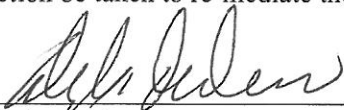
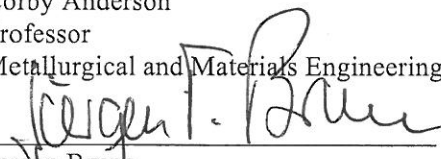


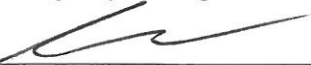
To: President M. W. Scoggins  
Terry Parker, Provost  
Tom Boyd, Associate Provost  
Deans Ramona Graves, Kevin Moore, Mike Kaufmann  
CSM Budget Committee  
Wendy Harrison, Faculty Trustee


From: CSM Faculty Senate  
Date: April 14, 2015  
Re: Teaching Faculty Equity & LAIS

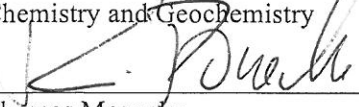
The Faculty Senate wishes to add its support to the memorandum on Teaching Faculty Equity authored by LAIS teaching faculty and endorsed by that division. We are persuaded that the existing salary structure has an impact on the CSM curriculum: it incentivizes attrition rather than rewards innovation and excellence. As Mines works to improve the development of communication, critical thinking, and global awareness among its graduates – all emphasized in the Strategic Plan and in assessment metrics – the institution should make a respectable investment in the faculty who are most directly involved in carrying out those objectives. We therefore agree with LAIS's recommendation "that swift and urgent action be taken to re-mediate the gross salary imbalance for Teaching Faculty in the Division."


  
Corby Anderson  
Professor  
Metallurgical and Materials Engineering

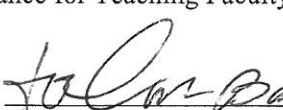
  
Jurgen Brune  
Research Professor  
Mining Engineering

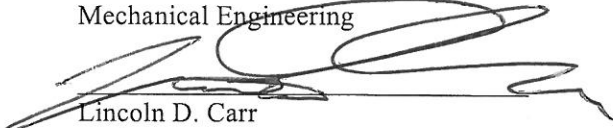
  
Graham A. Davis  
Professor  
Economics and Business

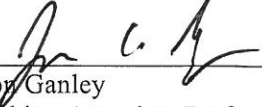
  
Daniel M. Knauss  
Professor  
Chemistry and Geochemistry


  
Thomas Monecke  
Associate Professor  
Geology and Geological Engineering

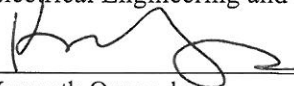
  
Kamini Singha  
Associate Professor  
Geology and Geological Engineering


  
Joel M. Bach  
Associate Professor  
Mechanical Engineering

  
Lincoln D. Carr  
Professor  
Physics

  
Jason Ganley  
Teaching Associate Professor  
Chemical and Biological Engineering

  
Dinesh Mehta  
Professor  
Electrical Engineering and Computer Science

  
Kenneth Osgood  
Professor  
Liberal Arts and International Studies

  
Natalie Van Tyne  
Teaching Associate Professor  
EPICS

**TO:** Ramona Graves, Dean  
Tina Gianquitto, Interim Division Director


**FROM:** The Faculty of the Division of Liberal Arts and International Studies


**DATE:** April 6, 2015

**RE:** Teaching Faculty Equity

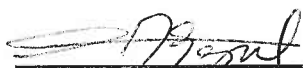
The Faculty of the Division of Liberal Art and International Studies hereby strongly endorse the memorandum on LAIS Teaching Faculty Salary Equity transmitted to you on April 2, 2015.

Making up more than half of our division's faculty, and delivering the largest portion of the division's credit hours, the Teaching Faculty make essential contributions to the LAIS mission of developing effective communication, critical thinking skills, ethical reflection, and global awareness among CSM undergraduates. We recommend that swift and urgent action be taken to re-mediate the gross salary imbalance for Teaching Faculty in the Division. We request that you bring these memoranda to the attention of the Provost and the President who have supported the status of Teaching Faculty on campus.


  
Hussein Amery, Associate Professor


  
Olivia Burgess, Teaching Assistant Professor

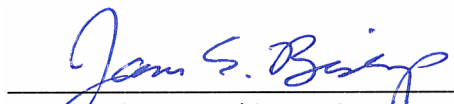
Elizabeth Van Wie Davis (by Ken Osgood)  
Elizabeth Van Wie Davis, Professor

