



**QUESTIONS ABOUT THE SEGAL FACULTY
COMPENSATION STUDY AND ANALYSIS OF THE
MARKET EQUITY OF POTENTIAL OUTCOMES BASED ON
ALTERNATE SAMPLES**

MICHAEL R. CUNNINGHAM, PH.D.

UOFL AND SOCIETY OF INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGISTS (SIOP)

THE U_oF_L COMPENSATION STUDY SAMPLES

- UofL commissioned a Faculty and Staff compensation study, with a budget of approximately \$1M, in late 2021. Based on appreciation for the methodology that Segal used to conduct the 2021 UofL Presidential compensation study, that firm was chosen from among multiple competitors to conduct the UofL Faculty and Staff study. The Selection Committee expected Segal to use comparable methodology to select samples to benchmark Faculty and Staff salaries as they did with the President's salary. That did not prove to be the case.
- A Faculty Advisory Committee and a Staff Advisory Committee were formed to provide informed input during the Compensation Study. The chairs and committee members committees were appointed, rather than elected, and included a significant proportion of individuals who received administrative salaries, which can create a conflict of interest. The Faculty and Staff Advisory Committees did not function well. They were convened infrequently, less than quarterly, despite requests from members to meet more often. They largely served as a venue for administrators to provide update announcements, rather than for interested and knowledgeable faculty to provide input on important decisions.
- From the moment that Segal's proposed Faculty Compensation Peer Benchmark sample was circulated in March of 2022, questions and objections were raised about the inclusion of proposed benchmark schools that were very dissimilar to UofL in terms of Segal's own 7 broad selection criteria or "filters".

THE 7 SEGAL FILTERS WERE VERY BROAD AND WERE USED INCONSISTENTLY

- Initial selection of peer benchmark schools by Segal was said to be based on Carnegie classification, the presence of a Medical School and unspecified other considerations reported on the study website as *“Criteria included, but was not limited to: size, complexity, academic measures, etc.”* (<https://louisville.edu/facultycompstudy/benchmarks>).
- Final selection was said to be based on the seven broad filter criteria shown below. There also appeared to be quite a bit of “qualitative judgment” by Segal, HR and the Steering Committee, details of which were not shared with the Faculty Advisory Committee.
- UofL, including UofL Health, have a combined budget of more than \$4B; the academic side has a budget of \$1.5B. Segal claimed that schools with budgets that were less than half of UofL’s, as low as \$600M, were a “match” to UofL.
- UofL was said to have 2,035 faculty. Schools that Segal regarded as matching had as many as 4,000 and as few as 1,500 faculty. Schools that failed to meet even these loose criteria are in the sample.

Total Expenses Filter Criteria	Research Filter Criteria	Total Enrollment Filter Criteria	Retention Rate Filter Criteria
UofL \$3,000,000,000	UofL \$151,078,000	UofL 22,684	UofL 80%
\$600,000,000	\$50,000,000	15,000	70%
\$3,500,000,000	\$750,000,000	30,000	100%
Graduation Rate 6-year Filter Criteria	Total Staff FTE Filter Criteria	Total Faculty Filter Criteria	Endowment Criterion Dropped
UofL 59%	UofL 6,000	UofL 2,035	UofL \$719,816,000
55%	4,000	1,500	
100%	8,000	4,000	

