



COUNCIL of UNIVERSITY
SYSTEM FACULTY

**Report by the
Council of University System Faculty (CUSF)
to the USM BOR Meeting at the
Salisbury University (SU)**

Friday, June 22, 2018

The last report was submitted on April 5th for the meeting on April 20th at the UMUC. Since the last submission, CUSF has had one ExCom meeting, two Council meetings and the Senate Chairs meeting. The first Council meeting was held at UMBC on April 18th. The second Council meeting was held at Bowie State University on May 11th. The Senate Chairs meeting was held at Adelphi on Monday, April 30th. This report covers these meetings and any other significant activities of CUSF.

MEETINGS AND ACTIVITIES: The meetings and activities of CUSF since the last report are reported below.

- **April Council Meeting at UMBC** – The Council met at the University of Maryland, Baltimore County (UMBC) on Wednesday, April 18th in the Albin O. Kuhn Library. We thank President Freeman Hrabowski for his hospitality. Regent Shorter was in attendance, and the faculty had a robust discussion with BOR Chairman Brady. In addition, the issue was raised during the discussion with Chairman Brady regarding the BOR Policy II-1.21 Policy on Compensation for Faculty. The followup to this discussion is covered in the third commentary which is attached as part of this report.
- **ExCom Meeting** – ExCom met on May 2nd at USM in Adelphi. The main purpose of the meeting was to prepare the agenda for the May Council meeting which occurred May 11th at BSU.
- **May Council Meeting at BSU** – The Council met at Bowie State University for its meeting on Friday, May 11th. We thank President Amita Breaux for her hospitality. Under the supervision of Benjamin Arah, the Faculty Concerns Committee presented a panel discussion on **evaluation**. Specific presenters and topics are listed below.
 - 1) Philip Evers (UMCP) "*What Works at UMCP-What Can Students Evaluate & How Else Can We (Students & Faculty) Evaluate Teaching*"
 - 2) Mona Calhoun (CSU) "*Assessing the Evaluations & Incorporating Recommendations*"
 - 3) Julie Simon (UB) "*What's Happening at University of Baltimore (UB)*"
 - 4) Elizabeth Brunn (UMUC) "*Faculty & Student Evaluations at UMUC*"
 - 5) Beth Clifford (TU) "*Research Bias in Student Evaluations*"
 - 6) Benjamin Arah (BSU) "*Using the Evaluations to Measure Teaching Effectiveness & Student Satisfaction: An Introduction*"
- **Senate Chairs Meeting** – The spring Senate Chairs meeting was held at USM System in Adelphi on Monday, April 30th. First, Andy Clark provided a roundup of the recent legislative session. Next, MJ Bishop from the Kirwan Center for Academic Innovation was a featured speaker. She spoke on the topics of OER (Open Educational Resources) and academic integrity. Third,

Chancellor Caret joined the group for lunch and had a robust question and answer session with Senate Chairs regarding the Legislature, USM and other academic issue.

- **Elections and ExCom Officers** – Election and ExCom officers for next year are listed below. Although we were not seeking diversity, we have good diversity by type and size of institutions.
Chair: Dr. Patricia Westerman, BSU
Vice Chair: Dr. Philip Evers, UMCP
Secretary: Dr. Elizabeth Brunn, UMUC
At-Large: Dr. Karen Clark, UMB
Dr. Nagaraj Neerchal, UMBC
Past Chair: Dr. Robert B. Kauffman, FSU
- **June Meeting** – ExCom recommended and the Council approved a motion that the June meeting was not necessary. Formal activity during the summer will be limited and activity will continue again in fall 2018.

COMMENTARIES: Since the last report, there were three commentaries. The first is on the year in review and the second is on the theme of communications. CUSF has accomplished a lot this year. The third commentary focuses on the issue of faculty salaries, the 85 percentile and keeping USM competitive. The issue was raised at the April CUSF meeting and it has been moving forward rapidly within System.

