop the plan. Ms. Musselman responded that peer data is provided through our membership in CUPA for a \$6,000 annual fee. After further Committee discussion on compensation issues, Chairman Jacobs requested that this be a recurring item on the Committee agenda. The Finance and Personnel Committee agreed to meet again in January to review additional information requested and no further action on this item was taken.

The final matter considered by the Committee was the additional agenda item requested by Chairman Jacobs and concerned exploration of the option to retain outside legal counsel for the Trustees. After much discussion regarding the pros and cons of acquiring outside counsel, Trustee Baker made a motion to explore the option and Board Chairman Smith seconded the motion. Chairman Jacobs twice requested that Trustee Baker withdraw the motion and defer the issue to a later date. Trustee Baker stated that the Board needed an outside legal resource with expertise in higher education and declined to withdraw the motion. Trustee Freeman expressed concern that only one legal counsel should be used by the Board and that it already had the University Counsel. Chairman Jacobs agreed. Ms. Zimmerman stated that a motion was on the table and a vote was needed. Trustee Freeman asked for a roll

call vote. The Committee voted 5 to 1 in favor of exploring the option for outside counsel with Trustee Freeman voting against the motion. A report of the findings will be brought before the Committee in the near future.

The meeting adjourned at 2:50 p.m. (CST).

Respectfully submitted,
Finance and Personnel Committee



**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018

Tab 2

Athletics Master Plan Amendment



**Middle Tennessee State University
Board of Trustees**

MEETING: Finance and Personnel Committee

SUBJECT: [Athletics Master Plan Amendment](#)

DATE: January 25, 2018

PRESENTER: Alan Thomas

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The University is seeking approval from the Board of Trustees for the new Athletics Master Plan. Upon Board approval, the Athletics Master Plan will be submitted to the Tennessee Higher Education Commission for review and approval, and subsequently to the State Building Commission for inclusion as an amendment to the University's Campus Master Plan. Inclusion of these items in the Campus Master Plan is required by the Tennessee Higher Education Commission to proceed with the improvements documented.

The Athletics Master Plan is a multi-phase plan including improvements such as a new football team facility, Murphy Center practice court improvements, an entry plaza, Floyd Stadium club seating, and a new multi-sport indoor practice facility. Please refer to the attached materials for an executive summary of the plan.

I. EXECUTIVE SUMMARY

INTRODUCTION

Middle Tennessee State University, commonly referred to as MTSU or MT, is located in Murfreesboro, Tennessee approximately 35 miles southeast of Nashville along I-24. At a population of 132,000 people, Murfreesboro is Tennessee's fastest growing major city offering expanding opportunities for the University. The campus itself is comprised of over 100 buildings on approximately 500 acres. MTSU offers over 140 majors and has nearly 20,000 undergraduate students putting them as one of the largest undergraduate programs in Tennessee.

MTSU Athletics is a member of the National Collegiate Athletic Association (NCAA) Division I-A and currently competes in Conference USA. Throughout the years, Middle Tennessee State University student-athletes have achieved over 200 Conference Championships, 68 since 2001, and 12 National Championships. MTSU services and provides athletic opportunities to approximately 335 student-athletes across 17 (8 Mens/9 Womens) NCAA Division I-A sports programs.

In May of 2015, Middle Tennessee State University initiated the process to develop an Athletic Facilities Master Plan in conjunction with the Campus Master Plan. The charge for the Athletic Master Plan was to provide a proactive long-term plan to locate the athletic facilities within the campus with a primary focus on a new football operations facility and subsequent backfill of the Murphy Center. Heery International was selected as the athletic planning consultant to lead this effort. A Steering Committee that was comprised of individuals from the Tennessee Board of Regents, MTSU Administration, and MTSU Athletics provided the vision and guidance throughout the process.

MASTER PLAN GOALS

The goals of the Athletics Facilities Master Plan:

- Create a proactive, actionable road map for athletic facilities improvements and modernizations
- Focus on building a new football operations facility that gives Blue Raider Football their own home
- Maximizing the vacated space in the Murphy Center to improve the student-athlete experience
- Enhancing both the student-athlete and fan experience by creating a True Blue athletic district
- Creating a unique branded 'MTSU feel' within Floyd Stadium and Murphy Center

MASTER PLANNING PROCESS

The master planning process kicked off with an on-site interactive work session and Q&A with Heery's design team, Steering Committee, and MTSU Coaching Staff. This collaborative session formulated the overall direction and goals for the athletic master plan.

Throughout the course of the master planning process, the Heery team collaborated with the Steering Committee while benchmarking against comparable facilities both in and out of Conference USA to develop a right-sized program and overall plan for the MTSU Athletic District. The design team had bi-monthly meetings, both in-person and web-based, with MTSU to develop the Athletic Master Plan that is further detailed on the following pages.

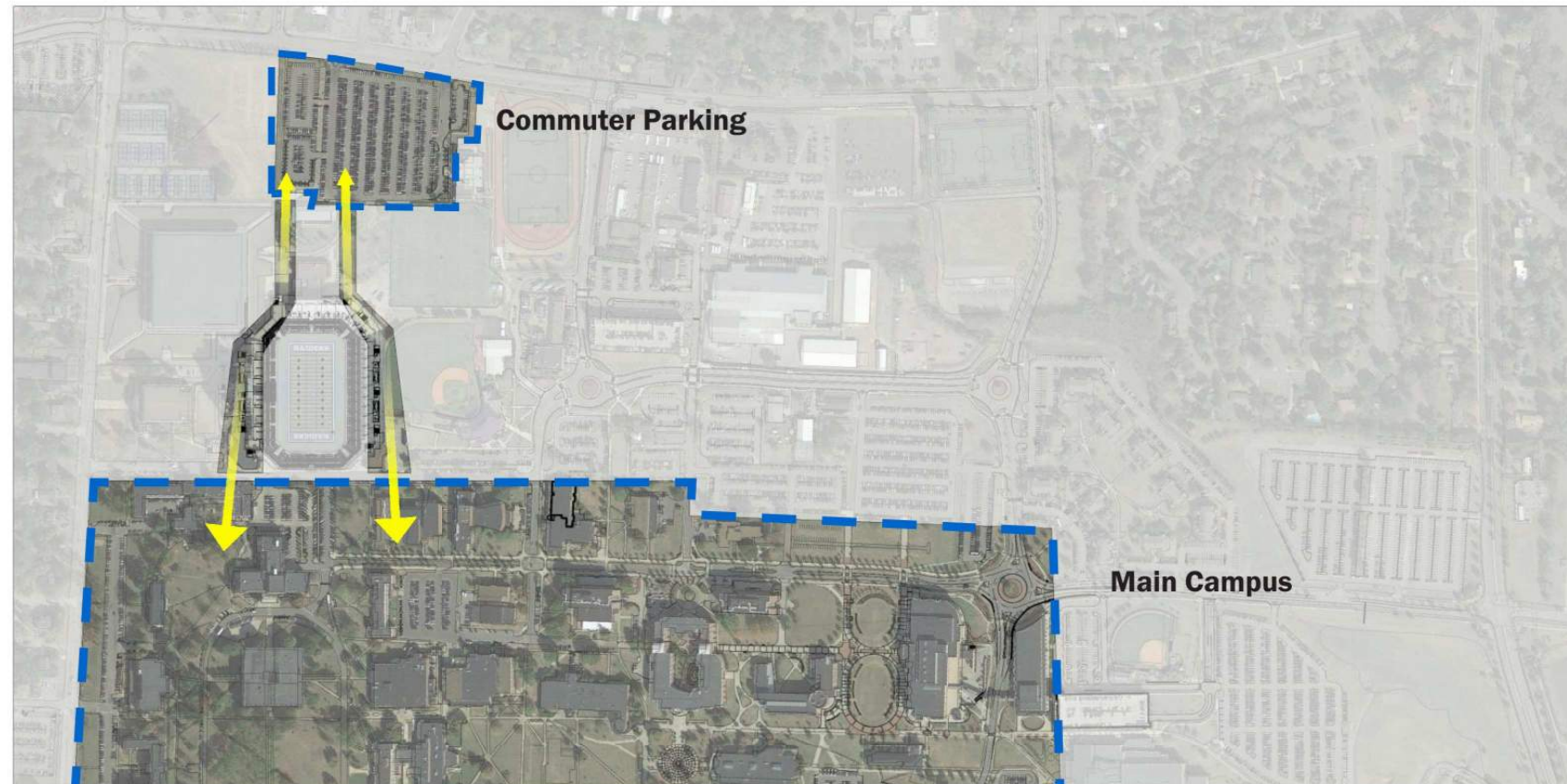


Figure 1.3 - Vehicular and Pedestrian Circulation to Floyd Stadium and the Murphy Center

I. EXECUTIVE SUMMARY

EXISTING CONDITIONS

Most of MTSU's athletic facilities are located in the northwest corner of the MTSU campus with the softball stadium and women's soccer practice field located on the other side of campus. The hub of the Athletic District consists of the Murphy Center Basketball Arena and Floyd Football Stadium. Built in 1972, the Murphy Center is an 11,500-seat multi-purpose Arena that houses: Men's and Women's Basketball operations (locker rooms and offices), Football Operations, Tennis Operations, the majority of the University Athletic Offices, multiple practice gyms, the main athletic training room and the additional campus uses such as classrooms, dance studios, and PE locker rooms.