INFORMATION ABOUT SAMPLE SELECTION LACKED ACCURACY, CONSISTENCY AND TRANSPARENCY

- From the start, thoughtful members of the Faculty Advisory Committee felt that communications from Segal, UofL HR and the Steering Committee about the schools to be included in the Faculty compensation peer group sample contained confusing errors, inconsistencies and an absence of transparency:
 - On a 2022 spreadsheet listing 69 schools proposed for the Faculty peer group by Segal and the Steering Committee, 11 schools were listed as “Exclude per 3/11 email”; the rejection criteria were not shared with the Faculty Advisory Committee.
 - A Faculty Advisory Committee Member’s objection to the inclusion of schools that were poor matches to UofL, like Augusta (GA) University, which was a college until 2015 and had an enrollment of just 7,019, was rejected by an administrator with the statement “we need diversity in the sample”. Subject matter experts agree that is not a statistically valid rationale in this context, because salary benchmarking is based on matched samples and not random samples.
 - An administrator also said that “we need lots of schools to insure we cover all of our programs.” Yet, if information on salary is needed for an atypical program, best practice is to draw a sample for just that purpose but keep those data quarantined from the general sample. Information was never provided concerning what specific programs or other benefits were offered by the schools in Segal’s sample that were very discrepant from UofL.
 - Segal’s 2022 of presentation of the sample (next slide) included confusing entries for “University at Buffalo” and “SUNY at Buffalo”. Actually, “University at Buffalo” is officially named “University at Buffalo, The State University of New York”. In addition, on January 15, 2023, the NY State Education Department changed the name of “State University College at Buffalo” to “SUNY Buffalo State University”. In 2022, at the time it was proposed for inclusion in the sample, “SUNY at Buffalo” did not exist; it was officially a college. Additionally, the need for 2 schools from Buffalo was not given.
 - On Segal’s spreadsheet of sample schools, Baylor University was incorrectly listed as located in Buffalo, NY, with erroneous statistics.
 - On the UofL compensation study website, the University of Central Florida, University of Colorado Boulder and University of Colorado Denver/Anschutz Medical Campus were omitted. It was not clear if they were still in the sample.
 - On a revised study website, University of Tennessee-Knoxville was listed twice.
 - The many listing errors and changes made it frustrating to conduct analyses of the sample.
- Included in the Staff but not the Faculty sample are **five important schools that are on the Council on Post Secondary Education benchmark list for UofL** (Alabama, Chapel Hill, Cincinnati) or are **Atlantic Coast Conference competitors** (Virginia, Florida State). The Faculty Advisory Committee was unable to learn why these schools, and other schools that were close matches to UofL, were in the Staff but not the Faculty samples.
- When Faculty Advisory Committee members expressed concerns about the Faculty compensation benchmark sample, they were put off with the statement that Segal was concentrating on the Staff compensation study and would circle back. Then, the Faculty Advisory Committee was told that the Faculty sample had already been used to set salaries for Senior Staff, so the sample could not be changed.
- Recently, administrators have claimed that the Faculty Advisory Committee approved the Segal samples. When surveyed, no independent faculty member on the committee agreed. As one Faculty Advisory committee member wrote: *“I do not have any memory of the W3 committee approving a list of schools. We had some input, a lot of questions were raised, and then at some point they were basically like, “let it go, it’s been decided.” I certainly never attended a meeting at which a vote of any sort took place.”*

Faculty Peer Group - Segal's initial (3/2022) list of 69 institutions

- Appalachian State University
- Auburn University
- Augusta University
- Baylor University
- Case Western Reserve University
- Clemson University
- DePaul University
- Drexel University
- East Carolina University
- Florida International University
- George Mason University
- Georgia State University
- Illinois State University
- James Madison University
- Kansas State University
- Kent State University at Kent
- Loyola University Chicago
- Miami University-Oxford
- Michigan Technological University
- Mississippi State University
- Missouri State University-Springfield
- Montana State University
- Ohio University-Main Campus
- San Diego State University
- Stony Brook University *X
- SUNY at Buffalo¹ *
- Syracuse University
- Temple University X
- The University of Tennessee-Knoxville
- The University of Texas at Arlington
- The University of Texas at Dallas
- The University of Texas at El Paso
- The University of Texas at San Antonio
- Thomas Jefferson University
- Towson University
- Tulane University of Louisiana
- University at Buffalo X
- University of Alabama in Huntsville
- University of Central Florida
- University of Colorado Boulder
- University of Colorado Denver X
- University of Connecticut X
- University of Dayton
- University of Florida
- University of Houston
- University of Idaho
- University of Illinois at Chicago *X
- University of Kentucky X
- University of Maine
- University of Miami
- University of Michigan-Ann Arbor
- University of Minnesota-Twin Cities
- University of Missouri-Columbia
- University of New Mexico-Main Campus
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of North Texas
- University of Oklahoma-Norman Campus
- University of Rhode Island
- University of South Carolina *
- University of South Florida *X
- University of Wisconsin-Madison
- University of Wisconsin-Milwaukee
- Virginia Commonwealth University *X
- Wayne State University *
- West Virginia University X
- Western Michigan University
- William & Mary

Idaho State University (added later)
N=69 – 11 = 58

* UL CPE Benchmark Peer

*X President Peer

Dropped 3/14/2022; prior to review by Advisory Comm
Ambiguous status. Note SUNY Buffalo State is not listed.