In closing, this will be my last report to the BOR. I am term limited at two years in my position. Next year the reports will be submitted by Trish Westerman, It has been my pleasure to serve and work with the Board, Chairman Brady, Chancellor Caret, the Presidents, Senior Vice Chancellor Boughman, the Assistant to the Senior Vice Chancellor Zakiya Lee and those at System.

Respectfully Submitted: May 16, 2018
Robert B. Kauffman, Ph.D.
Chair, Council of University System Faculty (CUSF)

Chair's Commentary 1805.1: The Year in Review – HITS and MISSES

The academic year and my term as Chair are quickly coming to the end. It has been nearly two years. CUSF has been very productive and it is due to the efforts of many. Our local newspaper in Western Maryland does a series every Saturday on its editorial page regarding the hits and misses for the week in review. It is an interesting and useful approach. At the beginning of the year CUSF passed an action plan for the year. It provides the opportunity at the end of the year to see what has been accomplished. So here are the **HITS** and **MISSES** for the year using the action plan as the guide. The goals are from the CUSF vision statement and were included as part of the action plan.

Goal #1.0: Increase communications and advocacy with its constituents.

Advocacy Day (Task 1.1) – HIT. On February 28th, the three Councils worked together with Patrick Hogan and Andy Clark at System to advocate for System during the Legislative session. Chris Brittan-Powell and the Legislative Affairs Committee did a good job in this joint Council effort. The event was deemed as very successful.

Newsletter (Task 1.2/1.3)– HIT. CUSF publishes a fall and spring newsletter. It will do so again this year. Beth Clifford, At-large ExCom member, was responsible for publishing the newsletters this year.

Quick Notes (Task 1.4) – HIT. Quick notes are a seemingly small activity that has significant impact on communications with the campuses. Quick notes are a one page brief of the Council minutes disseminated to the campuses within a day or two after the Council meeting. It provides a report for dissemination by the Faculty Senates at their meetings. Trish Westerman, Secretary, is credited with advancing the idea. The Quick Notes provide timely dissemination of information and easily save over a month in the dissemination process.

Goal #2.0: Strengthen shared governance within the USM institutions.

State of Shared Governance Report (Task 2.1/2.2) – HIT. Originally, the State of Shared Governance Report was a CUSF initiative. It closes the loop and provides the Chancellor with important information to use in his yearly evaluation of the Presidents. This year CUSF improved the procedures to make it more representative of the faculty. The report was completed on schedule prior to the evaluations of the Presidents during the first week of April. In addition and at the request of the Chancellor, both the student and staff Councils have developed a similar report.

Shared Practices (Task 2.3) – MISS. An unfortunate miss the concept of shared practices is to breakdown the “silos” between campuses and to share practices between campuses. Shared practices are not necessarily best practices. They need not be best practices. Shared practices are sharing the practices of what is occurring on other campuses. Having this information helps Senate Chairs advocate for their faculty on their campuses. More needs to be done with this important initiative.

Task 2.4 (AI-204): Peer Review Committee – MISS. A miss, the peer review committee is an idea that was put on hold. Originally, the purpose of the Peer Review Committee was to strengthen shared governance on individual campuses by having an outside group review the shared governance practices

on other campuses. For a host of reasons, it was put on hold.

Goal #3.0: Advise and work with USM on major policy initiatives.

Inclusion and Diversity Work Group (Task 3.3) – HIT. The inclusion and diversity initiative was a major initiative this year. It was more of a System initiative where CUSF participated as part of the work group and attended the symposium.

Goal #4.0: Advocate for faculty welfare.

Regent's Awards (Task 4.1/4.2) – HIT. Easily overlooked is the review and recommendations for the Regent's Award. It is a yearly task that requires significant involvement by CUSF members.

Joint Ombudsperson Resolution (Task 4.3) – HIT. In 2017, Sherrye Larkin, the Chair of CUSS, championed the joint resolution. With the end of her term, CUSF picked up the charge. Currently, the Chancellor has put the joint resolution on the Chancellor's Council agenda and System is moving forward with the implementation of the resolution on the campuses.