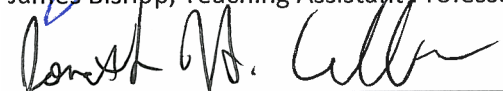
  
Sylvia Gaylord, Assistant Professor


  
Sarah Hitt, Teaching Associate Professor

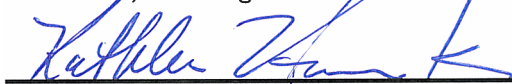
  
Courtney Holles, Teaching Associate Professor

  
Derrick Hudson, Assistant Professor


  
James Bishop, Teaching Assistant Professor

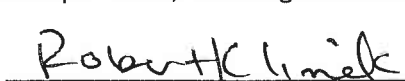
  
Jonathan Cullison, Teaching Associate Professor

  
Paul Farca, Teaching Associate Professor

  
Kathleen Hancock, Associate Professor

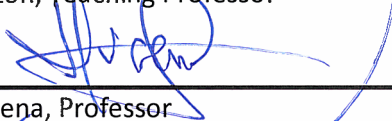
  
John Heilbrunn, Associate Professor

  
Joseph Horan, Teaching Assistant Professor

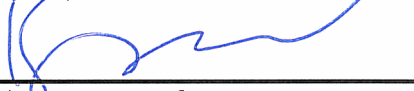
 (proxy by Ken Osgood)  
Robert Klimek, Teaching Professor



Toni Lefton, Teaching Professor



Juan Lucena, Professor



Kenneth Osgood, Professor



Rose Pass, Teaching Associate Professor



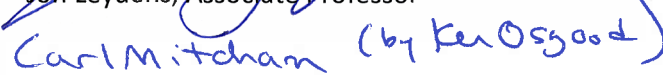
James Straker, Associate Professor



Sandy Woodson, Teaching Professor



Jon Leydens, Associate Professor

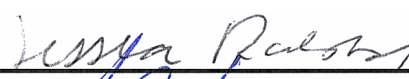


(by Ken Osgood)

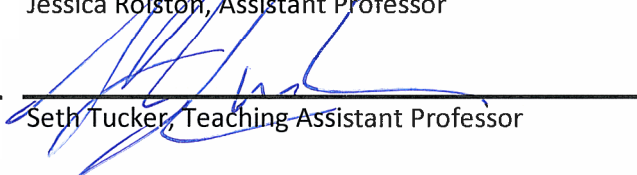
Carl Mitcham, Professor



Rachel Osgood, Teaching Assistant Professor



Jessica Rolston, Assistant Professor



Seth Tucker, Teaching Assistant Professor



**TO:** Dr. Tina Gianquitto, Interim Division Director  
Dr. Ramona Graves, Dean  
**FROM:** The Teaching Faculty of the Division of Liberal Arts and International Studies  
**DATE:** April 2, 2015  
**RE:** Teaching Faculty Equity

**Introduction:**

Over the last decade, CSM has become something of a national leader in developing a viable career path for Teaching Faculty (non-tenure-line faculty). While we have made great strides, we have failed to address an enduring problem with salaries, particularly in LAIS, where the situation is egregious. The data below document the shocking depression in LAIS Teaching Faculty salaries, many of which fall in the bottom 10<sup>th</sup> percentile nationally, a level that tracks poorly with CSM's international prominence and its reputation for producing graduates who earn top starting salaries. We believe immediate action is necessary before the division suffers still more attrition in the faculty ranks.

We therefore call for equity adjustments for LAIS Assistant and Associate Teaching Professors to meet the average for CUPA-HR 2014 data for non-tenure track faculty in English/Literature. A modest investment of \$112,867 in salary increases (\$155,418 including fringe), phased in over two years, would bring all LAIS assistant and associate teaching professors to the CUPA-HR average – a rate which, we note, still falls below the salaries of our colleagues in other departments. We request that the university make this modest investment in LAIS Teaching Faculty, who tailor their teaching and research to meet the mission and curriculum of Mines.

**Answering the Strategic Plan:**

Broadening the worldview and skillsets of our graduates is the essential challenge for Mines into the future; LAIS Teaching Faculty have a direct hand in accomplishing that noble objective. Central components from the CSM Strategic Plan that bears repeating:

1. CSM will advance "social and environmental systems necessary for a sustainable global society," a focus on "stewardship of the earth" and on "fostering environmentally sound and sustainable solutions."
2. CSM aspires to graduate engineers with a "strong sense of integrity."
3. CSM recognizes the value of "intellectual curiosity."
4. CSM seeks to graduate students who possess "an enhanced sense of responsibility to promote positive change in the world."
5. CSM fosters "inclusion, diversity and community" and an "engaged and supportive campus community."

Investing in the LAIS Teaching Faculty who carries a great responsibility for realizing these objectives of the Strategic Plan is but the first – yet also the essential – requirement for seeing the plan to fruition. The investment the LAIS Teaching Faculty have in the Mines community should be matched by an institutional investment in them.

