



Turning the Salary Peer Identification Process Upside Down

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Concurrent Session Sponsored by **VOYA**
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TWU Compensation Philosophy Task Force

Fall 2013

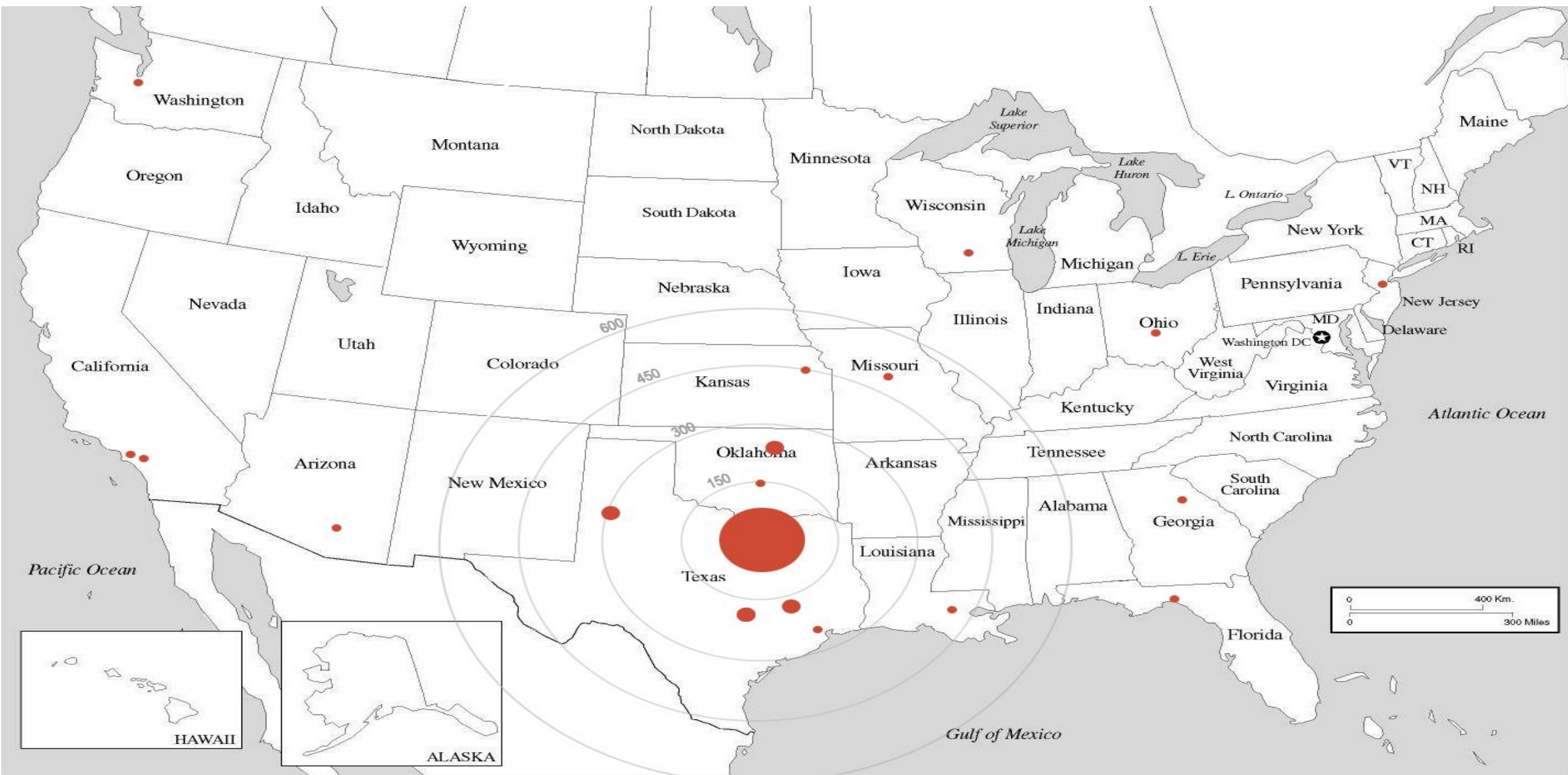
- **TWU seeks to attract, motivate and retain best-qualified faculty and staff**
(ignite potential, purpose, and pioneering spirit)
- **Target compensation packages that are competitive for appropriate comparison markets**
- **Stress external market competitiveness and internal equity while providing flexibility**