Johnny "Red" Floyd Football Stadium is the home field for MTSU Football. Located just to the southeast of the Murphy Center, the stadium was originally built in 1933 with substantial renovations in 1997 to obtain a capacity of 30,788 seats. The west side of the stadium is the original precast stadia with a 5-story club, press and suite tower behind. The remaining stadium consists of a pre-engineered metal octagonal lower bowl grandstand with a pre-engineered upper grandstand wrapping the North and East. The visiting team locker room is in the southeast corner, the satellite academic center is in the southwest corner, the strength and conditioning center is attached north of the stadium, and the home team locker room is located one level down within the Murphy Center to the northwest.

The remaining facilities in the Athletic District include: two football practice fields located northeast of Floyd Stadium, Kennon Sports Hall of Fame located adjacent to the Greenland parking lot and north of the strength and conditioning building, Reese Smith Jr. Baseball Stadium located east of Floyd Stadium, Dean A. Hayes Soccer/Track Stadium, and Bouldin Tennis Center.

A new women's sports village for women's soccer, softball, and beach volleyball is currently master planned to replace the MTSU parking lot at the corner of MTSU Blvd and North Rutherford Blvd.

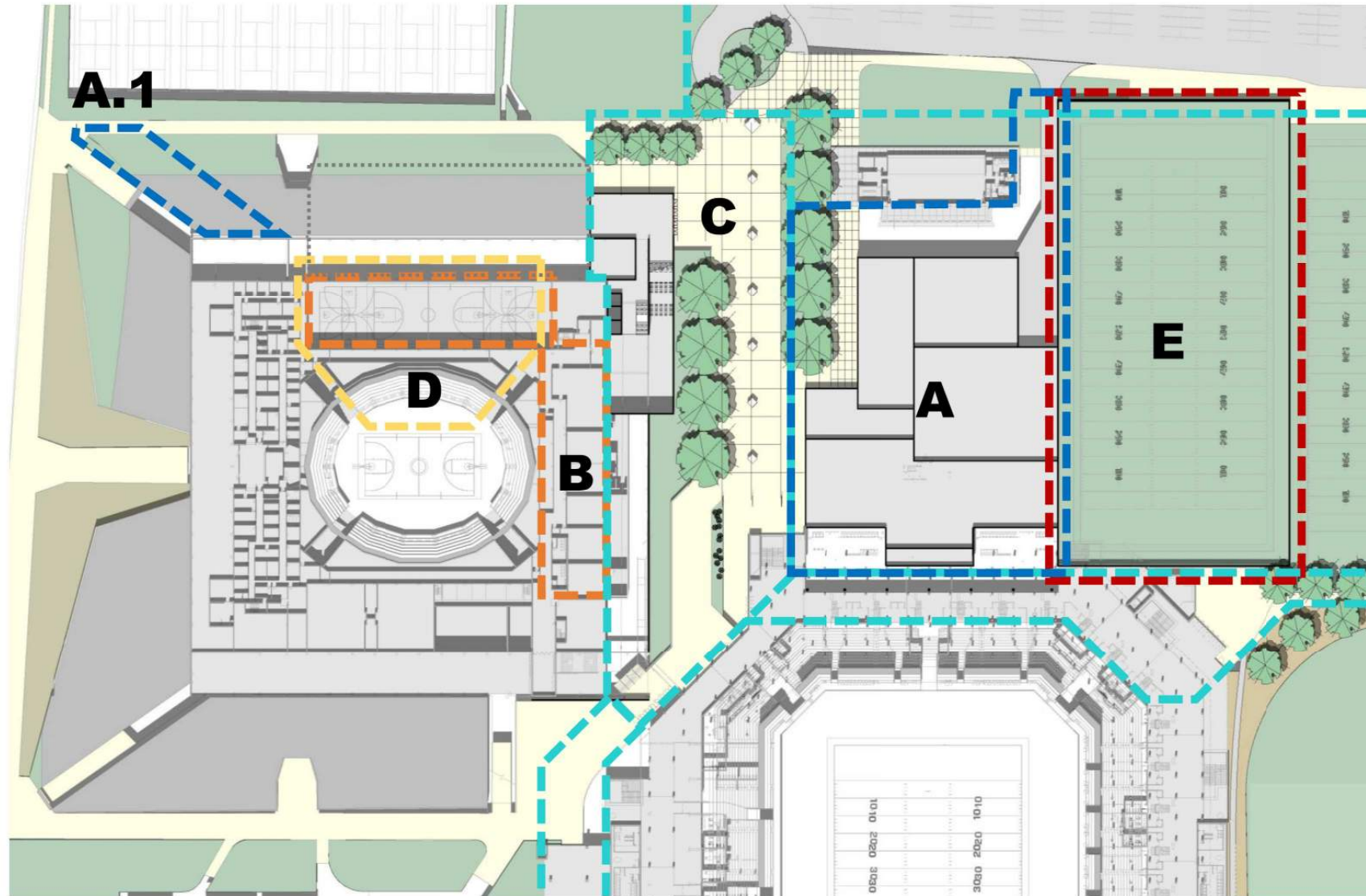


Figure 1.5 - Conceptual Athletic District Phasing Plan

I. EXECUTIVE SUMMARY

CONCEPTUAL ATHLETIC DISTRICT

The plan to the left indicates the conceptual Athletic District with subsequent project phasing. The first phase “A” is a new football team facility located in the north end zone. The new team facility would be the anchor to the district sitting between Floyd Stadium, Kennon Sports Hall of Fame, Murphy Center, and football practice fields. The proposed football facility requires the re-location of the existing Murphy Center loading dock. “A.1” shows an option for the re-location of the loading dock. Additional Floyd Stadium upgrade opportunities were investigated and can be incorporated during Phase “A” or as separate projects.

The new football facility frees up space in the Murphy Center. “B” represents the backfill of the vacated space and practice court reconfiguration.

Phase “C” enhances the student-athlete and fan experience by creating a True Blue athletic district. It provides a new front door with easier access into the Murphy Center and creates an athletic plaza between the Murphy Center and new football facility, connecting the Greenland Lot to Floyd Stadium.

Upgraded VIP amenities within the Murphy Center, including new club seating, suites, and loges are proposed for Phase “D”. Phase “E” proposes a new multi-sport Indoor Practice Facility located in the area between the practice fields and the new football facility.

The following report elaborates on each of these phases including additional fan amenity upgrades to the facilities.



Figure 2.1 - Conceptual Rendering of the Proposed Football Facility and Floyd Stadium Entrance



Figure 1.4 - Conceptual Rendering from overhead of Proposed Athletic District Improvements



**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018

Tab 3

Compensation Strategy Update



**Middle Tennessee State University
Board of Trustees**

MEETING: Finance and Personnel Committee

SUBJECT: [Compensation Strategy](#)

DATE: January 25, 2018

PRESENTER: Kathy Musselman

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Recommend

BACKGROUND INFORMATION:

The Committee requested additional information at the November 29, 2017 meeting prior to approving a request to allow the University to implement market based pay adjustments before implementing a merit pay system. The following information has been provided in these meeting materials as requested:

- **Listing of peers used in the University's compensation plan.** The peers are chosen based on Carnegie Classification of Doctoral/Research Universities or Research Universities, Public Doctoral Granting Institutions, enrollment data and program mix.
- **Salary ranges used for hiring faculty and staff, including employee benefits.** Thirty-five percent (35%) has been used for employee benefits in this illustration; however, the actual percentage of benefits is based on an employee's salary and the elections made for retirement, health insurance and other benefits.
- **Turnover percentages for faculty, administrative and classified staff.** The numbers presented include terminations and resignations for the past three calendar years.

Key issues the University is experiencing with employee pay are shown below:

- **Salary compression.** This has resulted from market rates for University jobs outpacing increases historically given to current employees.
- **Staff turnover.** The University has experienced some of its highest employee turnover rates in the areas of IT, student admission recruiters and University police.
- **Funding levels from the state for employee raises.** Even though state funding for employee raises has risen the past couple of years, the percentages are still considered low in trying to address market salaries and merit pay.

The following information has also been included in the materials for your convenience:

- Resolution from Faculty Senate recommending cost-of-living adjustments and salary equity be resolved on an annual basis before merit pay is considered or implemented. This information was provided to the Academic Affairs, Student Life and Athletic Committee on December 5, 2017.
- Summary of adjustments made since 2013 based on our current compensation plan and data regarding funds needed to implement the plan.

The University is currently exploring merit pay systems as requested by the Committee and determining changes to our current system and processes. One of these processes would be the development of training for all campus departments on the awarding of merit pay.