**Comparative metrics**

A wide variety of comparative metrics demonstrate an alarming depression in LAIS Teaching Faculty salaries. While Mines continues to earn accolades for the high starting salaries of its graduates (at \$67,500), many LAIS Teaching Faculty earn poverty wages. As enumerated in [Appendix I](#), the evidence is clear:

- Many LAIS faculty earn salaries that evoke unflattering comparisons to key poverty metrics used nationwide. If LAIS Teaching Faculty were sole breadwinners for a family of four, **nine would be considered “in poverty”** by the U.S. Census Bureau, eight would qualify for the Earned Income Tax Credit; five would qualify for reduced priced meals (one of our colleagues has received this benefit), and four female faculty members could qualify for Medicaid.
- Five Teaching Faculty salaries in LAIS are in the **bottom 10<sup>th</sup> percentile** for national salaries for instructors at Doctoral institutions; eight are in the **bottom 20<sup>th</sup> percentile** nationally.
- Nine LAIS Teaching Faculty members earn less than the national average for teachers at technical or trade schools, the state average for elementary and secondary teachers in Colorado, and the average salary for kindergarten teachers in Jefferson County.
- **LAIS Teaching Faculty members collect the ten lowest academic salaries at CSM.**
- LAIS Teaching Faculty salaries also invite discomfoting comparisons to many CSM staff positions, such as the athletic equipment manager, parking coordinator, pool maintenance technician, mail services supervisor, custodial services supervisor, and the grounds supervisor.

A sense of how CSM stacks up emerges when we compare LAIS Teaching Faculty salaries to those of national salaries in English/Literature (an imperfect comparison, as this is one of the lowest paid humanities fields, and many LAIS faculty are in higher paying disciplines). Salaries for LAIS Teaching Faculty compare poorly to national CUPA averages, as noted in [Appendix II](#).

- The average salary for a CSM LAIS Assistant Teaching Professor is 82% of the national average. **All LAIS Assistant Teaching Faculty are below the national average** (of \$51,316) by \$6,316 to \$13,374.
- The average salary for a CSM LAIS Associate Teaching Professor is 77% of the national average. **All LAIS Associate Teaching Professors are below the national average (of \$61,096)** by \$9,897 to \$16,524.

#### **Implications of ignoring this problem:**

These depressed salaries inevitably have an impact on CSM’s effectiveness. According to various data, most recently the National Survey of Student Engagement (NSSE) survey, Mines continues to struggle to develop in its graduates commendable communication skills and global awareness. In the NSSE survey, for example, CSM scored well in analytical skills but middling or fair ratings for the communication skills of its graduates (2.77 of 4) and for their understanding people of other backgrounds and being informed citizens (2.2 of 4). CSM should consider the extent to which its shortcomings in these areas stem from the marginalization of LAIS and the lack of institutional investment in the humanities and social sciences.

Further, the potential for substantial attrition among LAIS Teaching Faculty is real, and would have serious consequences. LAIS Teaching Faculty are not so easily replaced: new hires must tailor their instruction and expertise to meet the unique needs of Mines students and the CSM curriculum. There is in fact a steep learning curve for new LAIS faculty who cannot merely “teach in the fields in which they were trained.” Teaching the humanities and social sciences at Mines—or at least teaching them *well*—is a skill that accrues over time. Thus, losses in the teaching ranks have much potential to directly and negatively impact Mines students. Attrition thus not only wastes the funds we invest to recruit top Teaching Faculty to LAIS; it also discards the institutional expertise we need to grow in core areas identified as priorities in the Strategic Plan.

Finally, many LAIS programs—including the Honors Program, Writing Center, Music, MIPER, and Humanitarian Engineering—hinge in part on the contributions of a small number of faculty members, with Teaching Faculty making key contributions. The success of these programs is thus much more sensitive to faculty attrition. When LAIS loses faculty, we lose precious momentum that impairs curricular development and innovation. At a minimum, LAIS needs stability in faculty ranks to grow in the core areas where CSM either lags behind or desires to improve.

#### **Moral and Legal Factors:**

CSM has an institutional, moral, and legal obligation to address the inequity of LAIS teaching faculty status. The fact that the lowest paid faculty on campus are disproportionately female is a startling statistic, but not a surprise to LAIS Teaching Faculty, of whom nearly 2/3 of are female. We note the following data from [Appendix III](#) with concern:

- Across all departments, female Teaching Faculty earn 94% as much as male faculty members at CSM, a statistic that tracks across various ranks as well.
- Female Teaching Faculty are more likely to be on the lower end of the salary spectrum. While 28 of the 63 Teaching Faculty on campus are female, 15 of them (54% of women Teaching Faculty) are in the lowest 25 salaries on campus; conversely, only 7 females (25% of women Teaching Faculty) rank among the highest 25 salaries on campus.
- While 44% of Teaching Faculty are female, 64% of them are below the median salary for Teaching Faculty on campus.

This is a campus problem, not merely an LAIS problem, but it impacts LAIS particularly hard—both because the division relies more heavily than any other department on Teaching Faculty, and because of the high number of women in the division. This data renders impotent the attempts at gender diversity across campus; Mines must model appropriate policies, not contribute yet another sad case to the dismal statistics.

#### **A Path Forward:**

CSM can redress the alarming salary imbalance for LAIS Teaching Faculty with a relatively modest investment phased in over two years. To that end, we propose that the average salary data for non-tenure track faculty compiled by the College and University Professional Association for Human Resources (CUPA-HR) be held as the standard for LAIS, and guide salary adjustments for assistant and associate level Teaching Faculty over the next two years, as detailed in [Appendix V](#). It would bring us into line with the national average for Humanities & Social Sciences teaching faculty, itself a respectable yet still unremarkable benchmark. It seems unimaginable that an institution with such strong industry ties, such high standing in terms of student salaries and placement, and such solid financial management could not choose to pay its Teaching Faculty at least the national *average*. The dedication and investment of time and talent that LAIS teaching faculty offer to CSM is clearly worth more; our request, then, is a modest one.