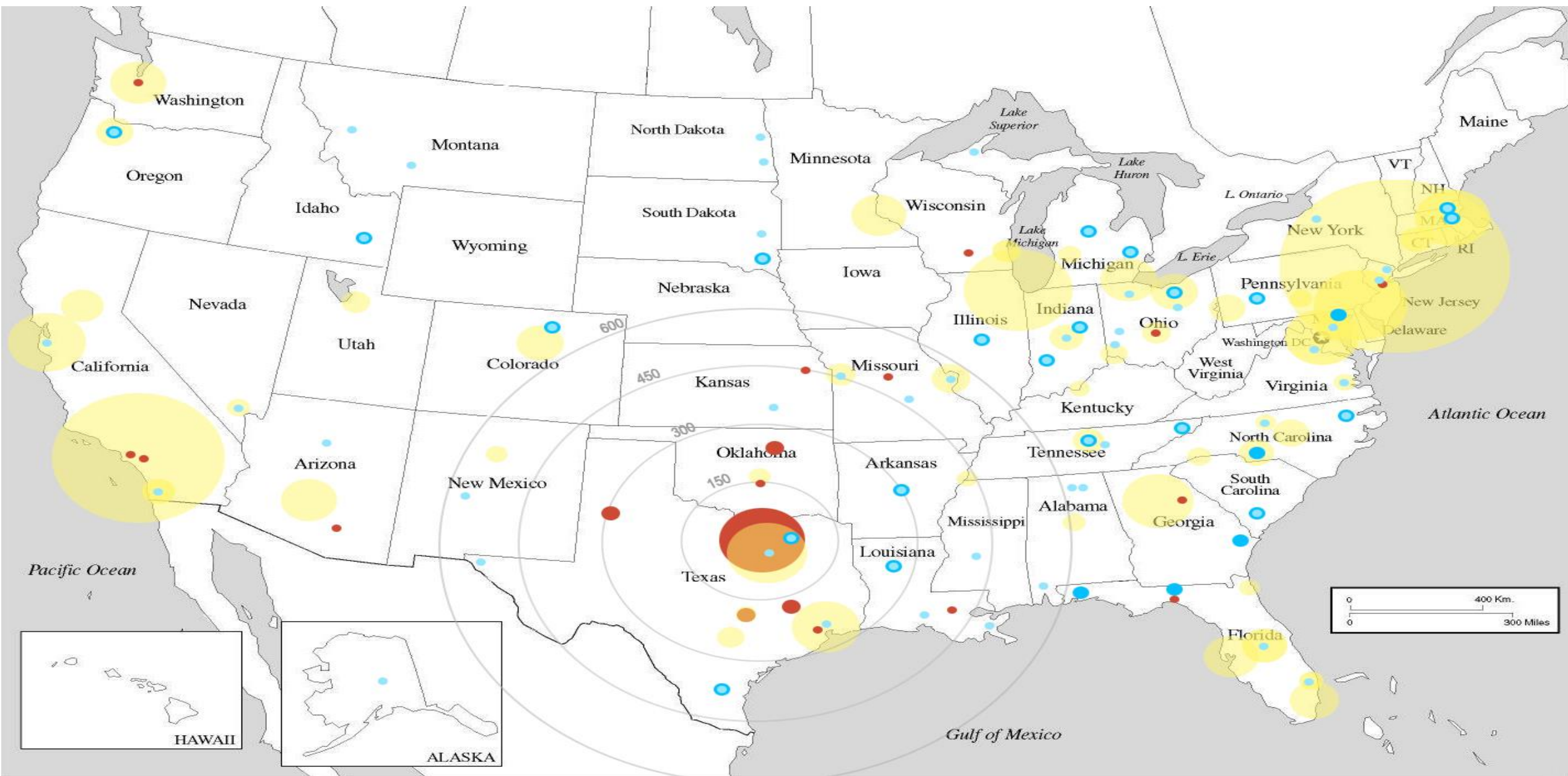
Implementation raised operational questions:

- **From where do we attract best-qualified faculty and staff?**
- **Which comparison markets are appropriate?**
- **At what level should “competitive” be established?**

Common “top down” approaches left gaps:

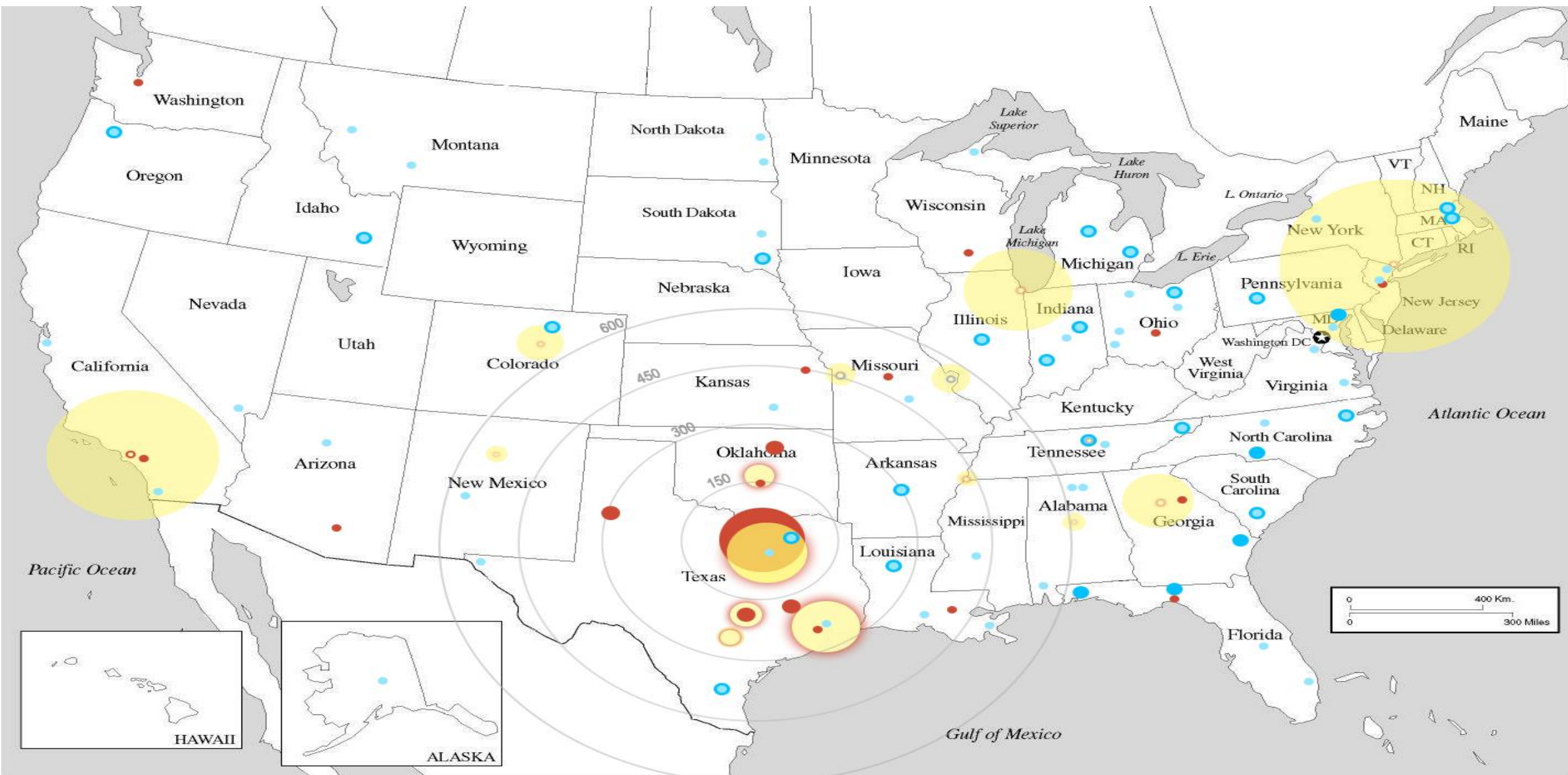
- Most peer comparison schools located well outside the geographic limits of human migration, defined as “distance decay,” measured by the gravity model
- Good institutional matches often result in poor or insufficient program and rank level matches, where CUPA salary data exists and hiring occurs

