

**REPORT OF THE
STATE COUNCIL OF HIGHER EDUCATION
FOR VIRGINIA**

Faculty Salary Benchmark Groups

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



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State Council of Higher Education for Virginia

Report on Faculty Salary Benchmark Groups

The 2006 General Assembly (Chapter 3, Item 145) directed the Council of Higher Education to do the following:

- M. 1. In consultation with the Secretary of Education, the Secretary of Finance, and the Chairmen of the House Appropriations Committee and Senate Finance Committee, or their designees, the State Council of Higher Education for Virginia shall review, and if necessary, update institutional peer groups used for assessing the Commonwealth's goal to fund teaching and research faculty at the 60th percentile of peer institutions nationally.
2. In updating each public college or university's peer group, the Council shall develop a set of peers that is statistically similar to the Virginia institution. Factors to be used in the assessment of similar institutions may include, but shall not be limited to, the institution's Carnegie classification, the mix of academic programs offered, qualifications for student admissions, and faculty qualifications.
3. The State Council shall report its findings to the Governor and the Chairmen of the House Appropriations and Senate Finance Committees no later than July 1, 2007 along with an assessment of the impact of faculty salary rankings using the updated peer groups.

Virginia has a long history of using benchmarks to evaluate faculty salaries to ensure that Virginia's colleges and universities stay competitive in the recruitment and retention of faculty. Prior to 1987, the Council employed outside consultants who reviewed institutions nationwide to develop a set of faculty salary benchmarks to be used in comparing faculty salaries at Virginia's colleges and universities to comparable institutions nationally.

In 1987, the Council, working with representatives from the General Assembly money committees, the Department of Planning and Budget, the Secretary of Education, and institutions, developed institutional benchmark groups for each of the public colleges and universities in an effort to determine appropriate faculty salaries at the institutions. Since the schools in Virginia are all very different from each other in terms of mission and the range of degrees offered, the schools were compared to similar institutions outside of Virginia. It was determined that each school would have a group of benchmark institutions determined through statistical analysis, and that faculty salary increases would be based on the average faculty salary of the benchmark group. The General Assembly set forth a policy to peg faculty salaries to the sixtieth percentile of the institutions' benchmark groups.

The benchmarking process has been conducted system-wide three times in the last twenty years – 1987, 1997, and 2007. Updates have been made for select institutions in intervening years. The last update took place in 2001 for three

institutions – Longwood University, Norfolk State University, and Virginia State University.

The basic process has remained fundamentally unchanged since it was first initiated in 1987. The process consists of three phases: (1) data identification and collection, (2) statistical modeling, and (3) institutional meetings. The first two phases are quantitative in nature. The final phase allows the institutions to address quantitative and qualitative information not addressed in the statistical model.

The benchmark review began in July, 2006, when SCHEV staff met with staff from the General Assembly money committees. The result of this discussion was general confidence in the process that was used in 1997. The consensus of the group was to leave the basic process intact and to make only minor adjustments to recognize changes in the availability of data and institutional characteristics.

The next three months were spent reviewing the 1997 process and results. SCHEV staff set about matching data used for the 1997 analysis with current data sources. Staff identified several data elements used in 1997 that were no longer available or reliable.

SCHEV staff conducted individual meetings to consult with institutional staff in the review. Staff visited all college and university campuses (meetings with University of Virginia – Wise and the Virginia Community College System were held in Richmond) from November, 2006, through February, 2007. These sessions allowed institutions to involve many more of their staff than would be available for statewide meetings in Richmond. It also gave institutions an opportunity to raise issues that were specific to them – concerns that they might not have raised in a more general setting. These discussions and feedback were very helpful to SCHEV staff.

Once these meetings were completed, SCHEV staff developed a set of data elements to be used in the statistical analysis. This list was shared with the institutions in early March for their review and comment. Institutional feedback was received in late March and incorporated into the statistical model (Tables 1a-1d).

SCHEV staff compiled a set of data on over 3,000 colleges and universities nationwide. These data were shared with institutions in April for their review and analysis. This gave institutions the opportunity to discover any errors or omissions before SCHEV staff ran the statistical model in May.

The model used a statistical procedure called “cluster analysis” to identify institutions similar to a given Virginia institution based on 17 to 19 (10 for Richard Bland College) quantitative characteristics. For each Virginia institution, a cluster was drawn from a pool of institutions nationwide. The statistical model calculated how similar an institution was to the Virginia institution. This procedure was done for each of Virginia’s colleges and universities. The result was a list of the top 75 most similar institutions from across the nation for each Virginia school.