#### **Conclusion:**

We gratefully acknowledge the support and encouragement of our Division Director and the Dean of our College, who have demonstrated a commitment to improving the working environment for LAIS. We likewise acknowledge the leadership of the Provost and the President in expanding the teaching track at CSM, making it a viable career path for faculty who value teaching, and creating a signature component of the Mines' undergraduate experience. Still, CSM as an institution has much work to do put LAIS on a

track for success. Thus, we respectfully request a formal reply and look forward to discussing the path forward at our next Division meeting on April 8, 2015.

## Appendix I: TEACHING FACULTY (TF) SALARIES: LOWEST TO HIGHEST, WITH COMPARATIVE DATA

SALARY / COMPARATIVE DATA	DEPT	TF RANK
\$37,942	LAIS	assist
<p><b>\$38,208</b> is max salary+ benefit for a sole-breadwinner collecting food stamp aid in Colorado. \$30,624 qualifies for up to \$7584 in <a href="#">food stamp aid</a> in Colorado (family of 4) for a net salary+benefit of \$38,208. Lowest paid LAIS TF is \$266 below this level. Source: Colorado Department of Human Services.</p> <p><b>\$38,000</b> is minimum salary for new <a href="#">JeffCo elementary teacher</a> (w/ BA, as of Nov 2014). Lowest paid LAIS TF is below this level. Source: <a href="#">Jeffcostudentsfirst.org</a>.</p>		
\$40,333	LAIS	assist
\$42,186	LAIS	assist
\$43,000	LAIS	assist
\$43,000	LAIS	assist
<p><b>\$43,284</b> is salary for CSM athletic equipment manager.</p> <p><b>\$43,310</b> is in <b>bottom 10th percentile</b> for national salaries for <a href="#">instructors at Doctoral</a> institutions. 5 TF below this threshold, all in LAIS. Average LAIS assistant TF salary is \$1400 below this lowest percentile ranking of national TF salaries. Source: AAUP.</p> <p><b>\$44,000</b> is top starting salary for <a href="#">new JeffCo teacher</a>. 5 TF below this, all in LAIS. Average LAIS salary is \$2090 below this. Source: <a href="#">Jeffcopublicschools.org</a></p> <p><b>\$44,123</b> qualifies for federal <a href="#">reduced price meals</a> (family of 4). 5 CSM faculty members below this threshold, all in LAIS. Average LAIS assistant TF salary is \$2213 below this. One LAIS faculty member received low cost lunches for family of four after her husband received traumatic brain injury in car accident. Source: Federal Register Vol. 79, No. 43.</p> <p><b>\$45,230</b> is average salary for <a href="#">CO kindergarden</a> teacher; 7 CSM TF members below this, all in LAIS. Average LAIS assistant TF is \$3320 below this. Source: <a href="#">Sokanu.com</a></p>		
\$44,572	LAIS	assoc
\$44,666	LAIS	assoc
\$45,000	LAIS	assist
<p><b>\$45,120</b> is salary for CSM parking coordinator.</p> <p><b>\$45,049</b> is average salary for <a href="#">high school</a> teacher in the US; 8 CSM TF members below this level, all in LAIS. Average LAIS assistant TF salary is \$3,138 below this. Source: Payscale.</p>		



<b>\$37,942</b>	LAIS	assist
<p><b>\$46,166</b> is <b>bottom 20th percentile</b> for national salaries for <i>instructors at doctoral</i> institutions; 8 TF below this level, all in LAIS, including 2 associate TF. Average LAIS assistant TF salary is \$4256 below this. Source: AAUP.</p> <p><b>\$46,512</b> qualifies for <i>Medicaid</i> (healthcare for low-income families) for pregnant women. 4 female faculty members, all in LAIS, could qualify. Lowest paid TF in LAIS is \$8570 below this. Source: Colorado.gov; MAGI Medicaid Maximum Income Guidelines 2014.</p> <p><b>\$46,997</b> qualifies for <i>Earned Income Tax Credit</i> (for low to moderate income working persons) of up to \$6,143 for individual with 3+ children. Source: IRS.</p>		
<b>\$47,515</b>	LAIS	assoc
<p><b>\$47604</b> is salary for CSM custodial services supervisor.</p> <p><b>\$48,000</b> is salary for CSM pool maintenance technician.</p> <p><b>\$48,132</b> is salary for CSM mail services supervisor.</p> <p><b>\$48,200</b> is <b>bottom 30th percentile</b> for national salaries for <i>instructors at doctoral</i> institutions; 9 CSM faculty members below this, all in LAIS, including 3 associate TF. Average LAIS assistant TF salary is \$6290 below this. Source: AAUP.</p> <p><b>\$48,500</b> is considered "<i>in poverty</i>" by US Census Bureau for a family of four with one breadwinner. By this benchmark, 9 TF, all in LAIS, could be considered in poverty under certain conditions. Average LAIS assistant TF salary is \$6590 below this. Source: Census Bureau.</p> <p><b>\$48,708</b> is salary for CSM grounds supervisor.</p> <p><b>\$49,046</b> is average salary for <i>Colorado public school teachers</i>. 9 TF below this, all in LAIS. Source: Colorado Department of Education.</p> <p><b>\$49,047</b> projected starting salary for <i>2015 graduates in the social sciences</i>. 9 TF below this, all in LAIS. Average LAIS assistant TF salary is \$7137 below this. Source: National Association of Colleges and Employers.</p> <p><b>\$49,300</b> is average national salary for arts, communications, and humanities <i>teachers at technical or trade schools</i>. 9 TF below this, all in LAIS. Average LAIS assistant TF is \$8890 below this. Source: Bureau of Labor Statistics.</p>		