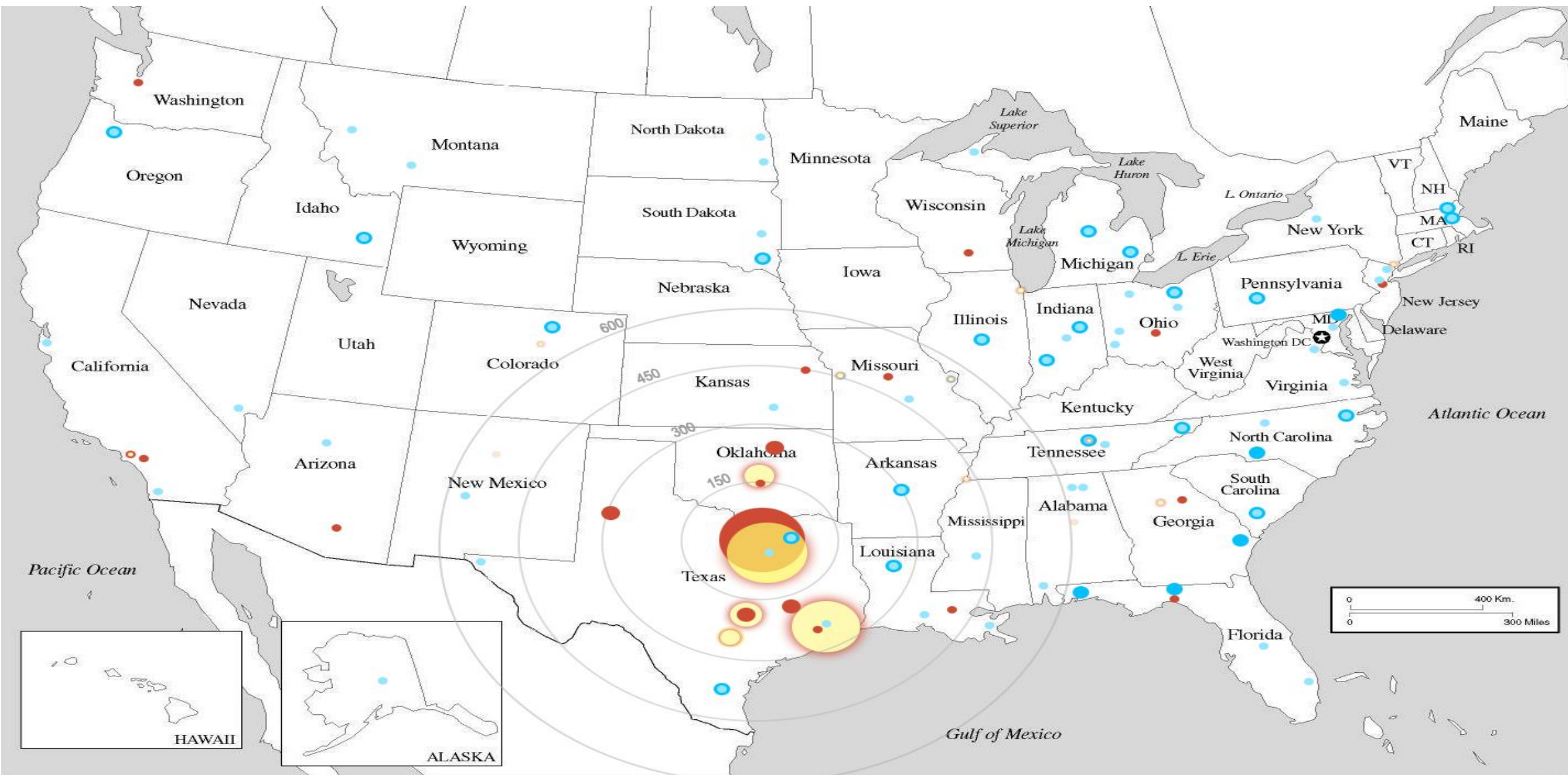




$$\text{GRAVITY} = (\text{PRODUCT OF MASSES}) / (\text{SQUARE OF DISTANCE})$$

	DALLAS GRAVITY	ATLANTA GRAVITY	CHICAGO GRAVITY	LOS ANG GRAVITY	NEW YORK GRAVITY
HOUSTON	98.370	7.967	6.497	5.092	6.099
AUSTIN	45.972	1.825	1.909	2.015	1.672
OKLAHOMA CITY	43.602	2.267	3.939	2.251	2.511
SAN ANTONIO	29.944	2.068	2.140	2.680	1.960
CHICAGO	10.499	15.580		4.788	41.354
KANSAS CITY	10.105	3.350	11.911	2.110	4.911
ATLANTA	9.665		15.580	2.704	22.637
MEMPHIS	8.432	10.416	8.238	1.162	4.128
SAINT LOUIS	8.123	9.333	49.661	2.097	10.265
NEW YORK	7.927	22.742	41.354	5.286	
LOS ANGELES	6.945	2.699	4.792		5.286
DENVER	6.316	1.796	5.367	8.356	3.615
NASHVILLE	5.975	37.886	16.134	1.421	9.686
BIRMINGHAM	4.667	78.383	5.872	1.001	5.910
ALBUQUERQUE	4.389	0.846	1.394	6.353	1.327





	TWU		
CIP4	B	M	D
05.02			
11.01			
12.05			
13.01			
13.04			
13.10			
13.11			
13.12			
13.13			
19.01			
19.05			
19.07			
22.03			
23.01			
23.13			
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25.01			
26.01			
26.02			
27.01			
30.19			
30.99			
31.05			
40.05			
42.01			
42.28			
43.01			
44.07			
45.10			
45.11			
50.03			
50.04			
50.05			
50.07			
50.09			
51.00			
51.02			
51.06			
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51.10			
51.15			
51.23			
51.31			
51.38			
52.02			
52.03			
52.08			
52.10			

	TWU			USA		
CIP4	B	M	D	B	M	D
05.02				331	54	29
11.01				634	196	87
12.05				65	1	
13.01				127	332	80
13.04				5	424	314
13.10				177	515	63
13.11				3	398	68
13.12				586	672	51
13.13				463	558	91
19.01				78	32	10
19.05				61	49	18
19.07				179	62	29
22.03				167	3	
23.01				908	266	144
23.13				274	199	27
24.01				884	189	16
25.01				5	53	13
26.01				971	229	168
26.02				422	26	157
27.01				903	167	156
30.19				24	30	26
30.99				519	112	55
31.05				552	218	41
40.05				820	111	201
42.01				1055	212	164
42.28				71	292	237
43.01				852	272	23
44.07				359	180	70
45.10				888	99	117
45.11				789	119	112
50.03				185	34	4
50.04				512	100	6
50.05				691	133	34
50.07				822	230	53
50.09				761	220	91
51.00				162	19	11
51.02				46	146	93
51.06				58	17	
51.07				385	253	19
51.09				404	175	5
51.10				281	32	2
51.15				56	255	34
51.23				82	115	199
51.31				84	43	4
51.38				435	357	193
52.02				890	979	148
52.03				866	451	21
52.08				498	161	20
52.10				208	264	21