Changing Face of the Faculty (Task 4.4)– HIT and MISS. The focus of this issue is on the changing face of the faculty. This was a major focus last year that carried over to this year. It was largely replaced by the academic integrity issue. Highlighting the role of the individual campuses, the September meeting was held at Shady Grove. Other than this, there was not a lot of active focus on this issue. Hence, it is listed as both a hit and miss.

Panel Discussion on Academic Integrity (Task 4.5) – HIT. The academic integrity initiative was a big hit. Initially, the goal was to develop a white paper on the issue. However, it quickly grew into a series of commentaries as part of the Chair's Report, a panel discussion at the CUSF meeting in December by of CUSF's Educational Policy Committee, and a panel discussion on academic integrity for the BOR. CUSF took the lead on this issue. Senior Vice Chancellor for Academic and Student Affairs, Joann Boughman, did an excellent job assembling the BOR panel.

Association of Retirement Organizations in Higher Education (AROHE) (Task 4.6)– HIT and MISS. Martha Siegel, Professor Emeritus at Towson, presented on TURFA (Towson University Retired Faculty Association) at the September meeting. A need was determined to explore and develop guidelines for similar services and organizations on other campuses. The group was instructed to review the internet, the national organization, and determine recommended practices offered by other universities. The Faculty Concerns Committee is gathering information from the campuses. For these reasons, it was both a hit and miss.

Goal #5.0: Strengthen CUSF's organizational structure and increase its visibility.

Action Item Plan (2017-2018) (Task 5.1) – HIT. It was formally approved at the October meeting for one year or until the November 2018 meeting. Most of the items have been addressed in full or in part. Some tasks and action items (AI) are routine initiatives like the Regent's Awards or the State of Shared Governance Report, and some are new initiatives like the initiative on academic integrity. The plan provided a valuable "do list" for the year's activities.

Orientation Session (Task 5.2) – Big **HIT**. ExCom identified the need to educate incoming Council members on CUSF, its mission and the I-6.00 policy on shared governance. The orientation was provided before the September meeting. It proved to be highly successful in helping to bring new members up to speed.

MHEC and FAC (Task 5.3) – **HIT**. System provides faculty representatives from the campuses to the Faculty Advisory Committee (FAC) of MHEC. CUSF coordinates the process of obtaining these faculty representatives and passing them on to the Chancellor who makes the recommendations for System. Two new representatives are in the process of being selected this year.

Focus Groups Regarding Image of CUSF On-campus (Task 5.4) – **MISS**. Initially, it was a review of ways to increase and strengthen the visibility of CUSF on the individual campuses with the Senate Chairs and Council members. The purpose of this review was to determine the need and course of action to be taken. Initially, this task would be tasked to the Chair, Vice Chair or a select committee. Time didn't permit implementation of this initiative. It is a good idea worthy of consideration in the future.

Constitutional Amendment (Task 5.5) – **HIT**. A constitutional amendment was proposed and approved to modify the amendment process. In addition and perhaps of more significance were the bylaw amendments. Several years ago Council changed the election procedures to prevent “staggered election” of officers where nominations are reopened after the election of each officer. This change proved unsatisfactory and the bylaws were amended to allow for staggered elections.

In summary, there were 12 hits, three misses and two hit and misses. Some of the hits like the orientation session, academic integrity and the State of Shared Governance Report were innovative and made significant contributions. It was a productive year. My thanks to everyone who contributed and made it happen.

rbk

Chair’s Commentary 1805.2: CUSF’s Involvement in Shared Governance.

Last year in my March 2017 commentary, I presented a diagram that identified nine areas of CUSF’s involvement in shared governance (Figure 1). Over the past two years we have emphasized the theme of communications. The diagram depicts those avenues of communications. I thought it might be a good idea to revisit the diagram, its significance and its depiction of CUSF’s multi-faceted involvement in shared governance.

The involvement of the Council of University System Faculty (CUSF) is defined by the Board of Regents I-6.00 Policy on shared governance. The emphasis of CUSF from 2016-2018 has been on increasing communications and developing infrastructure. As part of this process, CUSF has developed a mission, vision statement and action plan along with several other initiatives. During this period and specifically last year, we have accomplished considerable. As depicted in the diagram, CUSF’s involvement in shared governance and its avenues of communications directly relate to its mission of strengthening higher education in the State of Maryland through shared governance.