<https://louisville.edu/hr/compensation/compensation-total-rewards-study-peer-groups>

<https://louisville.edu/facultycompstudy/benchm>

To the extent CPE and Presidential peers participate in the CUPA survey, they will be part of the faculty peer group as they meet the aforementioned criteria.

Italics indicate an addition to the list

¹ Does not meet the aforementioned criteria, but is included.

Segal's Proposed 58 School Faculty Benchmark Sample

Institution	2022 AVG 9-MONTH-EQUIV SALARY	2023 AVG 9-MONTH-EQUIV SALARY	Filters Met	Not in Staff sample	Institution	2022 AVG 9-MONTH-EQUIV SALARY	2023 AVG 9-MONTH-EQUIV SALARY	Filters Met	Not in Staff Sample
Auburn University	\$99,349	\$104,085	6		University at Buffalo	\$99,300	\$108,921	6	X
Augusta University	\$79,150	\$83,433	4		University of Central Florida	\$98,575	\$100,166	6	
Baylor University	\$96,056	\$99,296	4	X	University of Colorado Boulder	\$108,398	\$113,287	6	X
Case Western University	\$109,064	\$114,598	4		University of Colorado Denver/Anschutz	\$97,017	\$85,112	4	X
Clemson University	\$96,424	\$101,148	5		University of Connecticut	\$117,307	\$123,231	7	X
DePaul University	\$105,376	\$107,061	3		University of Dayton	\$81,638	\$83,209	3	
Drexel University	\$105,392	\$107,827	6	X	University of Florida	\$112,102	\$114,823	4	
East Carolina University	\$77,368	\$81,207	6		University of Houston	\$113,727	\$116,756	5	X
Florida International University	\$92,273	\$95,411	6		University of Idaho	\$88,712	\$91,798	3	X
George Mason University	\$109,233	\$116,607	6		University of Illinois at Chicago	\$115,377	\$117,196	6	
Georgia State University	\$84,866	\$88,996	5		University of Kentucky	\$98,933	\$104,156	6	
Idaho State University	\$71,459	\$75,152	0	X	University of Maine	\$91,510	\$97,198	3	X
Kansas State University	\$87,236	\$91,396	5	X	University of Miami	\$120,379	\$126,987	6	
Loyola University Chicago	\$99,734	\$97,816	3		University of Michigan-Ann Arbor	\$113,587	\$119,112	2	
Miami University-Oxford	\$94,134	\$97,839	4		University of Minnesota-Twin Cities	\$112,620	\$116,648	3	
Mississippi State University	\$82,612	\$85,327	5		University of Missouri-Columbia	\$96,296	\$99,523	7	
Montana State University	\$83,173	\$77,786	3	X	University of New Mexico-Main Campus	\$87,370	\$94,123	6	X
Ohio University-Main Campus	\$84,286	\$86,095	5		University of North Carolina at Charlotte	\$88,970	\$97,294	4	
Stony Brook University	\$116,724	\$119,882	6	X	University of North Texas	\$95,498	\$95,786	5	X
SUNY Buffalo State	\$74,863	\$79,863	0	X	University of Oklahoma-Norman Campus	\$93,350	\$96,108	5	X
Syracuse University	\$110,720	\$113,934	5	X	University of Rhode Island	\$89,554	\$96,353	3	X
Temple University	\$106,835	\$109,756	6	X	University of South Carolina-Columbia	\$102,889	\$103,780	6	
The University of Tennessee-Knoxville	\$105,104	\$108,731	7		University of South Florida-Main Campus	\$95,758	\$98,381	6	
The University of Texas at Arlington	\$92,569	\$96,436	4	X	University of Wisconsin-Madison	\$123,803	\$128,426	4	
The University of Texas at Dallas	\$120,719	\$125,185	5	X	University of Wisconsin-Milwaukee	\$82,246	\$83,070	3	
The University of Texas at El Paso	\$82,728	\$85,253	3	X	Virginia Commonwealth University	\$96,025	\$100,382	7	X
The University of Texas at San Antonio	\$88,732	\$88,576	4	X	Wayne State University	\$100,442	\$102,185	5	
Thomas Jefferson University	\$90,388	\$92,710	3	X	West Virginia University	\$97,277	\$100,710	7	
Tulane University of Louisiana	\$110,149	\$111,737	4		Western Michigan University	\$92,796	\$93,833	2	
University of Louisville	\$73,522	\$80,842			Average excluding UofL	\$97,727	\$100,891		