The final step in the process was to narrow down the list to 25 institutions. The 25 benchmark institutions were chosen by a committee consisting of representatives

from SCHEV, the Department of Planning and Budget, the office of Secretary of Education, the office of the Secretary of Finance, the House Appropriations Committee, the Senate Finance Committee, and the institution. Meetings with each institution were held during the month of June in Richmond. The final list for each school was selected from the list of 75 based on the information from the cluster analysis and additional information brought by the institution. This final step added subjectivity to the process and was important since the cluster model could not capture all the characteristics of each institution.

Final lists of 25 benchmark institutions for each four-year institution and Richard Bland College are presented in Tables 3a-3p. The process for developing lists for the 23 colleges in the Virginia Community College System is ongoing and these lists will be given to Council in September, 2007.

Table 2 outlines the changes to 60th percentile goals for each institution. The full fiscal impact of the changes will be determined as the budget is developed over the next several months.

Table 1a: Variables used in the cluster analysis – 2007

Four-year institutions

- Full-time and part-time student headcount
- Research expenditures (Total)
 - Included only sponsored research in 1997
- Graduation Rate (150% of four-year program)
 - Replaces SAT 50th percentile used in 1997
- Percent of part-time to total enrollment
- Percent of faculty with terminal degrees
- Percent of arts degrees awarded
 - Visual and performing arts
- Percent of science degrees awarded
 - Conservation and renewable natural resources
 - Biological sciences/life sciences
 - Mathematics
 - Physical sciences
 - Science technologies
- Percent of business degrees awarded
 - Business management and administrative services
- Percent of business degrees awarded for AACSB accredited colleges
 - Business management and administrative services
- Percent of education degrees awarded
 - Education
 - Home economics
 - Parks, recreation, leisure and fitness studies
- Percent of engineering degrees awarded
 - Architecture
 - Computer and information sciences
 - Engineering
- Percent of engineering degrees awarded for ABET accredited colleges
 - Computer and information sciences
 - Engineering
- Percent of humanities degrees awarded
 - Communications
 - Foreign languages and literature
 - English language and literature/letters
 - Liberal arts and sciences, general studies and humanities
 - Philosophy and religion
- Percent of social science degrees awarded
 - Area, ethnic and cultural studies
 - Law and legal studies
 - Psychology
 - Public administration and services
 - Social sciences and history
 - History
- Percent of health degrees awarded
 - Health professions and related sciences
- Percent of first professional health degrees awarded
 - Health professions and related sciences (first professional only)
- Percent of first professional law degrees awarded
 - Law and legal studies (first professional only)
- Percent of bachelor degrees awarded
- Percent of master degrees awarded
- Percent of doctoral degrees awarded

	CNU	CWM	GMU	JMU	LU	NSU	ODU	RU	UMW	UVA	UVAW	VCU	VMI	VSU	VT
Headcount enrollment	✓✓	✓	✓	✓✓	✓✓	✓✓	✓	✓✓	✓✓	✓	✓✓	✓	✓✓	✓✓	✓
Research expenditures	✓	✓✓	✓✓	✓	✓	✓	✓✓	✓	✓	✓✓	✓	✓✓	✓	✓	✓✓
% part-time enrollment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% bachelor degrees	✓			✓	✓	✓		✓	✓		✓		✓	✓	
% master degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓
% doctoral degrees		✓	✓	✓		✓	✓			✓		✓			✓
% arts degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% business degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% business degrees-AACSB	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% education degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% engineering degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% engineering degrees-ABET	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% health degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% health degrees-first professional		✓	✓				✓			✓		✓			✓
% humanities degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% law degrees-first professional		✓	✓				✓			✓		✓			✓
% science degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% social science degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Graduation Rate	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
% faculty with terminal degrees	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ Considered once in model