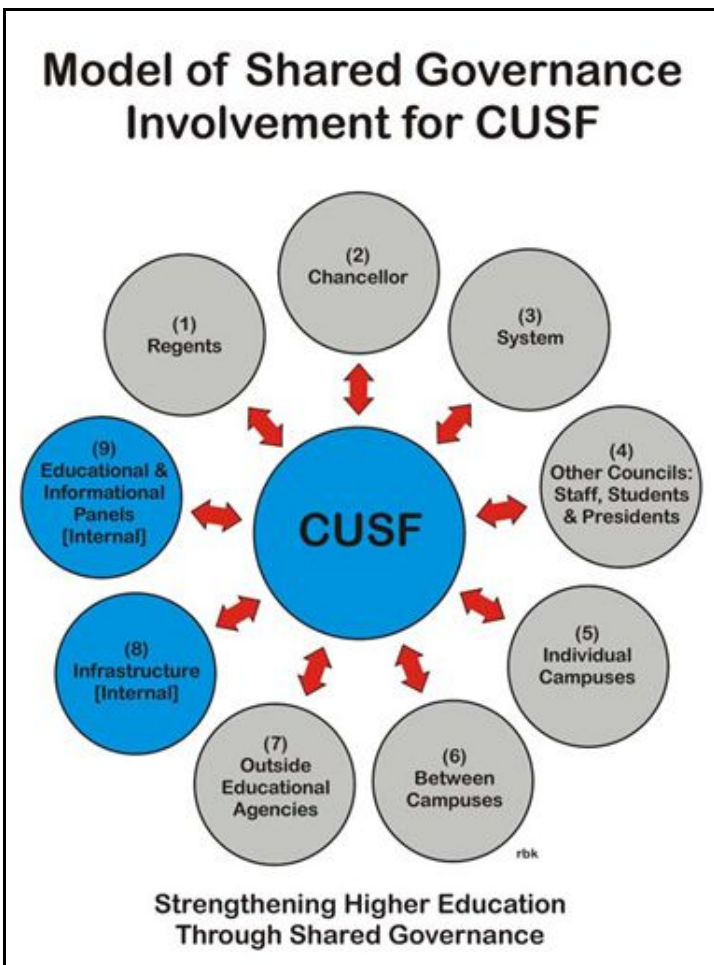


Figure 1:

Each of the bubbles diagramed in Figure 1 is discussed below in term of CUSF’s activities and action items listed in the action plan for the year. Attending the Chancellor’s Council or BOR meeting are examples of activities. Action items are noted with their task number.

1.0 Regents

One of CUSF’s primary roles is to advise the Regent’s on matters involving the faculty. It does this with its reports to the BOR. In its advisory function, CUSF advanced the important issue on academic integrity which lead to a panel presentation to the BOR. In addition, Chairman Brady has met with and had a discussion with the faculty at the April Council meeting. Also, Regent Shorter was in attendance. As a side note, there is an open invitation to any Regent to attend CUSF Council meetings. It provides an excellent opportunity to obtain a better understanding of the faculty and faculty issues.

CUSF’s Report to USM BOR – Structurally, one of the responsibilities of the Chair is to

provide a report of activity to the Board of Regents. My reports to the BOR contained two parts: activities and commentaries. Activities tell us “what” happened. It tells who met when. The commentaries address the “why.” They indicate our thoughts, where we are going, and commentaries on the issues. They are written as part of my Chair’s Report to the CUSF Council. The commentaries on academic integrity are illustrative of the role that the commentaries play. This year there has been increased interaction with the BOR. Chairman Brady visited the April Council meeting and had a good interactive discussion with the faculty. Regent Shorter was in attendance also.

2.0 Chancellor

In its advisory capacity, CUSF has good communications with the Chancellor. This involves both the State of Shared Governance Report and his attendance at Council and Senate Chair’s meetings. Usually, this occurs at the joint Council meetings in November, the January meeting at Adelphi, and the Senate Chairs meeting in fall and spring.