\$37,942	LAIS	assist
<p>\$50,140 is average salary for <a href="#">JeffCo kindergarden</a> teacher; 9 TF below this, all in LAIS. Average LAIS assistant TF salary is \$8230 below this. Source: Teacherssalaryinfo.com</p>		
\$51,199	LAIS	assoc
<p>\$51,316 is average salary for <a href="#">teaching assistant professor</a> in <a href="#">English/Literature</a> in 2014. All LAIS assistant teaching faculty are below this by \$13,374 for lowest paid to \$6316 for highest paid. Average salary for LAIS assistant TF is 82% of the national average in English. <b>Total cost to bring all LAIS assistant TF to national average for English is: \$56,435 plus fringe.</b> Source: College and University Professional Association for Human Resources (CUPA-HR).</p>		
<p>\$54,900 is average salary for <a href="#">JeffCo teachers</a> in 2011. 10 TF below this, all in LAIS. Source: Colorado Department of Education.</p>		
<p>\$55,360 is median national salary for <a href="#">secondary school teacher</a>; 10 TF below this, all in LAIS. Average LAIS assistant TF salary is \$13450 below this. Source: US News &amp; World Report.</p>		
<p>\$55,623 is average national salary for <a href="#">lecturers at public doctoral</a> institutions; 10 TF below this, all in LAIS. Average LAIS assistant TF salary is \$13713 below this. (Note: national average total compensation, incl. benefits, is \$75,734). Source: Academe Mar-Apr 2014, higheredjobs.com</p>		
<p><b>NOTE : Ten lowest TF salaries at CSM are all in LAIS.</b></p>		
\$55,869	EPICS	assist
<p>\$56,963 is average national salary for <a href="#">lecturers in Western Mountain</a> region; 11 TF below this, 10 in LAIS (incl. compensation/benefits, avg = \$76,729). Average LAIS assistant TF salary is \$15,053 below this. Source: Academe Mar-Apr 2014, higheredjobs.com</p>		
<p>\$58,583 is average national salary for <a href="#">lecturers at all doctoral institutions</a>; 11 TF below this, 10 in LAIS. (incl. compensation/benefits: national avg = \$79,061). Average LAIS assistant TF salary is \$16673 below this. Source: AAUP.</p>		
\$60,646	Applied Math	assoc
\$60,646	Applied Math	assoc
<p>\$60,160 is median annual salary for <a href="#">postsecondary English language and literature teachers</a> in U.S. Source: Bureau of Labor Statistics.</p>		

\$37,942	LAIS	assist
<p>\$61,000 is average salary for <a href="#">Director of University Writing Center</a>. LAIS assistant teaching professor who holds this post at CSM is paid \$18,814 less than this. Source: Simplyhired.com</p>		
<p>\$61,096 is average salary for <a href="#">teaching associate professor in English/Literature</a> in 2014. All LAIS associate teaching faculty are below this by \$16524 for lowest paid to \$9,897 for highest paid associate TF in LAIS. Average salary for LAIS assistant TF (excluding highest paid)* is 77% of the national average in English. <b>Total cost to bring all LAIS assistant TF to national average for English is: \$56,432 plus fringe.</b> Source: College and University Professional Association for Human Resources (CUPA-HR).</p>		
\$61,104	Applied Math	assoc
\$61,800	Chem & Geochem	assist
\$64,031	LAIS	prof
\$64,455	BELS	assoc
\$65,007	LAIS	prof
\$65,048	Physics	assoc
\$65,252	BELS	assoc
\$65,721	LAIS	prof
\$66,840	Civil and Envir Eng	assist
<p>\$67,540 is average starting salary offer for CSM graduates in 2013-14. 22 TF earn less than this. Source: CSM Career Center Salary Survey.</p>		
\$68,000	Chem & Geochem	assoc
\$68,149	Geo & Geo Eng	prof
\$68,234	Applied Math	prof
<p>\$68,580 is average national salary for English Language and Literature teachers at colleges, universities, and professional schools. Source: Bureau of Labor Statistics.</p>		
\$68,710	Applied Math	assoc
\$68,852	Applied Math	assoc
\$69,168	Applied Math	assoc