	TWU			USA			DIIP 63			CAB 25		
CIP4	B	M	D	B	M	D	B	M	D	B	M	D
05.02				331	54	29	26	5	2	14	1	
11.01				634	196	87	12	26	11	6	13	3
12.05				65	1		2					
13.01				127	332	80		8	8		3	2
13.04				5	424	314		13	41		2	23
13.10				177	515	63	1	37	9	1	17	4
13.11				3	398	68		39	11		18	4
13.12				586	672	51	11	32	12	2	16	6
13.13				463	558	91	4	38	14	2	15	8
19.01				78	32	10	5	11		4	6	
19.05				61	49	18	6	7	1	3	4	
19.07				179	62	29	15	6	3	9	4	
22.03				167	3		5			3		
23.01				908	266	144	10	37	15	4	15	7
23.13				274	199	27	9	24	5	4	8	1
24.01				884	189	16	33	17	2	12	8	
25.01				5	53	13	1	4	1	1	2	
26.01				971	229	168	5	31	30	2	13	11
26.02				422	26	157	12	4	13	6		2
27.01				903	167	156	11	36	17	6	17	3
30.19				24	30	26	3		2	2		
30.99				519	112	55	21	8	7	4	3	2
31.05				552	218	41	11	28	5	4	13	2
40.05				820	111	201	9	24	32	6	14	6
42.01				1055	212	164	19	26	19	9	13	4
42.28				71	292	237	1	13	23		2	14
43.01				852	272	23	15	20	5	8	9	1
44.07				359	180	70	16	24	7	8	10	2
45.10				888	99	117	34	19	8	18	6	2
45.11				789	119	112	16	36	7	7	17	
50.03				185	34	4	12	1	1	5		
50.04				512	100	6	22	4	1	9		
50.05				691	133	34	32	19	1	18	6	
50.07				822	230	53	24	32		9	16	
50.09				761	220	91	19	30	8	10	13	2
51.00				162	19	11	9	2	1	6	1	
51.02				46	146	93		15	19		7	10
51.06				58	17		8	4		3	1	
51.07				385	253	19	9	19	1	5	7	1
51.09				404	175	5	21	13		10	5	
51.10				281	32	2	26	5		11	2	
51.15				56	255	34	2	9	3	2	4	2
51.23				82	115	199	3	8	22	1	4	11
51.31				84	43	4	12	6		5	3	
51.38				435	357	193	5	11	32	3	7	10
52.02				890	979	148	5	46	11	2	20	4
52.03				866	451	21	16	43		9	16	
52.08				498	161	20	39	9	1	17	4	
52.10				208	264	21	12	10		6	6	