3.0 System

The primary contact with System is through the Senior Vice Chancellor on Academic and Student Affairs, Joann Boughman. She attends the ExCom and Council meetings. When feedback is needed on policy statements and other business, she is the liaison person. Although this is a short paragraph on these communications, her involvement with Council is significant and helpful.

Report from System – Traditionally, the 10:30 a.m. program slot at the Council meetings is reserved for the report from USM. Normally, the report is given by Joann Boughman, Senior Vice Chancellor for Academic and Student Affairs. When the Chancellor is in attendance, he may provide the report.

4.0 Other Councils (i.e. Staff, Students and Presidents)

In their advisory capacity, the three Councils have worked together for common goals. An effort has been made to work with the President’s Council and the Presidents have been supportive of the joint ombudsperson resolution. Traditionally, the November meeting was the joint meeting between the three Councils at UMCP. The meeting provides the Chancellor with the opportunity to address the three Councils and for collaboration between the Councils. Each of the Councils had a breakout session in the afternoon.

5.0 Individual Campuses

One of the chains of communication passes from System through CUSF to the campuses. Some communication channels are traditional like the newsletter. Some are innovative like the Quick Notes and some utilize existing resources like the hotline or Mediascan from Mike Lurie.

Senate Chair’s Report – The monthly meetings of the Council are rotated between the campuses. As part of determining the state of shared governance on the campuses, the senate chairs of the respective campuses are invited to the meeting to provide a report on the state of shared governance on their respective campus.

6.0 Between Campuses

Communication between campuses is an area that deserves additional development. Shared practices are an idea that needs further development (See Action Plan Item #2.3). The panel discussions by the CUSF committees listed in Section 9 are another method of sharing between campuses. This was done twice this year. As noted, more needs to be done in this area.

Senate Chair's Meeting – CUSF sponsors a fall and spring meeting of the Senate Chairs at USM, Adelphi. The purpose of these meetings is to share practices between campuses and to share information from System. The meetings provide the Chancellor with the opportunity to communicate directly with the campuses.

7.0 Outside Educational Agencies

CUSF's primary involvement with outside agencies is in its advisory capacity with the Faculty Advisory Committee (FAC) of the Maryland Higher Education Committee (MHEC). USM recommends faculty to serve on the committee. CUSF assists in the process and works with the Senate Chairs in selecting representatives from the campuses.

8.0 Infrastructure (Internal)

Infrastructure focuses on improving the internal operations of CUSF. Examples include amending the bylaws and constitution, developing an orientation session and other initiatives.

9.0 Educational and Informational Panels (Internal)

At its monthly meetings, there are generally two programming time slots. One is at the 11:00 a.m. and the second one is at 1:00 p.m. The 11:00 a.m. is the primary program slot. Traditionally, the sessions include the Chancellor and System personnel. System personnel discuss everything from workload, to inclusion and diversity. This year Chairman Brady had a discussion with faculty during the April meeting. Also, there were two panel discussions presented by the Education Policy and Faculty Affairs Committees of CUSF this year. The panel discussions enable issues to filter upward from the campuses.

In summary, the mission of CUSF is to “*strengthen higher education through shared governance.*” The diagram demonstrates the plethora of channels of communication used by CUSF to represent faculty issues and to advise the Chancellor and BOR on these issues. Each channel helps to strengthen higher education.

Chair’s Commentary 1805.3: Faculty Salaries, BOR Policy II-1.21 and the 85th Percentile (5/15/18)

The University System of Maryland (USM) is a major economic engine within the Maryland economy. A significant difference with USM and other state agencies that receive funding from the Legislature is that the other agencies are consumers rather than producers of revenues to the State.

The BOR II-1.21 Policy on Compensation for Faculty was approved in December 1993 and updated with technical amendments in December 2014. Presented below in Section I of the policy, the primary purpose of the policy is to maintain the competitiveness of USM and its ability to fuel Maryland’s economic engine. To maintain competitiveness and economic advantage in a technological age, USM needs to recruit and retain a faculty in what appears to be a competitive market nationally.