SEGAL'S 58-SCHOOL FACULTY SAMPLE IS NOT A CLOSE MATCH TO UOFL

The average match of the 58 proposed schools is just **4.6 filters out of 7 or 65.66%**, which earns a D grade

- 5 schools met 7 filters (U. Tennessee-Knoxville, Connecticut, Missouri-Columbia, Virginia Commonwealth, West Virginia),
- 16 met 6 filters (Stony Brook, Temple, Univ. of Illinois-Chicago, Univ of New Mexico)
- 11 met 5 filters (Wayne State University).

Those **32 schools** that meet 5 or more filters seem **appropriate** to benchmark UofL. The **26 schools that meet 4 or fewer filters seem inappropriate.**

- 11 met just 4 filters (Univ. of Florida, Augusta (GA) Univ.),
- 11 met only 3 filters (Univ. of Minnesota-Twin Cities, Univ. of Idaho),
- 2 met a scant 2 filters (Univ. of Michigan-Ann Arbor, Western Michigan Univ.) and
- 2 met an astonishing 0 filters (Idaho State, Buffalo State).

Using wide filters, and sometimes ignoring them for unspecified reasons, produces a sample of 58 schools that does not truly represent UofL

- 46 schools have lower expenses than UofL (\$3.0B).
- 43 schools have smaller faculties than UofL (2,031).
- 45 schools have smaller staffs than UofL (6,000).
- 35 schools have smaller endowments than UofL (\$719,816,000).
- 29 schools have smaller enrollments than UofL (22,684).

Divergent schools can be used in a secondary sample to provide information on rare units but do not belong in the primary benchmarking sample.

32 SCHOOLS CHOSEN BY SEGAL FOR THE FACULTY SAMPLE THAT MATCH ON 5-7 FILTERS

Institution Name	2022 salary	2023 salary	Filters met
The University of Tennessee-Knoxville	\$105,104	\$108,731	7
University of Connecticut	\$117,307	\$123,231	7
University of Missouri-Columbia	\$96,296	\$99,523	7
Virginia Commonwealth University	\$96,025	\$100,382	7
West Virginia University	\$97,277	\$100,710	7
Auburn University	\$99,349	\$104,085	6
Drexel University	\$105,392	\$107,827	6
East Carolina University	\$77,368	\$81,207	6
Florida International University	\$92,273	\$95,411	6
George Mason University	\$109,233	\$116,607	6
Stony Brook University	\$116,724	\$119,882	6
Temple University	\$106,835	\$109,756	6
University at Buffalo	\$99,300	\$108,921	6
University of Central Florida	\$98,575	\$100,166	6
University of Colorado- Boulder	\$108,398	\$113,287	6
University of Illinois at Chicago	\$115,377	\$117,196	6
University of Kentucky	\$98,933	\$104,156	6
University of Miami	\$120,379	\$126,987	6
University of New Mexico-Main Campus	\$87,370	\$94,123	6
University of South Carolina-Columbia	\$102,889	\$103,780	6
University of South Florida-Main Campus	\$95,758	\$98,381	6
Clemson University	\$96,424	\$101,148	5
Georgia State University	\$84,866	\$88,996	5
Kansas State University	\$87,236	\$91,396	5
Mississippi State University	\$82,612	\$85,327	5
Ohio University-Main Campus	\$84,286	\$86,095	5
Syracuse University	\$110,720	\$113,934	5
The University of Texas at Dallas	\$120,719	\$125,185	5
University of Houston	\$113,727	\$116,756	5
University of North Texas	\$95,498	\$95,786	5
University of Oklahoma-Norman Campus	\$93,350	\$96,108	5
Wayne State University**	\$100,442	\$102,185	5
32 School Average	\$101,616	\$105,441	
The University of Louisville	\$73,522	\$80,842	