Due to the limited funding that has been available for the current compensation plan, the University's recommendation is to use available funding in the upcoming fiscal years toward additional implementation of the compensation plan.

Peer Institutions for Salary Data

Count	Institution	State	Carnegie	Fall 2014 Enroll
	Middle Tennessee State University	TN	DRU	23,881
1	Auburn University	AL	RU/H	24,864
2	University of South Alabama	AL	RU/H	15,065
3	Arkansas State University	AR	Master's L	13,144
4	Northern Arizona University	AZ	RU/H	26,606
5	University of Colorado Denver	CO	RU/H	17,815
6	Florida Atlantic University	FL	RU/H	30,759
7	Georgia Southern University	GA	DRU	20,517
8	Illinois State University	IL	DRU	20,272
9	Northern Illinois University	IL	RU/H	21,138
10	Southern Illinois University-Edwardsville	IL	Master's L	13,850
11	Western Illinois University	IL	Master's L	11,707
12	Ball State University	IN	RU/H	20,503
13	Indiana State University	IN	DRU	12,448
14	Western Kentucky University	KY	Master's L	20,448
15	Louisiana Tech University	LA	RU/H	11,014
16	University of Louisiana at Lafayette	LA	RU/H	16,646
17	University of Massachusetts Boston	MA	RU/H	16,277
18	University of Massachusetts Lowell	MA	RU/H	16,932
19	Central Michigan University	MI	DRU	26,841

20	Oakland University	MI	DRU	20,169
21	Western Michigan University	MI	RU/H	24,294
22	Missouri State University	MO	Master's L	23,092
23	University of Central Missouri	MO	Master's L	12,513
24	University of Missouri - Kansas City	MO	RU/H	15,746
25	University of Southern Mississippi	MS	RU/H	15,249
26	East Carolina University	NC	DRU	26,887
27	University of Northern Carolina at Charlotte	NC	DRU	26,571
28	University of North Carolina at Greensboro	NC	RU/H	18,074
29	University of North Dakota Main Campus	ND	RU/H	15,143
30	University of Nebraska at Omaha	NE	DRU	15,227
31	University of Nevada - Las Vegas	NV	RU/H	27,848
32	University of Nevada, Reno	NV	RU/H	18,776
33	Bowling Green State University	OH	RU/H	19,408
34	Cleveland State University	OH	RU/H	17,730
35	Kent State University Main Campus	OH	RU/H	28,968
36	Miami University	OH	RU/H	23,743
37	University of Akron, Main Campus	OH	RU/H	26,000
38	University of Toledo	OH	RU/H	20,782
39	Wright State University Main Campus	OH	RU/H	17,595
40	Portland State University	OR	RU/H	29,452
41	Indiana University of Pennsylvania	PA	DRU	14,369
42	Clemson University	SC	RU/H	21,303
43	Lamar University	TX	DRU	14,452
44	Sam Houston State University	TX	DRU	19,210

45	Texas Woman's University	TX	DRU	15,058
46	University of North Texas	TX	RU/H	33,168
47	University of Texas at Dallas	TX	RU/H	21,193
48	University of Texas at San Antonio	TX	RU/H	28,623
49	George Mason University	VA	RU/H	33,917
50	Old Dominion University	VA	RU/H	24,828

ADMINISTRATIVE SALARY RANGE

Pay Grade	Minimum	Minimum + 35% Benefits	Midpoint +		Maximum	Maximum + 35% Benefits
			Midpoint	35% Benefits		
2	29,084	39,263	35,629	48,099	42,173	56,934
3	31,965	43,153	39,370	53,150	46,775	63,146
4	35,255	47,594	43,659	58,940	52,061	70,282
5	39,025	52,684	48,585	65,590	58,146	78,497
6	43,350	58,523	54,259	73,250	65,170	87,980
7	48,325	65,239	60,809	82,092	73,293	98,946
8	54,062	72,984	68,389	92,325	82,716	111,667
9	60,694	81,937	77,182	104,196	93,670	126,455
10	68,377	92,309	87,408	118,001	106,440	143,694
11	77,303	104,359	99,333	134,100	121,365	163,843
12	87,698	118,392	113,276	152,923	138,855	187,454
13	99,835	134,777	129,620	174,987	159,404	215,195
14	114,047	153,963	148,832	200,923	183,616	247,882
15	130,731	176,487	171,475	231,491	212,219	286,496

CLASSIFIED SALARY RANGES

Skill Level	Minimum + 35%		Midpoint + 35%		Maximum + 35%	
	Minimum	Benefits	Midpoint	Benefits	Maximum	Benefits
1	16,748	22,610	20,097	27,131	23,447	31,653
2	18,255	24,644	21,997	29,696	25,739	34,748
3	19,959	26,945	24,150	32,603	28,341	38,260
4	21,889	29,550	26,595	35,903	31,300	42,255
5	24,077	32,504	29,374	39,655	34,671	46,806
6	26,565	35,863	32,543	43,933	38,520	52,002
7	29,399	39,689	36,161	48,817	42,923	57,946
8	32,633	44,055	40,301	54,406	47,970	64,760
9	36,331	49,047	45,051	60,819	53,770	72,590
10	40,570	54,770	50,510	68,189	60,450	81,608
11	45,438	61,341	56,797	76,676	68,157	92,012

Summary of CUPA 2014-15 Average Salaries by Discipline and Rank, 50 Peer Institution Grouping

Discipline (4-digit)	RANK	CIP+RANK*	Minimum	Minimum +35% Benefits	Midpoint	Midpoint +35% Benefits	Maximum	Maximum +35% Benefits
[01.] AGRICULTURE, AGRICULTURE OPERATIONS, AND RELATED SCIENCES								
Agriculture, General	Professor	01001	\$ 69,213	\$ 93,437	\$ 91,707	\$ 123,804	\$ 114,201	\$ 154,172
	Associate Professor	01002	\$ 53,218	\$ 71,844	\$ 69,183	\$ 93,397	\$ 85,148	\$ 114,950
	Assistant Professor	01003	\$ 48,957	\$ 66,092	\$ 62,420	\$ 84,267	\$ 75,883	\$ 102,442
[05.] AREA, ETHNIC, CULTURAL, GENDER AND GROUP STUDIES								
Area Studies	Professor	05011	\$ 83,512	\$ 112,741	\$ 110,653	\$ 149,382	\$ 137,794	\$ 186,022
	Associate Professor	05012	\$ 60,461	\$ 81,622	\$ 78,599	\$ 106,109	\$ 96,737	\$ 130,595
	Assistant Professor	05013	\$ 55,252	\$ 74,590	\$ 70,446	\$ 95,102	\$ 85,640	\$ 115,614
[09.] COMMUNICATION, JOURNALISM AND RELATED PROGRAMS								
Communication, General	Professor	09011	\$ 69,624	\$ 93,993	\$ 92,252	\$ 124,540	\$ 114,880	\$ 155,088
	Associate Professor	09012	\$ 53,422	\$ 72,120	\$ 69,449	\$ 93,756	\$ 85,476	\$ 115,392
	Assistant Professor	09013	\$ 44,657	\$ 60,287	\$ 56,938	\$ 76,866	\$ 69,219	\$ 93,445
Journalism	Professor	09041	\$ 70,212	\$ 94,786	\$ 93,031	\$ 125,592	\$ 115,850	\$ 156,397
	Associate Professor	09042	\$ 56,983	\$ 76,927	\$ 74,078	\$ 100,005	\$ 91,173	\$ 123,083
	Assistant Professor	09043	\$ 47,774	\$ 64,495	\$ 60,912	\$ 82,231	\$ 74,050	\$ 99,967
Radio, Television, and Digital Comm.	Professor	09071	\$ 72,561	\$ 97,957	\$ 96,143	\$ 129,793	\$ 119,725	\$ 161,629
	Associate Professor	09072	\$ 53,187	\$ 71,802	\$ 69,143	\$ 93,343	\$ 85,099	\$ 114,884
	Assistant Professor	09073	\$ 46,778	\$ 63,150	\$ 59,642	\$ 80,517	\$ 72,506	\$ 97,883
[11.] COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES								
Computer Science	Professor	11071	\$ 87,798	\$ 118,527	\$ 114,137	\$ 154,085	\$ 142,133	\$ 191,879
	Associate Professor	11072	\$ 75,526	\$ 101,960	\$ 98,184	\$ 132,548	\$ 120,842	\$ 163,136
	Assistant Professor	11073	\$ 65,136	\$ 87,933	\$ 83,048	\$ 112,115	\$ 100,960	\$ 136,296
[13.] EDUCATION								
Curriculum & Instruction	Professor	13031	\$ 71,424	\$ 96,423	\$ 94,637	\$ 127,760	\$ 117,850	\$ 159,097
	Associate Professor	13032	\$ 53,253	\$ 71,892	\$ 69,229	\$ 93,459	\$ 85,205	\$ 115,027
	Assistant Professor	13033	\$ 46,587	\$ 62,893	\$ 59,399	\$ 80,189	\$ 72,211	\$ 97,484
Ed Administration & Supervision	Professor	13041	\$ 71,675	\$ 96,762	\$ 94,970	\$ 128,210	\$ 118,265	\$ 159,657
	Associate Professor	13042	\$ 56,317	\$ 76,028	\$ 73,212	\$ 98,836	\$ 90,107	\$ 121,645
	Assistant Professor	13043	\$ 48,609	\$ 65,623	\$ 61,977	\$ 83,669	\$ 75,345	\$ 101,715
Special Ed & Teaching	Professor	13101	\$ 72,802	\$ 98,282	\$ 91,002	\$ 122,853	\$ 109,202	\$ 147,423
	Associate Professor	13102	\$ 56,049	\$ 75,666	\$ 70,061	\$ 94,582	\$ 84,073	\$ 113,499
	Assistant Professor	13103	\$ 47,813	\$ 64,547	\$ 59,766	\$ 80,684	\$ 71,719	\$ 96,821
Student Counseling & Personnel Svcs	Professor	13111	\$ 77,629	\$ 104,799	\$ 97,036	\$ 130,999	\$ 116,443	\$ 157,198
	Associate Professor	13112	\$ 56,358	\$ 76,084	\$ 70,448	\$ 95,105	\$ 84,538	\$ 114,126
	Assistant Professor	13113	\$ 48,265	\$ 65,157	\$ 60,331	\$ 81,447	\$ 72,397	\$ 97,736
Teacher Ed & Prof Dev, Levels & Meth	Professor	13121	\$ 70,178	\$ 94,740	\$ 87,722	\$ 118,425	\$ 105,266	\$ 142,110
	Associate Professor	13122	\$ 55,538	\$ 74,976	\$ 69,422	\$ 93,720	\$ 83,306	\$ 112,464
	Assistant Professor	13123	\$ 48,035	\$ 64,848	\$ 60,044	\$ 81,059	\$ 72,053	\$ 97,271
Teacher Ed & Prof Dev, Subjects	Professor	13131	\$ 74,522	\$ 100,605	\$ 98,742	\$ 133,302	\$ 122,962	\$ 165,998
	Associate Professor	13132	\$ 53,327	\$ 71,991	\$ 69,325	\$ 93,589	\$ 85,323	\$ 115,186
	Assistant Professor	13133	\$ 46,207	\$ 62,380	\$ 58,914	\$ 79,534	\$ 71,621	\$ 96,688
[15.] ENGINEERING TECHNOLOGIES AND ENGINEERING RELATED FIELDS								
General	Professor	15001	\$ 77,589	\$ 104,746	\$ 102,806	\$ 138,788	\$ 128,023	\$ 172,830
	Associate Professor	15002	\$ 60,168	\$ 81,227	\$ 78,219	\$ 105,596	\$ 96,270	\$ 129,964
	Assistant Professor	15003	\$ 54,408	\$ 73,451	\$ 69,370	\$ 93,650	\$ 84,332	\$ 113,848
[16.] FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS								
Romance	Professor	16091	\$ 70,653	\$ 95,381	\$ 93,615	\$ 126,380	\$ 116,577	\$ 157,379
	Associate Professor	16092	\$ 52,314	\$ 70,624	\$ 68,008	\$ 91,811	\$ 83,702	\$ 112,998
	Assistant Professor	16093	\$ 45,536	\$ 61,473	\$ 58,058	\$ 78,378	\$ 70,580	\$ 95,283