	TWU			USA			DIIP 63			CAB 25			TX			TX, OK, AR, LA			TX, OK, AR, LA, NM, KS, MO, MS		
CIP4	B	M	D	B	M	D	B	M	D	B	M	D	B	M	D	B	M	D	B	M	D
05.02				331	54	29	26	5	2	14	1		11	1	1	22	2	1	33	3	1
11.01				634	196	87	12	26	11	6	13	3	29	16	7	54	22	9	103	30	16
12.05				65	1		2						4			5			8		
13.01				127	332	80		8	8		3	2	5	18	1	11	28	2	19	44	9
13.04				5	424	314		13	41		2	23		25	26		47	38		75	53
13.10				177	515	63	1	37	9	1	17	4	5	31	4	15	48	7	25	81	12
13.11				3	398	68		39	11		18	4		26	7		54	9		80	15
13.12				586	672	51	11	32	12	2	16	6	22	32	3	47	64	7	92	99	11
13.13				463	558	91	4	38	14	2	15	8	17	33	7	45	50	13	74	83	18
19.01				78	32	10	5	11		4	6		6	7		19	10	2	26	10	5
19.05				61	49	18	6	7	1	3	4		7	2	1	9	4	1	14	7	4
19.07				179	62	29	15	6	3	9	4		13	2	2	23	5	2	38	9	2
22.03				167	3		5			3			5	1		9	1		24	1	
23.01				908	266	144	10	37	15	4	15	7	27	25	13	70	36	20	124	54	26
23.13				274	199	27	9	24	5	4	8	1	18	4	4	26	12	4	41	23	5
24.01				884	189	16	33	17	2	12	8		32	13	1	71	21	1	127	27	2
25.01				5	53	13	1	4	1	1	2			4	1		7	1		10	2
26.01				971	229	168	5	31	30	2	13	11	34	26	11	80	38	15	133	57	24
26.02				422	26	157	12	4	13	6		2	24	3	11	34	4	18	55	5	25
27.01				903	167	156	11	36	17	6	17	3	36	20	9	77	28	15	133	40	25
30.19				24	30	26	3		2	2				2	2	2	5	2	3	8	2
30.99				519	112	55	21	8	7	4	3	2	31	21	1	57	21	4	89	24	6
31.05				552	218	41	11	28	5	4	13	2	32	22	3	58	37	6	100	49	7
40.05				820	111	201	9	24	32	6	14	6	35	11	13	74	15	20	119	23	35
42.01				1055	212	164	19	26	19	9	13	4	36	21	6	85	28	11	142	39	23
42.28				71	292	237	1	13	23		2	14		27	14	2	40	19	8	56	26
43.01				852	272	23	15	20	5	8	9	1	37	17	3	83	26	4	133	44	5
44.07				359	180	70	16	24	7	8	10	2	21	10	3	38	17	5	61	27	9
45.10				888	99	117	34	19	8	18	6	2	37	13	8	78	18	11	121	26	17
45.11				789	119	112	16	36	7	7	17		36	16	4	72	21	8	112	30	12
50.03				185	34	4	12	1	1	5			10	3		15	6		27	7	
50.04				512	100	6	22	4	1	9			26	5	1	42	7	1	70	10	1
50.05				691	133	34	32	19	1	18	6		31	10	1	60	15	2	105	23	4
50.07				822	230	53	24	32		9	16		28	20	1	65	29	2	115	43	4
50.09				761	220	91	19	30	8	10	13	2	36	14	5	75	29	7	127	43	12
51.00				162	19	11	9	2	1	6	1		18	1	1	24	4	1	33	4	2
51.02				46	146	93		15	19		7	10	2	11	5	6	22	13	8	34	20
51.06				58	17		8	4		3	1		2	2		7	2		9	5	
51.07				385	253	19	9	19	1	5	7	1	11	14	1	22	27	2	51	41	2
51.09				404	175	5	21	13		10	5		19	11	1	39	20	1	72	25	1
51.10				281	32	2	26	5		11	2		19	2		36	2		61	3	
51.15				56	255	34	2	9	3	2	4	2	3	9	3	5	21	4	12	33	4
51.23				82	115	199	3	8	22	1	4	11	2	4	10	7	7	17	11	12	29
51.31				84	43	4	12	6		5	3		6	3		11	5		20	6	
51.38				435	357	193	5	11	32	3	7	10	13	18	11	40	30	19	77	52	29
52.02				890	979	148	5	46	11	2	20	4	38	52	9	80	90	15	135	150	21
52.03				866	451	21	16	43		9	16		31	36	5	73	55	6	130	80	7
52.08				498	161	20	39	9	1	17	4		38	8	6	66	12	7	106	19	7
52.10				208	264	21	12	10		6	6		12	0	2	24	14	2	47	24	4

To overcome these deficiencies, TWU turned peer selection process “upside down**” to ensure appropriate geographic comparisons and sufficient program and rank level CUPA data for meaningful salary benchmarking.**

TWU Peer Selection Committee

Spring 2014

- **Identify potential peers based on degree program CIP codes and highest level awarded (IPEDS data)**
- **Refine peers with 18 institutional matching criteria**
- **Select top 30 peers (and ties) for each program CIP**
- **Result: 46 program peer groups (30-40 schools each)**
- **Takes 320 schools to match the DNA of TWU**

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	A	B	C	D	E	F	G	H	I	J	K
1											
2		CIP4	(All)		CIP4	(All)		CIP4	05.02		
3		DIIP 63	DIIP63		DIIP 63	(All)		DIIP 63	(All)		
4		CAB 25	(All)		CAB 25	CAB25		CAB 25	CAB25		
5											
6		Row Labels			Row Labels			Row Labels			
7		150 mi			150 mi			600 mi			
8		Texas A & M University-Commerce			Texas A & M University-Commerce			East Tennessee State University			
9		Texas A & M University-Kingsville			Texas A & M University-Kingsville			Tennessee State University			
10		Texas Southern University			300 mi			University of Northern Colorado			
11		The University of Texas at Dallas			Louisiana Tech University			BEYOND			
12		The University of Texas at El Paso			University of Arkansas at Little Rock			Ball State University			
13		300 mi			600 mi			Central Michigan University			
14		Louisiana Tech University			East Tennessee State University			Cleveland State University			
15		University of Arkansas at Little Rock			Illinois State University			East Carolina University			
16		University of Louisiana at Lafayette			Tennessee State University			Florida Agricultural and Mechanical University			
17		University of New Orleans			University of Northern Colorado			Indiana State University			
18		450 mi			BEYOND			Morgan State University			
19		Jackson State University			Ball State University			Oakland University			
20		Missouri University of Science and Technology			Central Michigan University			Portland State University			
21		New Mexico Institute of Mining and Technology			Cleveland State University			University of Massachusetts-Boston			
22		University of Missouri-Kansas City			East Carolina University			University of North Carolina at Charlotte			
23		University of Missouri-St Louis			Florida Agricultural and Mechanical University			University of South Dakota			
24		Wichita State University			Georgia Southern University			Grand Total			
25		600 mi			Idaho State University						
26		Alabama A & M University			Indiana State University						
27		East Tennessee State University			Indiana University of Pennsylvania-Main Campus						
28		Illinois State University			Morgan State University						
29		Middle Tennessee State University			Oakland University						
30		Tennessee State University			Portland State University						