✓✓ Considered twice in model

Table 1c: Variables used in the cluster analysis – 2007

Richard Bland College

- Full-time and part-time student headcount
- Per student academic support expenditures
 - Replaces per student library expenditures in 1997
- Percent of part-time to total enrollment
- Percent of science awards
 - Architecture
 - Computer and information sciences
 - Engineering
 - Engineering related technologies
 - Biological sciences/life sciences
 - Mathematics
 - Physical sciences
 - Science Technologies
- Percent of business awards
 - Business management and administrative services
- Percent of humanities awards
 - Communications
 - Foreign languages and literature
 - English language and literature/letters
 - Liberal arts and sciences, general studies and humanities
 - Philosophy and religion
- Percent of social science awards
 - Area, ethnic and cultural studies
 - Law and legal studies
 - Psychology
 - Public administration and services
 - Social sciences and history
 - History
- Percent of health awards
 - Health professions and related sciences
- Percent of associate awards
- Percent faculty with tenure

Table 1d: Cluster Analysis Data Sources - 2007

Institution Information:	IPEDS IC 2006
Completions:	IPEDS C 2005-06
Enrollment:	IPEDS EF2005
Finance:	IPEDS Finance 2004-05
Faculty w/Terminal Degrees:	College Board ASC 2005-06
AACSB:	AACBS website list
ABET:	ABET website list
Faculty Salary:	IPEDS SA 2006-07

Table 2: Teaching and Research Faculty Salary Goal

Institution	60th Percentile 1997 Benchmark	60th Percentile 2007 Benchmark
Christopher Newport University	\$66,599	\$70,246
College of William and Mary	\$92,939	\$92,436
George Mason University*	\$78,822	\$81,817
James Madison University	\$70,893	\$73,960
Longwood University	\$68,016 [†]	\$64,274
Norfolk State University	\$62,057 [†]	\$62,607
Old Dominion University	\$73,145	\$76,072
Radford University	\$61,123	\$70,478
University of Mary Washington	\$72,248	\$66,053
University of Virginia	\$96,246	\$97,240
University of Virginia at Wise	\$67,572	\$60,363
Virginia Commonwealth University	\$83,459	\$83,186
Virginia Military Institute	\$72,717	\$77,511
Virginia State University	\$62,139 [†]	\$64,973
Virginia Tech	\$87,805	\$90,315
Richard Bland College	\$53,336	\$51,792
Virginia Community College System	*	*

[†] 2001 update

* To be completed

Source: IPEDS SA 2006-07

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Table 3a: 2007 Faculty Salary Benchmark Institutions

Christopher Newport University

Albright College
Berry College
Clarion University of Pennsylvania
Eastern Connecticut State University
Moravian College and Moravian Theological Seminary
Pacific Lutheran University
Ramapo College of New Jersey
Roger Williams University
Rollins College
Rutgers University-Camden
Salisbury University
Savannah State University
Shippensburg University of Pennsylvania
Skidmore College
Sonoma State University
SUNY at Geneseo
SUNY College at Old Westbury
The University of Tampa
Trinity University
Truman State University
University of Portland
University of Puget Sound
University of Richmond
Valparaiso University
Washington and Lee University

Table 3b: 2007 Faculty Salary Benchmark Institutions

College of William and Mary

Boston College
Boston University
Brandeis University
Brown University
Clemson University
Dartmouth College
Emory University
Georgetown University
Marquette University
Rutgers University-New Brunswick/Piscataway
SUNY at Binghamton
Syracuse University
Tufts University
University of California-Irvine
University of California-Santa Barbara
University of Connecticut
University of Delaware
University of Georgia
University of New Hampshire-Main Campus
University of North Carolina at Chapel Hill
University of Notre Dame
Vanderbilt University
Wake Forest University
Washington University in St Louis
Yeshiva University

Table 3c: 2007 Faculty Salary Benchmark Institutions

George Mason University

Arizona State University at the Tempe Campus
Boston University
George Washington University
Georgia State University
Indiana University-Bloomington
Indiana University-Purdue University-Indianapolis
Northeastern University
SUNY at Albany
SUNY at Buffalo
Syracuse University
University of Arkansas Main Campus
University of Cincinnati-Main Campus
University of Connecticut
University of Houston
University of Kansas Main Campus
University of Louisville
University of Maryland-College Park
University of Memphis
University of Missouri-Columbia
University of Nebraska at Lincoln
University of Nevada-Las Vegas
University of Nevada-Reno
University of New Mexico-Main Campus
University of Oklahoma Norman Campus
Wayne State University