Summary of CUPA 2014-15 Average Salaries by Discipline and Rank, 50 Peer Institution Grouping

Discipline (4-digit)	RANK	CIP+RANK*	Minimum	Minimum +35% Benefits	Midpoint	Midpoint +35% Benefits	Maximum	Maximum +35% Benefits
[19.] FAMILY AND CONSUMER SCIENCES/HUMAN SCIENCES								
General	Professor	19011	\$ 68,577	\$ 92,578	\$ 90,864	\$ 122,666	\$ 113,151	\$ 152,754
	Associate Professor	19012	\$ 53,214	\$ 71,839	\$ 69,178	\$ 93,390	\$ 85,142	\$ 114,942
	Assistant Professor	19013	\$ 47,075	\$ 63,551	\$ 60,020	\$ 81,027	\$ 72,965	\$ 98,503
[23.] ENGLISH LANGUAGE AND LITERATURE/LETTERS								
General	Professor	23011	\$ 67,045	\$ 90,510	\$ 88,834	\$ 119,926	\$ 110,623	\$ 149,342
	Associate Professor	23012	\$ 51,798	\$ 69,928	\$ 67,338	\$ 90,906	\$ 82,878	\$ 111,885
	Assistant Professor	23013	\$ 44,465	\$ 60,028	\$ 56,693	\$ 76,536	\$ 68,921	\$ 93,043
[25.] LIBRARY SCIENCE								
Library Science & Administration (Annualized)	Professor	25011	\$ 83,188	\$ 112,303	\$ 110,224	\$ 148,802	\$ 137,260	\$ 185,301
	Associate Professor	25012	\$ 69,719	\$ 94,121	\$ 90,635	\$ 122,357	\$ 111,551	\$ 150,594
	Assistant Professor	25013	\$ 64,625	\$ 87,243	\$ 82,396	\$ 111,235	\$ 100,168	\$ 135,227
[26.] BIOLOGICAL AND BIOMEDICAL SCIENCES								
General	Professor	26011	\$ 74,977	\$ 101,219	\$ 99,345	\$ 134,116	\$ 123,713	\$ 167,012
	Associate Professor	26012	\$ 57,450	\$ 77,558	\$ 74,685	\$ 100,825	\$ 91,920	\$ 124,092
	Assistant Professor	26013	\$ 51,627	\$ 69,696	\$ 65,824	\$ 88,862	\$ 80,021	\$ 108,029
[27.] MATHEMATICS AND STATISTICS								
Mathematics	Professor	27011	\$ 73,121	\$ 98,713	\$ 96,885	\$ 130,795	\$ 120,649	\$ 162,876
	Associate Professor	27012	\$ 56,270	\$ 75,965	\$ 73,151	\$ 98,754	\$ 90,032	\$ 121,543
	Assistant Professor	27013	\$ 50,905	\$ 68,722	\$ 64,904	\$ 87,620	\$ 78,903	\$ 106,519
Statistics	Professor	27051	\$ 77,694	\$ 104,887	\$ 102,945	\$ 138,976	\$ 128,196	\$ 173,064
	Associate Professor	27052	\$ 63,353	\$ 85,527	\$ 82,359	\$ 111,185	\$ 101,365	\$ 136,843
	Assistant Professor	27053	\$ 56,207	\$ 75,880	\$ 71,664	\$ 96,746	\$ 87,121	\$ 117,613
[31.] PARKS, RECREATION, LEISURE AND FITNESS STUDIES								
Parks, Recreation, & Leisure Studies	Professor	31011	\$ 63,460	\$ 85,670	\$ 84,084	\$ 113,513	\$ 104,708	\$ 141,356
	Associate Professor	31012	\$ 53,406	\$ 72,098	\$ 69,428	\$ 93,728	\$ 85,450	\$ 115,357
	Assistant Professor	31013	\$ 48,233	\$ 65,114	\$ 61,497	\$ 83,021	\$ 74,761	\$ 100,927
Health & Physical Education/Fitness	Professor	31051	\$ 70,669	\$ 95,403	\$ 93,636	\$ 126,409	\$ 116,603	\$ 157,414
	Associate Professor	31052	\$ 55,782	\$ 75,305	\$ 72,516	\$ 97,897	\$ 89,250	\$ 120,488
	Assistant Professor	31053	\$ 47,426	\$ 64,025	\$ 60,468	\$ 81,632	\$ 73,510	\$ 99,239
[38.] PHILOSOPHY AND RELIGIOUS STUDIES								
Philosophy	Professor	38011	\$ 71,285	\$ 96,234	\$ 94,452	\$ 127,510	\$ 117,619	\$ 158,786
	Associate Professor	38012	\$ 53,113	\$ 71,703	\$ 69,047	\$ 93,213	\$ 84,981	\$ 114,724
	Assistant Professor	38013	\$ 45,173	\$ 60,984	\$ 57,596	\$ 77,755	\$ 70,019	\$ 94,525
[40.] PHYSICAL SCIENCES								
Chemistry	Professor	40051	\$ 79,272	\$ 107,017	\$ 105,035	\$ 141,797	\$ 130,798	\$ 176,578
	Associate Professor	40052	\$ 58,661	\$ 79,192	\$ 76,259	\$ 102,950	\$ 93,857	\$ 126,707
	Assistant Professor	40053	\$ 52,005	\$ 70,207	\$ 66,307	\$ 89,514	\$ 80,609	\$ 108,821
Geological & Earth Sci/Geosciences	Professor	40061	\$ 75,205	\$ 101,526	\$ 99,646	\$ 134,522	\$ 124,087	\$ 167,518
	Associate Professor	40062	\$ 58,358	\$ 78,783	\$ 75,865	\$ 102,418	\$ 93,372	\$ 126,053
	Assistant Professor	40063	\$ 51,237	\$ 69,170	\$ 65,327	\$ 88,191	\$ 79,417	\$ 107,213
Physics	Professor	40081	\$ 78,375	\$ 105,806	\$ 103,847	\$ 140,193	\$ 129,319	\$ 174,581
	Associate Professor	40082	\$ 58,148	\$ 78,500	\$ 75,593	\$ 102,051	\$ 93,038	\$ 125,601
	Assistant Professor	40083	\$ 52,579	\$ 70,981	\$ 67,038	\$ 90,501	\$ 81,497	\$ 110,021
[42.] PSYCHOLOGY								
General	Professor	42011	\$ 75,556	\$ 102,001	\$ 100,112	\$ 135,151	\$ 124,668	\$ 168,301
	Associate Professor	42012	\$ 55,871	\$ 75,426	\$ 72,632	\$ 98,053	\$ 89,393	\$ 120,681
	Assistant Professor	42013	\$ 49,908	\$ 67,376	\$ 63,633	\$ 85,905	\$ 77,358	\$ 104,433