PIVOT ALLSheet1Sheet2DATA ALLPIVOT CIP4Sheet3DATA CIP4PIVOT CIP2DATA CIP2PIVOT CIP6DATA CIP6

Peer Institutions for 51.15 - Mental and Social Health Services and Allied Professions.
Highest Degree Offered in Department (51.1505): DOC
34 out of 80 Potential Peers Selected

Similarity Rank Highest CIP Degree Institution			1 PT _Faculty _All	2 PCT _Women _TT	3 Bachelors _Degrees	4 FT _Enrollment _UG	5 FT _Enrollment _All	6 Retention _Rate	7 Urbanization	7 Urbanization _Type	8 Total _Revenue	9 Total _Expenses
	BAC	Texas Woman's University	368	0.670	1862	05989	08743	68	4	City	\$0,202,299,016	\$0,172,395,716
1	DOC	University of Louisiana-Monroe	085	0.427	1108	04982	05724	69	City	4	\$0,140,576,675	\$0,135,461,160
2	MAS	University of Southern Indiana	290	0.379	1446	08149	08297	65	Suburb	3	\$0,148,012,386	\$0,142,513,309
3	MAS	Mercer University	226	0.341	0976	03670	06365	83	City	4	\$0,257,998,599	\$0,210,029,920
3	DOC	Idaho State University	247	0.318	1105	07637	08927	61	City	4	\$0,238,219,282	\$0,213,140,744
5	DOC	East Carolina University	324	0.321	4123	18606	21093	81	City	4	\$0,811,996,108	\$0,759,692,938
6	MAS	The University of West Florida	245	0.307	2033	07099	07629	73	City	4	\$0,175,103,578	\$0,165,444,897
7	MAS	University of Central Arkansas	189	0.322	1550	08077	08785	69	City	4	\$0,179,501,962	\$0,168,978,102
8	MAS	Southern University and A & M College	094	0.381	0797	05113	05673	70	City	4	\$0,153,826,276	\$0,154,087,431
8	DOC	University of Toledo	509	0.310	2765	14517	17680	65	City	4	\$0,855,196,683	\$0,787,774,323
10	MAS	University of Central Oklahoma	450	0.450	2381	11094	11806	66	Suburb	3	\$0,182,871,941	\$0,172,878,380
10	MAS	Regis University	825	0.483	1342	02537	05690	82	City	4	\$0,154,573,302	\$0,122,795,900
12	MAS	Stephen F Austin State University	160	0.351	1974	09593	10217	65	Rural	1	\$0,209,615,074	\$0,207,823,266
13	MAS	University of Houston-Clear Lake	224	0.374	1262	02145	03528	.	Suburb	3	\$0,102,669,451	\$0,095,646,439
14	MAS	The University of Texas at Tyler	120	0.358	1126	03900	04437	64	City	4	\$0,102,891,459	\$0,097,158,328
15	MAS	Northeastern State University	169	0.446	1513	05657	06057	63	Town	2	\$0,112,527,157	\$0,109,937,339
16	MAS	University of Southern Mississippi	191	0.358	2498	11296	12795	72	City	4	\$0,327,344,156	\$0,313,365,485
16	MAS	University of Colorado Denver	866	0.353	1902	07501	11681	76	City	4	\$1,353,973,581	\$1,330,864,045
18	MAS	Lindenwood University	570	0.000	1419	07031	08580	70	City	4	\$0,149,510,125	\$0,104,112,092
18	DOC	Loyola University Maryland	203	0.364	0903	03816	04537	89	City	4	\$0,201,885,462	\$0,175,321,596
20	DOC	Texas Tech University	225	0.285	4852	23453	27545	82	City	4	\$0,780,256,264	\$0,650,051,067
21	MAS	Southern Methodist University	401	0.256	1488	05974	08378	89	Suburb	3	\$0,518,386,000	\$0,462,314,000
22	DOC	University of Iowa	431	0.339	4237	19354	24369	86	City	4	\$2,509,073,000	\$2,255,284,000
22	MAS	University of South Dakota	167	0.271	0875	04513	05812	78	Town	2	\$0,194,716,482	\$0,166,308,464
22	MAS	National Louis University	364	0.624	0566	00849	01188	57	City	4	\$0,089,169,660	\$0,085,035,491

Peer Institutions for 51.15 - Mental and Social Health Services and Allied Professions.
Highest Degree Offered in Department (51.1505): DOC
34 out of 80 Potential Peers Selected