\$37,942	LAIS	assist
\$69,168 is median salary for TF at CSM. Average salary for LAIS TF is \$18,954 below CSM median, or 73% of CSM median. All but 1 LAIS TF below median.*		
\$69,364	Mech Eng	assoc
\$69,896	Chem & Geochem	assoc
<p><b>\$70,168</b> is average national salary for <b>teaching professor in English/Literature</b> in 2014. <b>All but one*</b> LAIS teaching professors below this by \$6137 for lowest paid to \$4,447 for highest paid full TF in LAIS. Average salary for LAIS assistant TF (excluding highest paid)* is 93% of the national average in English. <b>Total cost to bring all LAIS full TF to national average for English is: \$15,745 plus fringe.</b> Source: College and University Professional Association for Human Resources.</p>		
\$70,566	EPICS	assoc
\$70,613	Elec Eng & Comp Sci	assoc
\$70,989	Chem & Geochem	assist
\$71,080	Chem & Geochem	assoc
\$71,462	C&B eng	assoc
\$71,715	Met& Mat Eng	assoc
\$71,828	Civil and Envir Eng	assoc
\$72,000	Civil and Envir Eng	assoc
\$72,000	EPICS	assoc
\$72,126	Physics	prof
<p><b>\$72,848</b> is median salary for <b>new assistant professors in social sciences</b> at research universities in 2014-15. Source: Chronicle of Higher Education.</p>		
\$73,433	Physics	prof
\$73,789	Elec Eng & Comp Sci	assoc
\$73,863	LAIS*	prof
\$73,964	Physics	prof
\$74,000	Mech Eng	assoc
\$74,024	Elec Eng & Comp Sci	assoc
\$74,184	Applied Math	prof
\$74,258	Mech Eng	assoc
\$74,282	C&B eng	assoc
\$74,413	Mech Eng	assoc
\$74,959	Mech Eng	assoc
\$78,545	C&B eng	assoc

<b>\$37,942</b>	LAIS	assist
<b>\$79,328</b>	EB	assoc
<b>\$81,057</b>	Elec Eng & Comp Sci	prof
<b>\$81,363</b>	C&B eng	prof
<b>\$81,502</b>	Elec Eng & Comp Sci	prof
<b>\$81,767</b>	Elec Eng & Comp Sci	prof
<b>\$84,103</b>	EB	assoc
<b>\$84,312</b>	Physics	prof
<b>\$90,000</b>	EB	assoc
<b>\$92,579</b>	PE	assoc
<b>\$94,111</b>	PE	assoc
<b>\$94,307</b>	PE	assoc
* Highest TF salary in LAIS was converted from tenure-track and retains TT salary.		

## Appendix II: TEACHING FACULTY (TF) SALARIES BY RANK -- COMPARED TO CSM AND NATIONAL AVERAGES

	CSM	CUPA-HR Salary Survey for compared to Teaching Non- Tenure Track 2014****	CSM compared to CUPA-HR	% CSM / CUPA-HR	No. faculty below CUPA-HR avg	% faculty below CUPA- HR avg
<b>ALL TEACHING FACULTY:</b>						
Average salary all CSM teaching faculty:	\$68,234					
Average salary all LAIS teaching faculty:	\$50,574					
Average salary all STEM teaching faculty:	\$73,279					
LAIS TF salary compared to all other TF:	69%					
LAIS TF salary compared to all other TF:	(\$22,705)					
<b>Assistant Teaching Professor:</b>						
Average salary all CSM assistant TF:	\$50,696					
Average salary all LAIS assistant TF:	\$41,910					
Average salary all STEM assistant TF:	\$63,245					
LAIS assistant TF salary compared to all other assistant TF:	66%					
LAIS assistant TF salary compared to all other assistant TF:	(\$8,786)					
Engineering teaching faculty*	\$66,840	\$72,224	(\$5,384)	93%	1	100%
Math/statistics teaching faculty*	-	\$54,609	-	-	-	-
English/Literature & LAIS teaching faculty*	\$41,910	\$52,288	(\$10,378)	80%	6	100%
<b>Associate Teaching Professor:</b>						
Average salary all associate TF:	\$70,607					
Average salary LAIS associate TF:	\$46,988					
Average salary all STEM associate TF:	\$73,743					
LAIS associate TF salary compared to all other associate TF:	64%					
LAIS associate TF salary compared to all other associate TF:	(\$26,755)					
Engineering teaching faculty	\$76,838	\$84,746	(\$7,908)	91%	14	82%
Math/statistics teaching faculty	\$64,854	\$63,525	\$1,329	102%	3	50%
English/Literature & LAIS teaching faculty	\$46,988	\$61,096	(\$14,108)	77%	4	100%

\* For the purposes of this comparison, "Engineering faculty" include TF salaries from ME, EECS, CBE, MME, CEE, and PE; "Math & Statistics faculty" include AMS.

Appropriate comparable data for teaching faculty in EB and PH could not yet be obtained. LAIS compared to "English and Literature" to have a consistent baseline, even though many LAIS faculty hail from different disciplines like History and various social sciences, which often have higher salaries. This is thus an imperfect comparison that actually deflates the average national salary for many LAIS TF. Computation worksheet available on request. \*\*Highest TF salary in LAIS was converted from tenure-track and retains TT salary; excluded from average calculations.