Summary of CUPA 2014-15 Average Salaries by Discipline and Rank, 50 Peer Institution Grouping

Discipline (4-digit)	RANK	CIP+RANK*	Minimum	Minimum +35% Benefits	Midpoint	Midpoint +35% Benefits	Maximum	Maximum +35% Benefits
[43.] HOMELAND SECURITY, LAW ENFORCEMENT, FIREFIGHTING AND RELATED PROTECTIVE SERVICE								
Criminal Justice & Corrections	Professor	43011	\$ 78,463	\$ 105,925	\$ 103,963	\$ 140,350	\$ 129,463	\$ 174,776
	Associate Professor	43012	\$ 56,488	\$ 76,259	\$ 73,435	\$ 99,137	\$ 90,382	\$ 122,015
	Assistant Professor	43013	\$ 48,042	\$ 64,857	\$ 61,254	\$ 82,693	\$ 74,466	\$ 100,529
[44.] PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS								
Social Work	Professor	44071	\$ 71,294	\$ 96,246	\$ 94,464	\$ 127,526	\$ 117,634	\$ 158,806
	Associate Professor	44072	\$ 55,561	\$ 75,007	\$ 72,229	\$ 97,509	\$ 88,897	\$ 120,011
	Assistant Professor	44073	\$ 48,518	\$ 65,500	\$ 61,861	\$ 83,512	\$ 75,204	\$ 101,525
[45.] SOCIAL SCIENCES								
Anthropology	Professor	45021	\$ 69,725	\$ 94,128	\$ 92,385	\$ 124,720	\$ 115,045	\$ 155,311
	Associate Professor	45022	\$ 52,278	\$ 70,575	\$ 67,961	\$ 91,747	\$ 83,644	\$ 112,920
	Assistant Professor	45023	\$ 46,231	\$ 62,412	\$ 58,945	\$ 79,576	\$ 71,659	\$ 96,739
Political Science & Government	Professor	45101	\$ 71,959	\$ 97,145	\$ 95,346	\$ 128,717	\$ 118,733	\$ 160,289
	Associate Professor	45102	\$ 55,171	\$ 74,481	\$ 71,722	\$ 96,825	\$ 88,273	\$ 119,169
	Assistant Professor	45103	\$ 46,893	\$ 63,305	\$ 59,788	\$ 80,714	\$ 72,683	\$ 98,123
Sociology	Professor	45111	\$ 71,734	\$ 96,841	\$ 95,048	\$ 128,315	\$ 118,362	\$ 159,788
	Associate Professor	45112	\$ 53,242	\$ 71,877	\$ 69,215	\$ 93,440	\$ 85,188	\$ 115,003
	Assistant Professor	45113	\$ 46,340	\$ 62,558	\$ 59,083	\$ 79,762	\$ 71,826	\$ 96,966
		45114	\$ -	\$ -		\$ -	\$ -	\$ -
[49.] TRANSPORTATION AND MATERIAL SERVICES								
Air Transportation	Professor	49011	\$ 89,009	\$ 120,163	\$ 117,937	\$ 159,215	\$ 146,865	\$ 198,268
	Associate Professor	49012	\$ 69,785	\$ 94,210	\$ 90,721	\$ 122,473	\$ 111,657	\$ 150,736
	Assistant Professor	49013	\$ 50,609	\$ 68,323	\$ 64,527	\$ 87,111	\$ 78,445	\$ 105,900
[50.] VISUAL AND PERFORMING ARTS								
Design & Applied Arts	Professor	50041	\$ 63,956	\$ 86,341	\$ 84,742	\$ 114,402	\$ 105,528	\$ 142,462
	Associate Professor	50042	\$ 53,625	\$ 72,394	\$ 69,713	\$ 94,113	\$ 85,801	\$ 115,831
	Assistant Professor	50043	\$ 47,551	\$ 64,193	\$ 60,627	\$ 81,846	\$ 73,703	\$ 99,500
Dramatic/Theatre Arts & Stagecraft	Professor	50051	\$ 65,099	\$ 87,883	\$ 86,256	\$ 116,446	\$ 107,413	\$ 145,008
	Associate Professor	50052	\$ 50,135	\$ 67,682	\$ 65,175	\$ 87,986	\$ 80,215	\$ 108,291
	Assistant Professor	50053	\$ 42,707	\$ 57,654	\$ 54,451	\$ 73,509	\$ 66,195	\$ 89,364
Fine & Studio Art	Professor	50071	\$ 64,699	\$ 87,343	\$ 85,726	\$ 115,730	\$ 106,753	\$ 144,117
	Associate Professor	50072	\$ 50,814	\$ 68,599	\$ 66,058	\$ 89,178	\$ 81,302	\$ 109,758
	Assistant Professor	50073	\$ 43,554	\$ 58,798	\$ 55,531	\$ 74,967	\$ 67,508	\$ 91,136
Music	Professor	50091	\$ 64,089	\$ 86,520	\$ 84,918	\$ 114,639	\$ 105,747	\$ 142,758
	Associate Professor	50092	\$ 50,528	\$ 68,213	\$ 65,687	\$ 88,677	\$ 80,846	\$ 109,141
	Assistant Professor	50093	\$ 42,637	\$ 57,560	\$ 54,362	\$ 73,389	\$ 66,087	\$ 89,218
[51.] HEALTH PROFESSIONS AND RELATED PROGRAMS								
Communication Disorders Sci & Svs	Professor	51021	\$ 71,917	\$ 97,088	\$ 95,290	\$ 128,642	\$ 118,663	\$ 160,195
	Associate Professor	51022	\$ 55,586	\$ 75,041	\$ 72,262	\$ 97,554	\$ 88,938	\$ 120,066
	Assistant Professor	51023	\$ 48,237	\$ 65,120	\$ 61,502	\$ 83,028	\$ 74,767	\$ 100,936
Allied Health Diag, Interv, & Treat Profs	Professor	51091	\$ 72,642	\$ 98,066	\$ 96,250	\$ 129,938	\$ 119,858	\$ 161,809
	Associate Professor	51092	\$ 62,573	\$ 84,474	\$ 81,345	\$ 109,816	\$ 100,117	\$ 135,158
	Assistant Professor	51093	\$ 52,753	\$ 71,216	\$ 67,260	\$ 90,801	\$ 81,767	\$ 110,386
Public Health	Professor	51221	\$ 80,986	\$ 109,331	\$ 107,306	\$ 144,863	\$ 133,626	\$ 180,396
	Associate Professor	51222	\$ 63,148	\$ 85,249	\$ 82,092	\$ 110,824	\$ 101,036	\$ 136,399
	Assistant Professor	51223	\$ 55,998	\$ 75,597	\$ 71,397	\$ 96,386	\$ 86,796	\$ 117,175
Rehabilitation and Therapeutic Prof	Professor	51231	\$ 77,156	\$ 104,161	\$ 102,232	\$ 138,013	\$ 127,308	\$ 171,865
	Associate Professor	51232	\$ 65,715	\$ 88,715	\$ 85,429	\$ 115,329	\$ 105,143	\$ 141,944
	Assistant Professor	51233	\$ 54,001	\$ 72,901	\$ 68,851	\$ 92,949	\$ 83,701	\$ 112,997

Summary of CUPA 2014-15 Average Salaries by Discipline and Rank, 50 Peer Institution Grouping