Table 3d: 2007 Faculty Salary Benchmark Institutions

James Madison University

Appalachian State University
Baylor University
Bloomsburg University of Pennsylvania
Boston College
College of Charleston
Duquesne University
Eastern Illinois University
Fairfield University
Gonzaga University
Hofstra University
Illinois State University
Loyola Marymount University
Marquette University
Miami University-Oxford
Ohio University-Main Campus
Rowan University
St. John's University-New York
Texas Christian University
The University of Alabama
Truman State University
University of North Carolina-Wilmington
University of Northern Iowa
University of Wisconsin-Eau Claire
University of Wisconsin-La Crosse
Western Washington University

Table 3e: 2007 Faculty Salary Benchmark Institutions

Longwood University

Abilene Christian University
Berry College
Butler University
California State University-Bakersfield
Eastern Connecticut State University
Elon University
King's College
Marist College
Monmouth University
Pacific Lutheran University
Rollins College
Salisbury University
Seattle Pacific University
Shippensburg University of Pennsylvania
SUNY at Geneseo
SUNY College at Plattsburgh
The University of Tampa
The University of Texas of the Permian Basin
Trinity University
Truman State University
University of Scranton
University of Wisconsin-Parkside
Valparaiso University
Westfield State College
Winthrop University

Table 3f: 2007 Faculty Salary Benchmark Institutions

Norfolk State University

Albany State University
Angelo State University
Augsburg College
Augusta State University
Bowie State University
Capital University
Clarion University of Pennsylvania
Colorado State University-Pueblo
Columbus State University
Coppin State University
Delaware State University
East Central University
Fayetteville State University
Grambling State University
Mansfield University of Pennsylvania
Monmouth University
North Carolina Central University
Northern Michigan University
Prairie View A & M University
Rhode Island College
Southern University and A & M College
SUNY College at Brockport
University of Colorado at Colorado Springs
Western Connecticut State University
Worcester State College

Table 3g: 2007 Faculty Salary Benchmark Institutions

Old Dominion University

Brigham Young University
Drexel University
Florida International University
Florida State University
Georgia State University
Northeastern University
Ohio University-Main Campus
Oklahoma State University-Main Campus
Southern Illinois University Carbondale
SUNY at Albany
Texas Tech University
University of Arkansas Main Campus
University of Central Florida
University of Connecticut
University of Delaware
University of Houston
University of Louisiana at Lafayette
University of Memphis
University of Nevada-Las Vegas
University of Nevada-Reno
University of Oklahoma Norman Campus
University of Rhode Island
University of Southern Mississippi
University of Wisconsin-Milwaukee
Wright State University-Main Campus

Table 3h: 2007 Faculty Salary Benchmark Institutions

Radford University

Appalachian State University
Bloomsburg University of Pennsylvania
California State University-Chico
California State University-San Bernardino
Gonzaga University
Hofstra University
Indiana University of Pennsylvania-Main Campus
Kutztown University of Pennsylvania
Loyola Marymount University
Minnesota State University-Mankato
Monmouth University
Rowan University
Saint Cloud State University
Salisbury University
Seattle University
SUNY College at Brockport
Texas Christian University
The University of Tampa
University of Northern Colorado
University of Northern Iowa
University of Wisconsin-Eau Claire
University of Wisconsin-Oshkosh
Western Carolina University
William Paterson University of New Jersey
Winthrop University

Table 3i: 2007 Faculty Salary Benchmark Institutions

Richard Bland College

Berkshire Community College
Colby Community College
College of Eastern Utah
Columbia-Greene Community College
Dyersburg State Community College
Enterprise-Ozark Community College
Flathead Valley Community College
Fulton-Montgomery Community College
Greenfield Community College
Independence Community College
Kent State University-Trumbull Campus
Middle Georgia College
North Central Missouri College
North Country Community College
Potomac State College of West Virginia University
Salem Community College
Snead State Community College
South Georgia College
Spoon River College
University of Maine at Machias
University of New Hampshire-Manchester
University of New Mexico-Valencia County Branch
University of South Carolina-Lancaster
University of South Carolina-Sumter
West Shore Community College

Table 3j: 2007 Faculty Salary Benchmark Institutions

University of Mary Washington

Assumption College
Augsburg College
Drury University
Eastern Connecticut State University
Furman University
Gustavus Adolphus College
Hamline University
Lebanon Valley College
Lynchburg College
Mansfield University of Pennsylvania
Massachusetts College of Liberal Arts
Millersville University of Pennsylvania
Moravian College and Moravian Theological Seminary
Providence College
Ramapo College of New Jersey
Saint Michaels College
Skidmore College
Sonoma State University
University of Puget Sound
University of Wisconsin-Green Bay
University of Wisconsin-River Falls
Westfield State College
Westminster College
Wheaton College
Whitworth College