I. GENERAL POLICY – The University System of Maryland seeks to provide salaries for faculty that are adequate to attract and retain individuals with the qualifications and level of performance necessary for the USM and each of its constituent institutions to reach and to maintain the highest levels of excellence in education. (BOR II-1.21)

Toward this end, the second paragraph of the policy indicates that it is a goal of USM to seek increases in funding that will keep it competitive nationwide. The metric used is the 85th percentile of that institution’s classification group.

To this end, the USM shall seek increases in funding to attain and to maintain a faculty salary structure for each of its constituent institutions which is merit-based and in which the average faculty salary is at or above the 85th percentile of that institution's classification group.

There is evidence that many of the USM institutions are not maintaining their competitiveness in terms of faculty salaries. Two summary tables are presented. Table 1 presents the combined percentiles for nine USM institutions excluding UMB, UMCES, and UMUC. It provides the overall or general trend. In general, the percentiles were in the 70 percentile range until FY12 and FY13 when they dropped to 68 and 67 percentiles respectively. In FY14 and FY15, the overall percentile increased to 80 and 81. In FY16 and FY17, it dropped back down to the 75th percentile. In conclusion, at no time since FY 06 has the USM been able to achieve the goal laid out in the policy, and at no time since FY06 has USM been in conformance with the BOR II-1.21 Policy on Compensation for Faculty.

Table 1: Summary Table for Average USM Faculty Salary Percentiles Over a 12 Year Period for Nine USM Institutions ⁽²⁾												
FY	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Percentile ⁽¹⁾	77	77	79	79	76	71	68	67	80	81	75	75

⁽¹⁾ Weighted averages for professor, associate professor and assistant professor for nine institutions are used in calculating percentiles. Calculations are performed in accordance with BOR Policy II-1.21 Policy on Compensation for Faculty. The percentile represents where each institution stands against its respective Carnegie Classification-based comparison group. UMB, UMCES and UMUC are excluded as is UB law faculty.

⁽²⁾ Source: USM

Table 2 presents the weighted average percentiles for all ranks at each USM institutions for FY17 compared to their respective Carnegie-based comparison group. In accordance with the BOR II-1.21

Policy, the calculation of overall percentiles includes the weighted averages of full, associate and assistant tenure-track positions. As might be expected some schools are at or above the 85th percentile and some are significantly below it. Seven of the nine institutions analyzed were significantly below the 85th percentile (Table 2). Frostburg is at the 52 percentile. Only UB and UMCP are at or above the 85th percentile.

Table 2: Faculty Salaries Percentiles for Individual USM Institutions Compared to Each Institution's Respective Carnegie-based Comparison Group for FY17 ⁽²⁾									
School	BSU	CSU	FSU	SU	TU	UB ⁽¹⁾	UMES	UMBC	UMCP
Percentile ⁽¹⁾	67	61	52	62	65	89	76	70	88
⁽¹⁾ FY17 weighted averages for professor, associate professor and assistant professor ranks combined. Calculations are performed in accordance with BOR Policy II-1.21 Policy on Compensation for Faculty. UMB, UMES and UMUC are excluded as are UB's law faculty. ⁽²⁾ Source: USM									

At the time of this commentary, the information in the two tables should not be considered finalized. There may be some methodological concerns. At the recent AAAC meeting of Provosts, several questions were raised regarding the analysis. Having noted this possibility, the methodology used to analyze the data has been consistent since FY06 and has been done in accordance with the criteria set out in the BOR Policy.

As often occurs, the response to an issue moves quickly and that has been the case in this instance. Also, I am pleased to report that the administrative structure of USM has been most responsive to this issue. Originally, the issue was raised at the April CUSF Council meeting as part of the discussion with Chairman Brady. The issue was raised briefly at the May Chancellor's Council. Although the group didn't have the data in Tables 1 and 2, the Presidents and Chancellor indicated that it was an issue that needed further investigation and action. Given the financial situation of the surrounding states, there was some surprise that Maryland has become less competitive even without any COLA or merit increases. The issue was addressed again at the May AAAC meeting of Provosts. The Provosts were presented with the same USM data used in Table 1 and Table 2. The analysis in the two tables was gleaned from these tables and from additional information provided by USM. At the CUSF meeting on May 10th at BSU, Trish Westerman, CUSF Chair for next year, indicated that this issue would be a major initiative for CUSF. In addition, it is my understanding that the Chancellor has added this issue to the agenda for next year.