Discipline (4-digit)	RANK	CIP+RANK*	Minimum	Minimum +35% Benefits	Midpoint	Midpoint +35% Benefits	Maximum	Maximum +35% Benefits
Reg Nursing, Nursing Admin, Nursing Research, and Clinical Nursing	Professor	51381	\$ 77,560	\$ 104,706	\$ 102,767	\$ 138,735	\$ 127,974	\$ 172,765
	Associate Professor	51382	\$ 63,300	\$ 85,455	\$ 82,290	\$ 111,092	\$ 101,280	\$ 136,728
	Assistant Professor	51383	\$ 56,260	\$ 75,950	\$ 71,731	\$ 96,837	\$ 87,202	\$ 117,723
[52.] BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SVS								
Admin, Management & Operations	Professor	52021	\$ 99,429	\$ 134,229	\$ 131,743	\$ 177,853	\$ 164,057	\$ 221,477
	Associate Professor	52022	\$ 92,365	\$ 124,693	\$ 120,075	\$ 162,101	\$ 147,785	\$ 199,509
	Assistant Professor	52023	\$ 85,837	\$ 115,880	\$ 109,442	\$ 147,747	\$ 133,047	\$ 179,614
Accounting & Related Services	Professor	52031	\$ 105,946	\$ 143,028	\$ 140,379	\$ 189,512	\$ 174,812	\$ 235,996
	Associate Professor	52032	\$ 103,638	\$ 139,912	\$ 134,730	\$ 181,886	\$ 165,822	\$ 223,859
	Assistant Professor	52033	\$ 101,435	\$ 136,938	\$ 129,330	\$ 174,596	\$ 157,225	\$ 212,253
Corporate Communications	Professor	52051	\$ 80,453	\$ 108,611	\$ 106,600	\$ 143,910	\$ 132,747	\$ 179,209
	Associate Professor	52052	\$ 58,385	\$ 78,819	\$ 75,900	\$ 102,465	\$ 93,415	\$ 126,111
	Assistant Professor	52053	\$ 51,451	\$ 69,459	\$ 65,600	\$ 88,560	\$ 79,749	\$ 107,661
Managerial Economics	Professor	52061	\$ 90,223	\$ 121,801	\$ 119,545	\$ 161,386	\$ 148,867	\$ 200,971
	Associate Professor	52062	\$ 76,375	\$ 103,107	\$ 99,288	\$ 134,039	\$ 122,201	\$ 164,971
	Assistant Professor	52063	\$ 70,793	\$ 95,570	\$ 90,261	\$ 121,852	\$ 109,729	\$ 148,134
Finance & Financial Mgt Svcs	Professor	52081	\$ 106,555	\$ 143,850	\$ 141,186	\$ 190,601	\$ 175,817	\$ 237,352
	Associate Professor	52082	\$ 102,758	\$ 138,723	\$ 133,585	\$ 180,340	\$ 164,412	\$ 221,957
	Assistant Professor	52083	\$ 99,145	\$ 133,846	\$ 126,410	\$ 170,654	\$ 153,675	\$ 207,461
Mgt Information Sys & Svcs	Professor	52121	\$ 99,481	\$ 134,299	\$ 131,812	\$ 177,946	\$ 164,143	\$ 221,593
	Associate Professor	52122	\$ 92,448	\$ 124,804	\$ 120,182	\$ 162,246	\$ 147,916	\$ 199,687
	Assistant Professor	52123	\$ 85,953	\$ 116,036	\$ 109,590	\$ 147,947	\$ 133,227	\$ 179,857
Marketing	Professor	52141	\$ 98,076	\$ 132,403	\$ 129,951	\$ 175,434	\$ 161,826	\$ 218,465
	Associate Professor	52142	\$ 92,408	\$ 124,750	\$ 120,130	\$ 162,176	\$ 147,852	\$ 199,601
	Assistant Professor	52143	\$ 87,103	\$ 117,589	\$ 111,056	\$ 149,926	\$ 135,009	\$ 182,262
Business Law	Professor	52911	\$ 84,377	\$ 113,909	\$ 111,800	\$ 150,930	\$ 139,223	\$ 187,951
	Associate Professor	52912	\$ 70,231	\$ 94,812	\$ 91,300	\$ 123,255	\$ 112,369	\$ 151,698
	Assistant Professor	52913	\$ 57,333	\$ 77,400	\$ 73,100	\$ 98,685	\$ 88,867	\$ 119,970
[54.] HISTORY GENERAL								
History	Professor	54011	\$ 68,833	\$ 92,925	\$ 91,204	\$ 123,125	\$ 113,575	\$ 153,326
	Associate Professor	54012	\$ 52,531	\$ 70,917	\$ 68,290	\$ 92,192	\$ 84,049	\$ 113,466
	Assistant Professor	54013	\$ 44,640	\$ 60,264	\$ 56,916	\$ 76,837	\$ 69,192	\$ 93,409
Note: The midpoint for each rank/discipline is set at 100% of average market value for similar institutions.								
Data Sources: CUPA 2014-15 for 50 peer institutions for all disciplines (except Business Law and Corporate Communication - used AACSB data)								

**Faculty and Staff Turnover
2015-2017**

Year	Faculty			Administrative			Classified		
	Active Employees	Resignations and Terminations	% Turnover Rate	Active Employees	Resignations and Terminations	% Turnover Rate	Active Employees	Resignations and Terminations	% Turnover Rate
2017	986	55	5.6%	713	47	6.6%	528	32	6.1%
2016	992	58	5.8%	705	59	8.4%	517	50	9.7%
2015	993	41	4.1%	708	61	8.6%	518	35	6.8%

Office of the Faculty Senate
James Union Building, Room 100
P.O. Box 921
Murfreesboro, Tennessee 37132
Office: (615) 898-2582



Faculty Senate Resolution 2017-2018/1: Considering Merit-Based Adjustments of Faculty Salaries at Middle Tennessee State University

Date approved: November 4, 2017

1 *WHEREAS* the Middle Tennessee State University (MTSU) faculty are concerned about the prioritization of merit
2 pay before cost-of-living raises are funded and market equity is achieved,
3

4 *WHEREAS* the faculty believes that the fundamental issue of compensation at MTSU is lack of parity with peer
5 institutions and the market in general, which leads to wasted money on failed searches and faculty attrition,
6

7 *WHEREAS* awarding merit pay raises before equity adjustments are made will exacerbate inequities in faculty
8 salaries within departments, colleges, and academic units,
9

10 *WHEREAS* merit pay distorts the mission of universities because it encourages faculty to devote their energy
11 toward measurable goals (number of publications, dollar value of grants, scores of student evaluations) rather
12 than doing multiple, diverse tasks well,
13

14 *WHEREAS* implementing successful merit pay programs requires significant time commitments from faculty and
15 administrators, detracting from the time spent on the core mission of the university,
16

17 *WHEREAS* merit pay often brings an increase in litigation, which makes the cost of such a program likely to
18 outweigh its rewards, therefore be it
19

20 RESOLVED that the MTSU Faculty Senate requests that cost-of-living adjustments and salary equity be resolved
21 on an annual basis before merit pay is considered or implemented at MTSU; and be it further
22

23 RESOLVED that the MTSU Faculty Senate firmly believes that if the MTSU Board of Trustees goes forward with
24 merit pay, there should be faculty involvement in its design and implementation.

History of Faculty Compensation Plan

- Prior to 2012 – used 1993 Pay Plan developed by Mercer, Inc.
 - Adjusted Peer Institutions Used for Data Collection
 - Adjusted Amounts Awarded for Promotion
- 2012 – Implementation of Market Adjustments
(2005-06 Market Data) – Increases limited to 7%
- 2013 – Implementation of Market Adjustments
(2005-06 Market Data) – Increases limited to 6%
(including the 2.5% ATB from July 2012)

History of Administrative and Classified Staff Compensation Plan

- Prior to 2012 – used 1993 Pay Plan developed by Mercer, Inc.
- 2007 – Contracted with Mercer, Inc. to develop new plan for Administrative and Classified Staff
- 2008 – Updated Pay Plan Finalized - Due to Funding Cuts Implementation of Plan was delayed
- 2011 – Market Salary Ranges for Updated Pay Plan Increased by 4% for Market Fluctuation since 2007
- 2012 – Implemented Compensation Plan
 - New Hires – 90% of Midpoint
 - Current Employees – Increased to Minimum of Salary Grade
- 2013 – Implementation of New Plan
 - MTSU years of Experience
 - Increases limited to 6% (including the 2.5% or \$750 from July 2012)

Faculty Compensation Plan

- College and University Personnel Association (CUPA) Data
- Peer data from 50 institutions by discipline and rank
- 2014-15 data used for salary comparison
- 647 of 727 (89%) Faculty are below Predicted Salary

Administrative Compensation Plan

- Salary Range Assigned to Each Position
- Salary Ranges Established by Mercer, Inc. – Based on 2012 Market Data
- Position Slotting – No longer market based due to outdated data
- Using 2014-15 CUPA Data – Salary Ranges should be increased by 14.01% to reflect current market
- 379 of 598 (64%) of Administrators are below their Predicted Salary
- 98 of 598 (16%) of Administrators are below the Minimum of Salary Range

Classified Compensation Plan

- Salary Range Assigned to Each Position
- Salary Ranges Established by Mercer, Inc. in 2012 based on local market data
- Use Point Factor Analysis to Slot positions
- Increase Salary Ranges by 14.01% - Same as Administrative
- 435 of 520 (84%) Classified Staff are below Predicted Salary
- 132 of 520 (25%) Classified Staff are below the Minimum of Salary Range