## Appendix III: TEACHING FACULTY SALARIES - COMPARED BY GENDER

<b>GENDER: ALL TEACHING FACULTY</b>	
Average salary all MALE TF:	\$70,163
Average salary all FEMALE TF:	\$65,822
Female TF compared to male:	(\$4,341)
Female TF compared to male:	94%
Assistant Teaching Professor:	
Average salary all MALE assistant TF:	\$51,038
Average salary all FEMALE assistant TF:	\$50,354
Female assistant TF compared to male:	(\$684)
Female assistant TF compared to male:	98.7%
Associate Teaching Professor:	
Average salary all MALE associate TF:	\$72,422
Average salary all FEMALE associate TF:	\$68,973
Female TF associate compared to male:	(\$3,449)
Female TF associate compared to male:	95%
Teaching Professor:	
Average salary all MALE full: TF	\$74,744
Average salary all FEMALE full TF:	\$70,595
Female full TF compared to male full TF:	(\$4,149)
Female full TF compared to male full TF:	94%
<b>GENDER: TF WITHIN LAIS</b>	
Average salary all MALE TF in LAIS:	\$51,800
Average salary all FEMALE TF in LAIS:	\$49,655
Female TF compared to male TF in LAIS:	(\$2,145)
Female TF compared to male TF in LAIS:	96%
Assistant Teaching Professor in LAIS:	
Average salary all CSM assistant teaching professor:	\$50,695
Average salary all LAIS assistant TF:	\$41,970
Average salary all MALE assistant TF in LAIS:	\$42,778
Average salary all FEMALE assistant TF in LAIS:	\$41,043
Female assistant TF compared to male in LAIS:	(\$1,735)
Female assistant TF compared to male in LAIS:	95.94%
Associate Teaching Professor in LAIS:	

Average salary all CSM associate teaching professor:	\$70,607
Average salary LAIS associate TF:	\$46,988
Average salary all MALE associate TF in LAIS:	\$44,572
Average salary all FEMALE associate TF in LAIS:	\$47,793
Female associateTF compared to male in LAIS:	\$3,221
Female associate TF compared to male in LAIS:	107%
Teaching Professor in LAIS:	
Average salary all CSM teaching professor:	\$73,914
Average salary LAIS full TF:	\$67,156
Average salary all LAIS full TF except single highest in LAIS*:	\$64,920
Average salary all MALE full TF in LAIS:	\$68,947
Average salary all FEMALE full TF in LAIS:	\$65,364
Female full TF compared to male in LAIS:	(\$3,583)
Female full TF compared to male in LAIS:	94.8%
* Highest TF salary in LAIS was converted from tenure-track and retains TT salary.	



## Appendix IV: FACULTY CLIMATE SURVEY -- COMPARISON LAIS/CSM TEACHING FACULTY

	LAIS Teaching Faculty (6)	All other CSM Teaching Faculty (33)	All CSM faculty (179)
<b>TEACHING (q1)</b>			
Avg number of courses/sections taught	7	6	4
Avg total distinct preps (# sections)	4	4	3
Avg credit hours delivered	21	14	10
Avg total students in all sections	189	313	143
<b>SERVICE (q4)</b>			
Avg number of departmental committees served on	4	2	4
Avg number of university committees served on	3	2	2
<b>RESEARCH (q7)</b>			
Avg number of papers submitted for publication	1	0.4	3.6
Avg number of papers presented at conferences	2.3	0.7	3.5
Avg number of invited talks	1.7	0.9	2.7
Avg number of books authored or edited	0.5	0	0.1
Avg number of chapters in books	1	0.1	0.4
Total number of chapters in books	6	2	76.0
Avg other scholarly or creative works	3.2	1.1	1.1
Total scholarly or creative works	19	35.0	197.0
Grant proposals	0	0.5	3.0
<b>TIME (q9)</b>			
Avg hours per week spent on....			
Course prep	17	21	14
Grading	13	6	5
Email	9	7	9
Scholarship/research	6	2	10
Meeting students	5	7	7
Service/admin	5	7	8

Course-coordinating	2	3	1
Writing grants	0	1	5
Total reported hours (except course prep and email)	46	44	49
<b>SOURCES OF STRESS (q10)</b>			
"Extensive" sources of stress....			
Teaching	83%	31%	28%
Service/admin	60%	34%	29%
Campus politics	50%	11%	31%
<b>WORKLOAD (q11-q13)</b>			
Increased during last two years	100%	65%	70%
Workload "much too heavy"	67%	9%	19%
Response to "If your workload has increased, indicate which of the factors has contributed most significantly, and single out the most important one": personnel shortage	100%	12.50%	20%
<b>SATISFACTION (q15 &amp; q23)</b>			
"Very satisfied" being a faculty member at CSM	0%	37%	20%
"Very dissatisfied" with salary	83%	9%	16%
"Very dissatisfied" with start-up funds	67%	9%	10%
"Very dissatisfied" with length of contract	50%	46%	16%
<b>RETENTION (q38 &amp; q39)</b>			
"Very likely" or "somewhat likely to leave or try to leave CSM in next three years	50%	37%	38%
Reason for considering leaving CSM "to a great extent" salary	83%	24%	26%
Reason for considering leaving CSM "to a great extent" enhance career in other ways	67%	21%	43%
Reason for considering leaving CSM "to a great extent" reduce stress	50%	12%	25%
Reason for considering leaving CSM "to a great extent" to reduce workload	50%	12%	21%