The focus of this commentary has been on identifying the issue and on bringing it to the attention of the Chancellor and the Board of Regents. In its advisory role, CUSF has done this and it can be stated that all parties have been most receptive to the issue and need. I have purposely shied away from offering solutions at this time. They will be forthcoming as the issue is addressed further.

In closing, I would like to return to the purpose of the II-1.21 Policy for Faculty Compensation. Unlike most other State agencies, USM is a producer of revenues, not merely a consumer of tax dollars. It is an economic engine that contributes significantly to Maryland's economy. Maintaining competitive faculty salaries are an important component in maintaining this economic engine and for contributing to the future growth and development of the State. Simply, the issue of maintaining competitive faculty salaries is important for USM to remain competitive. This is known by all and more need not be stated.

rbk

ADDENDUM (5/23/18): In terms of raising faculty salary percentiles, two questions arise. The first question focuses on the impact of the 2% COLA in FY19. The second question focuses on a historical analysis of past data to determine if there are any significant percentile jumps occurring in previous years.

Regarding the first question, Table 3 presents two estimations prepared by USM regarding the potential impact of the 2% COLA in FY19. From Table 1, the second column is the actual weighted percentile for USM for FY17. Column three presents the effects of a 2% COLA and no change in peer groups. It results in a three percentile jump. In a real sense, the 3 percentile increase suggests the maximum possible increase from the 2% COLA. Column four presents the most likely effect. Based on educated guesses and assumptions regarding peer group behavior and inflation, the more probable impact of a 2% COLA is that it will have little or no effect on the percentile rating. The analysis suggests that the 75th percentile in FY17 will drop to the 74th percentile in FY19 (i.e. Column 4).

Table 3: Estimated Effects of FY19 2% COLA on Percentiles ⁽⁴⁾			
Estimated Impact	FY17 Actual	FY19 Estimation 2% COLA and No Change in Comparison Group or Inflation ⁽²⁾	FY19 Estimation 2% COLA and Estimated Changes in Comparison Group and Inflation ⁽³⁾
Percentile ⁽¹⁾	75	78	74
<p>⁽¹⁾ Weighted averages for professor, associate professor and assistant professor for nine institutions are used in calculating percentiles. Calculations are performed in accordance with BOR Policy II-1.21 Policy on Compensation for Faculty. The percentile represents where each institution stands against its respective Carnegie Classification-based comparison group. UMB, UMCES and UMUC are excluded as is UB law faculty.</p> <p>⁽²⁾ FY19 estimation assumes no change in inflation and the comparison group remains at the FY17 level.</p> <p>⁽³⁾ FY19 estimation assumes a 2.7% increase for USM peers (i.e. based on the average salary increase that Sibson Consulting has projected for executives in the education field in 2018). The real number could be higher or lower (e.g. the HEPI inflation rate was projected as running at 3.7% in FY17, the highest years). There is no evidence that 2.7% will actually inflate faculty salaries.</p> <p>⁽⁴⁾ Source: USM</p>			

Focusing on the second question, there was a significant jump in overall percentile points from FY13 (67 percentile) to FY14 (80 Percentile) (see Table 1). Undoubtedly, this was due to a series of salary increases around that time. In FY12, there was a \$750 bonus or COLA. In FY13, there was a 2% COLA and in FY14 there was a 5.5% increase (i.e. 3% COLA and 2.5% merit). The net effect was significant in raising faculty salaries from the 67th percentile to the 80th percentile.

Based on this analysis and on discussions with System personnel, it is suggested that four to six percent increases in faculty salaries can have a significant impact on raising percentiles. Of course, this is based on what everyone else is doing or not doing. Unfortunately, a two percent salary increase will most likely have little, if any, impact.

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