Cost to Implement

- **Faculty**

- Based on three factors: (1) High Degree, (2) Years of Experience and (3) Years in Rank – \$6,900,000 plus benefits

- **Administrative**

- Based on MTSU Years of Experience to Predicted Salary - \$1,705,795 plus benefits
- Based on MTSU Years of Experience to Minimum - \$175,606 plus benefits

- **Classified**

- Based on MTSU Years of Experience to Predicted Salary - \$1,274,545 plus benefits
- Based on MTSU Years of Experience to Minimum - \$137,590 plus benefits

Total Cost to Implement

	Fully Fund Salary	Benefits	Total
Faculty	6,900,000	1,725,000	8,625,000
Administrative	1,705,795	426,500	2,132,295
Classified	1,274,545	318,600	1,593,145
Total	9,880,340	2,470,100	12,350,440



**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018

Tab 4

CFI Ratios



**Middle Tennessee State University
Board of Trustees**

MEETING: Finance and Personnel Committee

SUBJECT: [Composite Financial Index \(CFI\)](#)

DATE: January 25, 2018

PRESENTER: Alan Thomas

ACTION REQUIRED: None

BACKGROUND INFORMATION:

The Composite Financial Index (CFI) provides a more complex picture of the financial health of the institution at a point in time than is possible by simply comparing multiple indicators. Examining the trend of an institution's CFI score over an extended period offers a more stable long-term view of an institution's financial performance, given fluctuations in institutional conditions, and external circumstances, such as market performance.

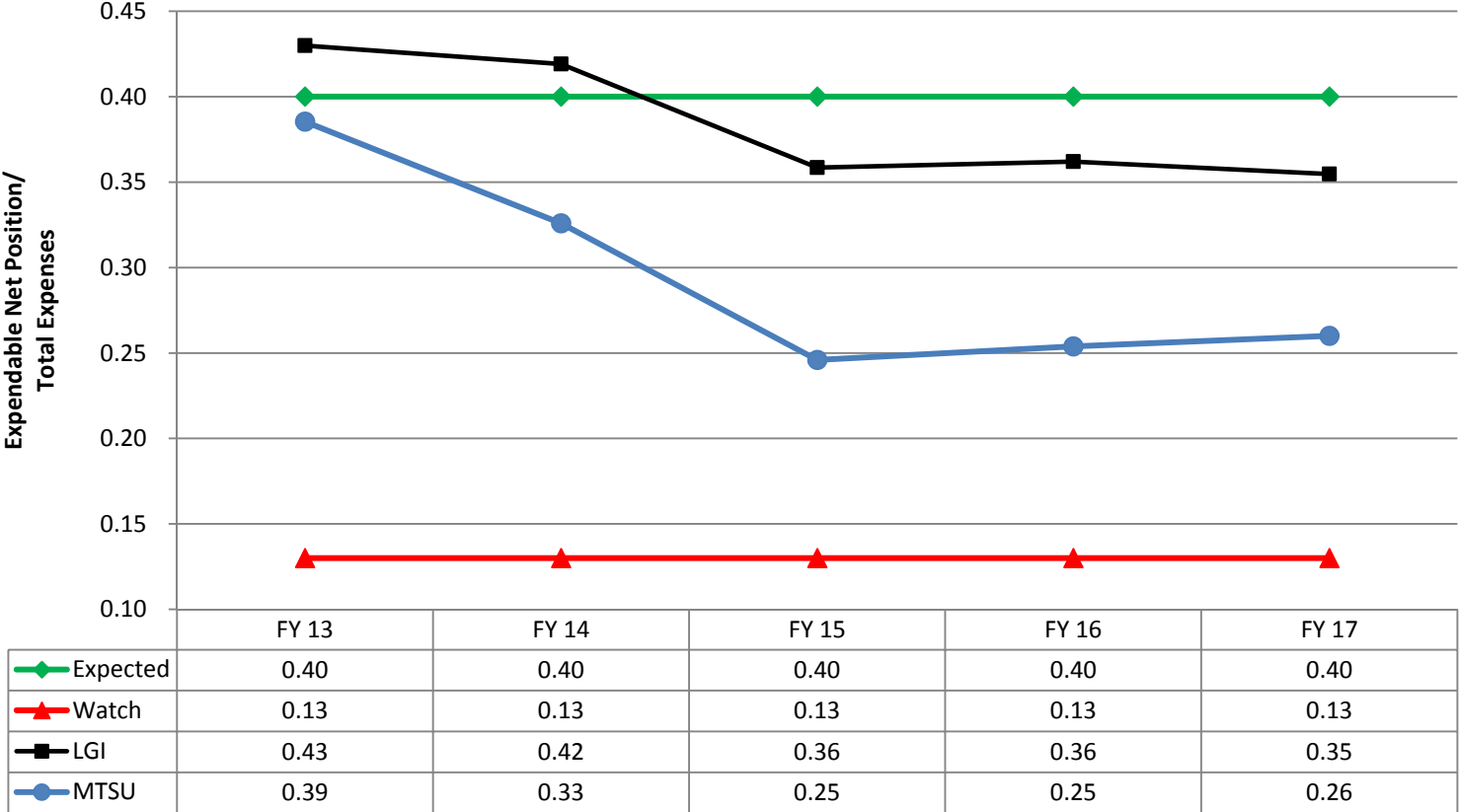
The CFI includes four commonly used financial ratios:

- **Primary Reserve Ratio** – A measure of the level of financial flexibility
- **Net Operating Revenues Ratio** – A measure of the operating performance
- **Return on Net Assets Ratio** – A measure of overall asset return and performance
- **Viability Ratio** – A measure of the ability to cover debt with available resources

The University's CFI, along with each of the four ratios mentioned above, have been included in these materials for your review.

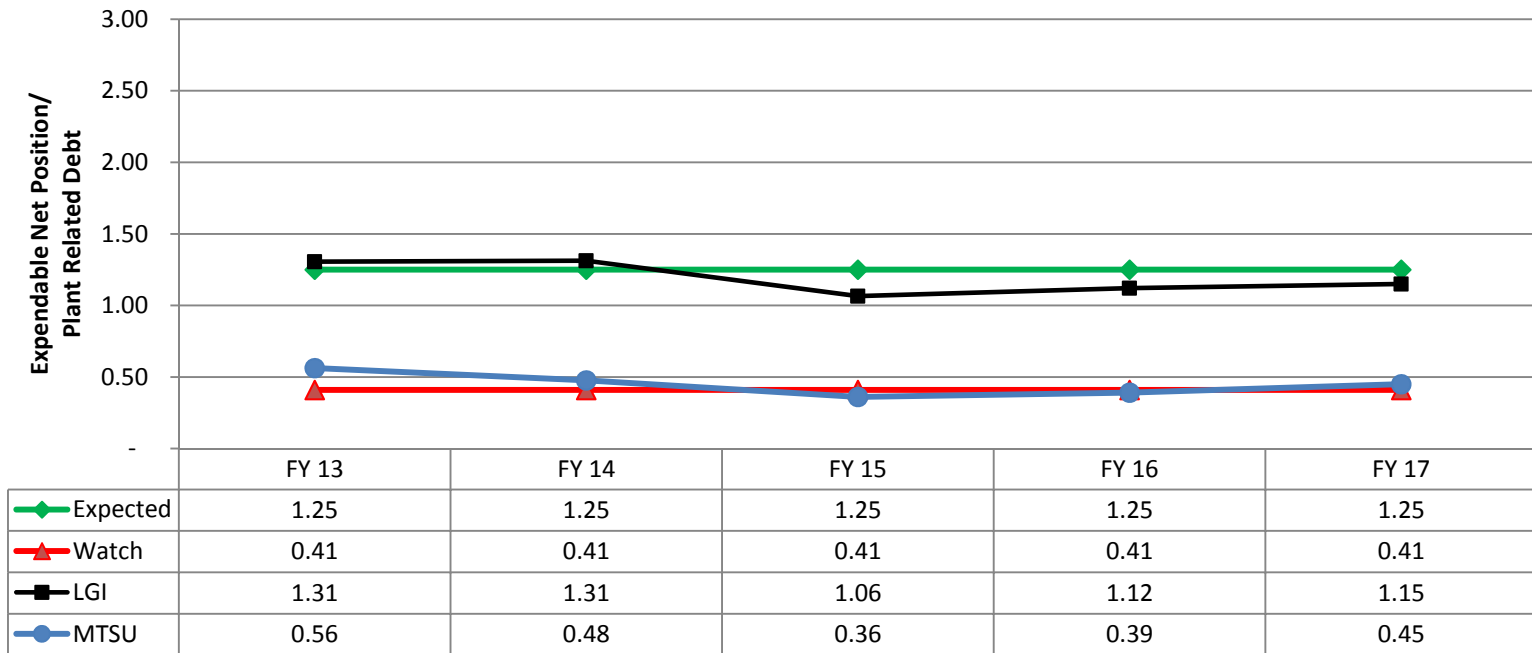
Primary Reserve Ratio Fiscal Years 2013 – 2017