## Appendix V: PLAN TO BRING LAIS TEACHING FACULTY TO NATIONAL AVERAGE FOR ENGLISH/LITERATURE

**Baseline = College and University Professional Association for Human Resources (CUPA-HR) 2014  
Faculty Salary Survey for Non-Tenure Track.**

### TOTAL COST TO BRING LAIS ASSISTANT/ASSOCIATE TO CUPA-HR Avg

TF rank	Current Salary	CUPA-HR Avg 2014	Add'l cost to bring to CUPA avg	Add'l fringe (37.7%)	Total add'l cost incl. fringe
assist	\$37,942	\$51,316	\$13,374	\$5,042	\$18,416
assist	\$40,333	\$51,316	\$10,983	\$4,141	\$15,124
assist	\$42,186	\$51,316	\$9,130	\$3,442	\$12,572
assist	\$43,000	\$51,316	\$8,316	\$3,135	\$11,451
assist	\$43,000	\$51,316	\$8,316	\$3,135	\$11,451
assist	\$45,000	\$51,316	\$6,316	\$2,381	\$8,697
assoc	\$44,572	\$61,096	\$16,524	\$6,230	\$22,754
assoc	\$44,666	\$61,096	\$16,430	\$6,194	\$22,624
assoc	\$47,515	\$61,096	\$13,581	\$5,120	\$18,701
assoc	\$51,199	\$61,096	\$9,897	\$3,731	\$13,628
		<u>Total:</u>	<u>\$112,867</u>	<u>\$42,551</u>	<u>\$155,418</u>
<i>Total for assistant TF:</i>			<i>\$56,435</i>	<i>\$21,276</i>	<i>\$77,711</i>
<i>Total for associate TF:</i>			<i>\$56,432</i>	<i>\$21,275</i>	<i>\$77,707</i>

### PHASED IN SALARY REDRESS: YEAR 1: AY 2015/16

Target salary for 2015/16: \$47,000 for assistant teaching professor; \$54,000 for teaching associate professor.

Total cost = \$58,587 in equity pay; \$80,674 total compensation + standard CSM annual raises.

TF rank	Current Salary	CUPA-HR Avg 2014	Target salary for 2015/16	Salary increase for 2015/16	Add'l fringe (37.7%)	Total add'l cost incl. fringe
assist	\$37,942	\$51,316	\$47,000	\$9,058	\$3,415	\$12,473
assist	\$40,333	\$51,316	\$47,000	\$6,667	\$2,513	\$9,180
assist	\$42,186	\$51,316	\$47,000	\$4,814	\$1,815	\$6,629
assist	\$43,000	\$51,316	\$47,000	\$4,000	\$1,508	\$5,508
assist	\$43,000	\$51,316	\$47,000	\$4,000	\$1,508	\$5,508
assist	\$45,000	\$51,316	\$47,000	\$2,000	\$754	\$2,754
assoc	\$44,572	\$61,096	\$54,000	\$9,428	\$3,554	\$12,982

assoc	\$44,666	\$61,096	\$54,000	\$9,334	\$3,519	\$12,853
assoc	\$47,515	\$61,096	\$54,000	\$6,485	\$2,445	\$8,930
assoc	\$51,199	\$61,096	\$54,000	\$2,801	\$1,056	\$3,857
<u>Total year 1:</u>				<u>\$58,587</u>	<u>\$22,087</u>	<u>\$80,674</u>

#### PHASED IN SALARY REDRESS: YEAR 2: AY 2016/2017

Target salary for 2016/17: \$52,288 for assistant teaching professor; \$61,096 for teaching associate professor.

Total cost = \$54,280 in equity pay; \$74,744 total compensation + standard CSM annual raises.

TF rank	Salary for 2015/16	CUPA-HR Avg 2014/Salary Target for 2016/17	Salary increase: add'l cost to bring to CUPA-HR avg	Add'l fringe (37.7%)	Total add'l cost incl. fringe
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assist	\$47,000	\$51,316	\$4,316	\$1,627	\$5,943
assoc	\$54,000	\$61,096	\$7,096	\$2,675	\$9,771
assoc	\$54,000	\$61,096	\$7,096	\$2,675	\$9,771
assoc	\$54,000	\$61,096	\$7,096	\$2,675	\$9,771
assoc	\$54,000	\$61,096	\$7,096	\$2,675	\$9,771
<u>Total year 2:</u>			<u>\$54,280</u>	<u>\$20,464</u>	<u>\$74,744</u>