Similarity Rank Highest CIP Degree Institution			LEVEL_POINTS	CIP6_POINTS	1 HAN POINTS	2 HAN POINTS	3 HAN POINTS	4 HAN POINTS	5 HAN POINTS	6 HAN POINTS	7 HAN POINTS	8 HAN POINTS	9 HAN POINTS	10 HAN POINTS	11 HAN POINTS	12 HAN POINTS	13 HAN POINTS	14 HAN POINTS	15 HAN POINTS	16 HAN POINTS	17 HAN POINTS	18 HAN POINTS	19 HAN POINTS
	BAC	Texas Woman's University	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
1	DOC	University of Louisiana-Monroe	2	2	0	2	1	2	1	2	2	1	1	1	0	0	1	0	1	2	2	2	0
2	MAS	University of Southern Indiana	1	0	2	1	1	1	2	2	0	1	2	2	0	0	1	0	1	2	2	2	2
3	MAS	Mercer University	1	2	1	1	1	1	2	0	2	1	1	0	0	2	1	1	2	0	2	1	1
3	DOC	Idaho State University	2	0	1	0	1	1	2	1	2	2	1	1	0	0	1	0	2	2	2	1	1
5	DOC	East Carolina University	2	2	2	0	0	0	0	0	2	0	0	2	2	2	2	2	0	2	2	2	2
6	MAS	The University of West Florida	1	0	1	0	2	2	2	1	2	2	2	0	2	0	1	0	1	2	0	0	1
7	MAS	University of Central Arkansas	1	0	1	0	2	1	2	2	2	2	2	1	0	0	1	0	2	2	0	0	1
8	MAS	Southern University and A & M College	1	0	0	1	0	2	1	2	2	2	2	1	0	0	1	0	2	2	2	0	0
8	DOC	University of Toledo	2	0	1	0	1	0	0	2	2	0	0	2	0	1	2	2	0	2	2	2	1
10	MAS	University of Central Oklahoma	1	0	2	2	1	0	1	2	0	2	2	1	0	0	1	0	1	2	2	0	2
10	MAS	Regis University	1	2	0	2	1	0	1	0	2	2	1	1	0	1	2	2	0	0	2	0	0
12	MAS	Stephen F Austin State University	1	0	0	1	2	0	2	2	0	2	1	1	0	0	2	0	2	2	2	0	0
13	MAS	University of Houston-Clear Lake	1	2	1	1	1	0	0	0	0	1	1	1	0	1	1	1	1	2	2	1	1
14	MAS	The University of Texas at Tyler	1	2	0	1	1	1	1	1	2	1	1	1	0	0	1	0	1	2	2	0	0
15	MAS	Northeastern State University	1	0	0	2	2	2	1	1	0	1	1	2	0	0	1	0	1	2	2	0	0
16	MAS	University of Southern Mississippi	1	0	1	1	1	0	1	1	2	0	0	2	0	1	1	1	1	2	2	0	1
16	MAS	University of Colorado Denver	1	0	0	1	2	1	1	1	2	0	0	2	0	0	1	1	1	2	2	0	0
18	MAS	Lindenwood University	1	0	0	0	1	2	2	2	2	1	1	1	0	1	0	1	0	0	2	0	0
18	DOC	Loyola University Maryland	2	0	1	1	0	1	1	0	2	2	2	0	0	0	1	0	2	0	2	0	1
20	DOC	Texas Tech University	2	2	1	0	0	0	0	0	2	0	0	0	0	1	1	2	0	2	2	1	1
21	MAS	Southern Methodist University	1	0	2	0	1	2	2	0	0	0	0	0	0	1	2	2	0	0	2	0	2
22	DOC	University of Iowa	2	2	2	1	0	0	0	0	2	0	0	1	0	0	1	1	0	2	2	0	2
22	MAS	University of South Dakota	1	0	0	0	0	2	1	1	0	2	2	2	0	0	2	0	1	2	0	0	0
22	MAS	National Louis University	1	0	2	2	0	0	0	0	2	0	0	0	2	0	2	2	1	0	2	0	2

TWU Compensation Philosophy Task Force

Fall 2013

- **TWU seeks to attract, motivate and retain best-qualified faculty and staff**
(ignite potential, purpose, and pioneering spirit)
- **Target compensation packages that are competitive for appropriate comparison markets**
- **Stress external market competitiveness and internal equity while providing flexibility**

TWU Peer Selection Committee

Spring 2014

- **Identify potential peers based on degree program CIP codes and highest level awarded (IPEDS data)**
- **Refine peers with 18 institutional matching criteria**
- **Select top 30 peers (and ties) for each program CIP**
- **Result: 46 program peer groups (30-40 schools each)**
- **Takes 320 schools to match the DNA of TWU**

Thank You

- Dr. Mark Hamner, Assistant Provost for Institutional Research
- Dr. Michael Stankey, Associate Provost for Institutional Improvement
- Texas Woman's University, Denton, Texas

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