Primary Reserve Ratio



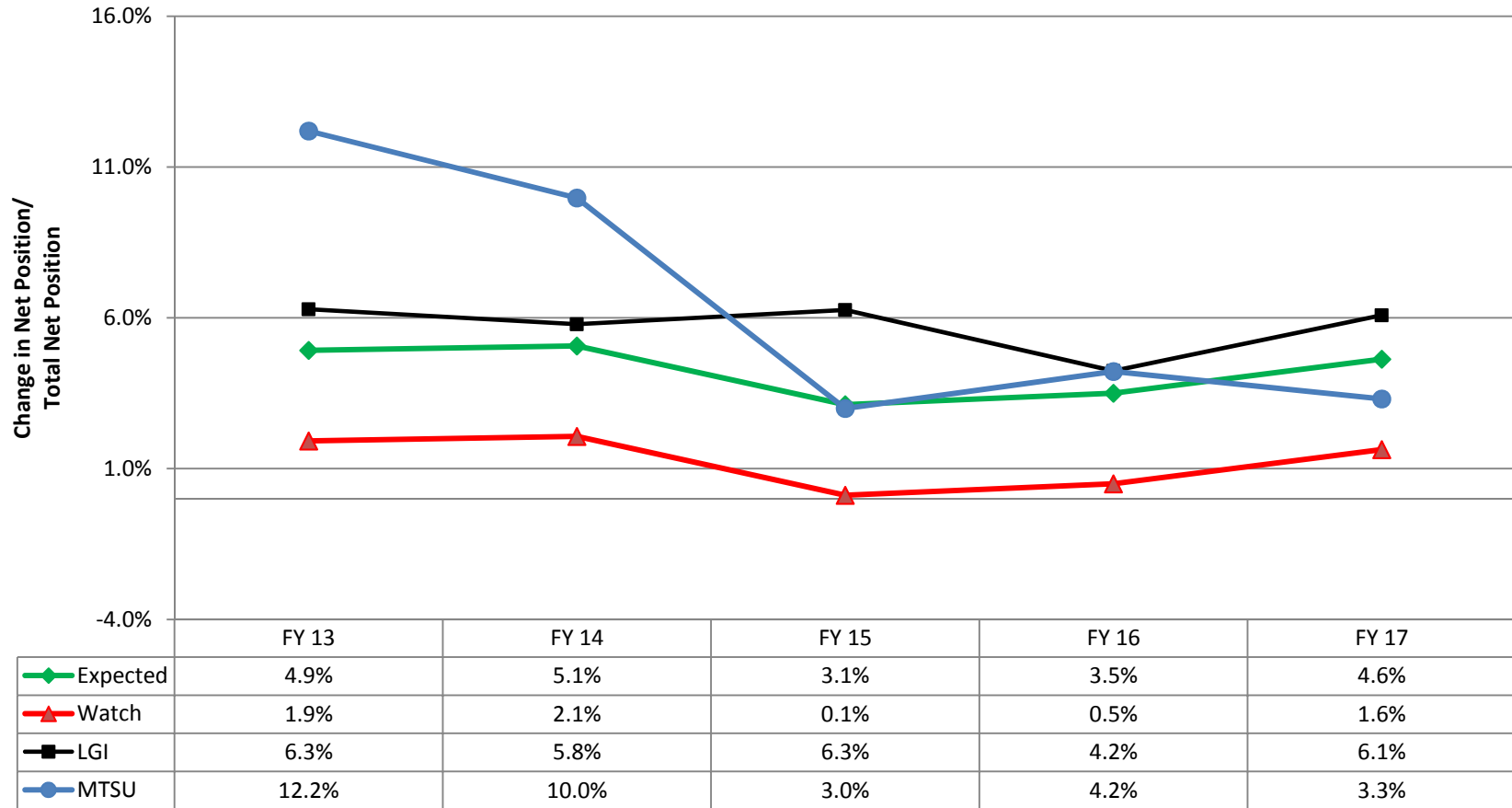
Viability Ratio Fiscal Years 2013 – 2017

Viability Ratio



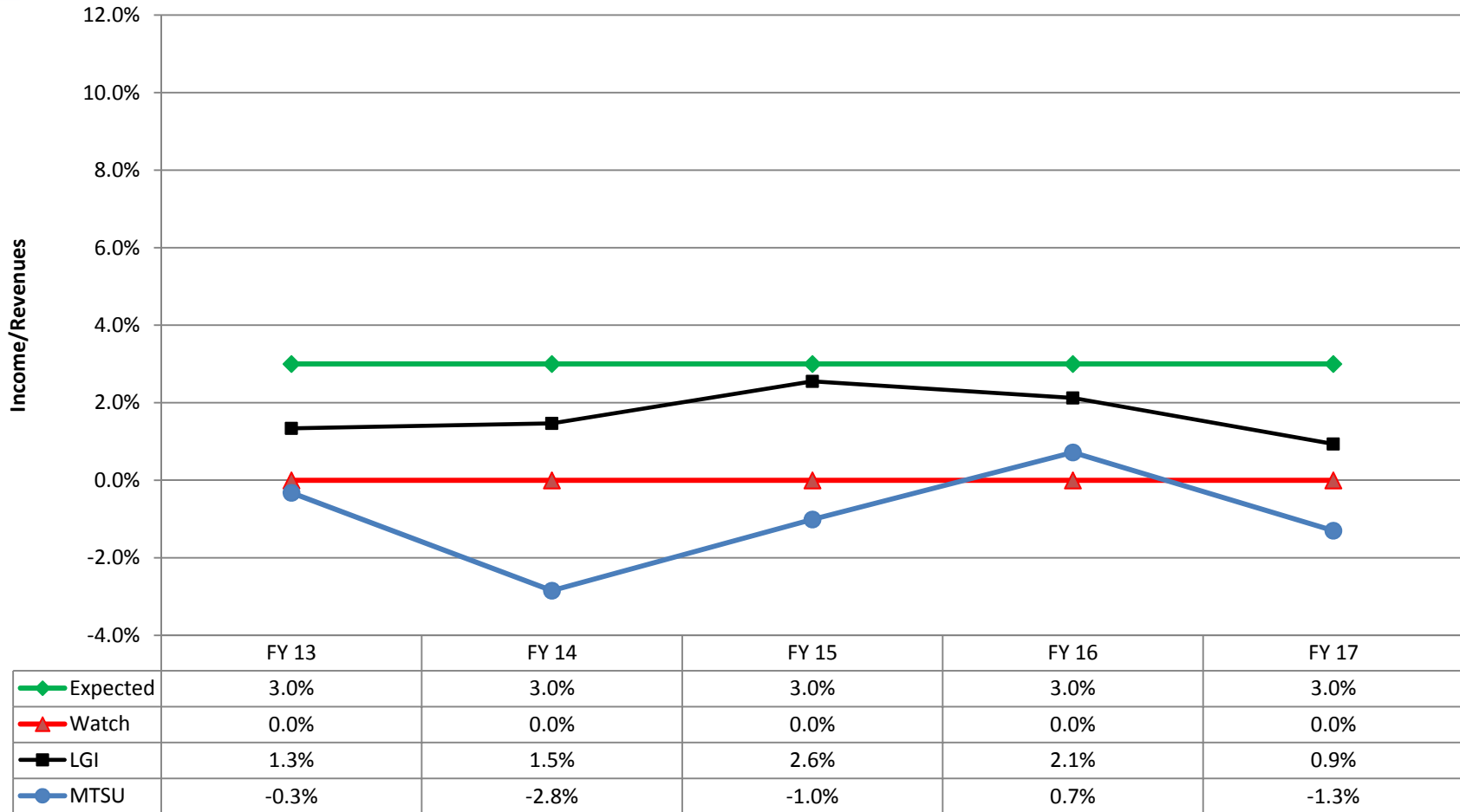
Return on Net Assets Ratio Fiscal Years 2013 – 2017

Return on Net Assets Ratio



Net Operating Revenues Ratio Fiscal Years 2013 – 2017

Net Operating Revenues Ratio



Composite Financial Index Fiscal Years 2013 – 2017

Composite Financial Index





**Middle Tennessee State University
Finance and Personnel Committee**

Thursday, January 25, 2018

Tab 5

Outside Legal Counsel Update



**Middle Tennessee State University
Board of Trustees**

MEETING: Finance and Personnel Committee

SUBJECT: [Outside Legal Counsel Update](#)

DATE: January 25, 2018

PRESENTER: Joey Jacobs

ACTION REQUIRED: None

BACKGROUND INFORMATION:

At the November 29, 2017 Finance and Personnel meeting, the Committee voted in favor of exploring the option to retain outside legal counsel for the Trustees. A report of the findings is being brought before the Committee by Chairman Jacobs for information and discussion.