Table 3k: 2007 Faculty Salary Benchmark Institutions

University of Virginia

Cornell University
Duke University
Emory University
Rutgers University-New Brunswick/Piscataway
SUNY at Buffalo
The University of Texas at Austin
Tulane University of Louisiana
University of Arizona
University of California-Berkeley
University of California-Los Angeles
University of Colorado at Boulder
University of Florida
University of Illinois at Urbana-Champaign
University of Iowa
University of Maryland-College Park
University of Michigan-Ann Arbor
University of Nebraska at Lincoln
University of North Carolina at Chapel Hill
University of Pennsylvania
University of Pittsburgh-Main Campus
University of Southern California
University of Washington-Seattle Campus
University of Wisconsin-Madison
Vanderbilt University
Washington University in St Louis

Table 3I: 2007 Faculty Salary Benchmark Institutions

University of Virginia - Wise

Assumption College
Augsburg College
Bloomfield College
Concord University
Elizabeth City State University
Emmanuel College
Florida Southern College
Houston Baptist University
Langston University
Massachusetts College of Liberal Arts
Meredith College
Merrimack College
Mount Saint Mary College
Pennsylvania State University-Penn State Abington
Saint Michaels College
Salve Regina University
Seton Hill University
Simpson College
St Francis College
SUNY College at Old Westbury
University of Mary Hardin-Baylor
University of Pittsburgh-Greensburg
University of Wisconsin-Superior
Vanguard University of Southern California
Virginia Wesleyan College

Table 3m: 2007 Faculty Salary Benchmark Institutions

Virginia Commonwealth University

Boston University
Drexel University
Florida State University
New York University
Ohio State University-Main Campus
SUNY at Buffalo
Temple University
University of Alabama at Birmingham
University of Arizona
University of Cincinnati-Main Campus
University of Colorado at Denver and Health Sciences
University of Illinois at Chicago
University of Iowa
University of Kansas Main Campus
University of Kentucky
University of Louisville
University of Miami
University of Minnesota-Twin Cities
University of Missouri-Columbia
University of Nevada-Reno
University of New Mexico-Main Campus
University of Southern California
University of Utah
Wayne State University
West Virginia University

Table 3n: 2007 Faculty Salary Benchmark Institutions

Virginia Military Institute

Barnard College
Bucknell University
Calvin College
Claremont McKenna College
Connecticut College
Hampden-Sydney College
Hobart William Smith Colleges
Lafayette College
Macalester College
Mount Holyoke College
Norwich University
Randolph-Macon College
Smith College
Spelman College
St Lawrence University
St Mary's College of Maryland
Swarthmore College
The College of Wooster
Trinity College
Union College
United States Air Force Academy
United States Naval Academy
Walla Walla College
Washington College
Wheaton College

Table 3o: 2007 Faculty Salary Benchmark Institutions

Virginia State University

Abilene Christian University
Arkansas Tech University
Bloomsburg University of Pennsylvania
Colorado State University-Pueblo
Delaware State University
Elon University
Gonzaga University
Louisiana State University-Shreveport
Monmouth University
Pacific Lutheran University
Pittsburg State University
Roger Williams University
Rowan University
Seattle Pacific University
Seattle University
Shippensburg University of Pennsylvania
South Carolina State University
St Marys University
SUNY College at Brockport
The University of Tennessee-Martin
The University of Texas at Tyler
University of Portland
Valparaiso University
Western Carolina University
Winthrop University

Table 3p: 2007 Faculty Salary Benchmark Institutions

Virginia Tech

Cornell University
Iowa State University
Michigan State University
North Carolina State University at Raleigh
Ohio State University-Main Campus
Pennsylvania State University-Main Campus
Purdue University-Main Campus
Rutgers University-New Brunswick/Piscataway
Stony Brook University
SUNY at Buffalo
Texas A & M University
The University of Texas at Austin
University of California-Berkeley
University of California-Davis
University of Colorado at Boulder
University of Florida
University of Illinois at Urbana-Champaign
University of Maryland-College Park
University of Michigan-Ann Arbor
University of Minnesota-Twin Cities
University of Missouri-Columbia
University of Pittsburgh-Main Campus
University of Southern California
University of Washington-Seattle Campus
University of Wisconsin-Madison