SEGAL'S U_{OF}L FACULTY PEER GROUP VS. CPE

- Since July 18, 2005, the Kentucky Council on Postsecondary Education (CPE) has provided 17 official benchmark institutions against which UofL is expected to measure its successes and failures. The **CPE provides the primary benchmark sample**, against which all others should be compared <https://louisville.edu/finance/vpfinance/benchmarks>
- UofL's current total average 9-month equivalent salary was compared against the salaries at the 17 CPE schools, and UofL was found to be **32.5% below the CPE benchmark average** using 2021-22 data and **28.7% below the CPE benchmark** using 2022-23 data (released April 5, 2024) from the Chronicle of Higher Education (avg of two years =30.6%).
- The Chronicle was used as the primary source of Segal's Presidential Assessment data. <https://www.chronicle.com/article/explore-faculty-salaries-at-3-500-colleges-2012-20>.
- **Only 9 of the 17 CPE schools are in Segal's Faculty Peer Group.** Inexplicably, an additional **3 CPE schools are in Segal's Staff** but not the Faculty Peer group.
- The suitability of the Segal 58-School Faculty Peer Benchmarking Sample can be assessed in terms of:
 - a) the extent to which the schools in the sample meet Segal's filter criteria,
 - b) the extent to which the salary average of the 58 benchmark schools match the salary average of the 17 CPE schools.
- If the Segal 58-School Faculty peer group sample does not meet those two criteria, it can be considered scientifically deficient. Data on that point will be considered later.

KY Council on Postsecondary Education (CPE)

17 Official Benchmark Schools for UofL

Institution	2022 Chronicle TOTAL AVERAGE 9-MONTH- EQUIVALENT SALARY	2023 Chronicle TOTAL AVERAGE 9-MONTH- EQUIVALENT SALARY	2024 Raptor Rank (500)	IPEDS ID	In Faculty Sample/ Filters Matched
University of California - San Diego	\$152,248	\$158,600	71	110680	
University of California – Irvine	\$150,651	\$158,235	38	110653	
Stony Brook University	\$116,724	\$119,882	63	196097	6
University of Illinois at Chicago	\$115,377	\$117,196	188	145600	6
University of North Carolina at Chapel Hill	\$114,942	\$125,543	59	199120	(6*)
Temple University	\$106,835	\$109,756	135	216339	6
University of Iowa	\$106,372	\$114,064	115	153658	6
University of Alabama at Birmingham	\$104,003	\$106,434	192	100663	(6*)
University of South Carolina	\$102,889	\$103,780	261	218663	
University of Utah	\$102,141	\$107,958	220	230764	
Wayne State University	\$100,442	\$102,185	223	172644	5
University of Pittsburgh - Main Campus	\$99,887	\$103,531	221	215293	
SUNY at Buffalo	\$99,300	\$108,921	73	196088	6
University of Cincinnati - Main Campus	\$96,849	\$99,797	281	201885	(7*)
Virginia Commonwealth University	\$96,025	\$100,382	459	234030	7
University of South Florida	\$95,758	\$98,381	364	137351	6
University of New Mexico	\$87,370	\$94,123	349	187985	6
CPE average (excluding UofL)	\$108,695	\$113,457	215		
CPE Median	\$102,889	\$107,958			
University of Louisville	\$73,522	\$80,842	411	-	*In Staff not Faculty sample

SEGAL'S U_oF_L FACULTY PEER GROUP VS. ACC

- UofL is part of the Atlantic Coast Conference (ACC) for collegiate sports. When the affiliation was announced in 2014, ESPN reported that “*UL now belongs to the only Power 5 conference with more than half of its member institutions among the U.S. News & World Report's 50 Best Colleges.*” ACC schools are considered a **second benchmark sample**.
 - UofL’s current average 9-month equivalent salary was compared against the 14 CPE schools, and UofL was found to be **35.7% below the ACC** benchmark average using 2021-22 data. UofL was **37.3% below the ACC** benchmark average using 2022-23 data that includes the 3 additional schools that joined the ACC in 2024.
- Only one ACC school, Clemson, is in the Segal 58-School Faculty Peer Benchmarking Sample. Curiously, **three additional schools are in the Staff but not the Faculty Sample** (Chapel Hill, Florida State, Virginia).
 - The closer the Segal 58-School Faculty Peer Benchmarking Sample comes to matching the ACC schools in terms of salary benchmarks, the more encouraged UofL Faculty and Staff will be.
 - The farther away the Segal 58-School Faculty Peer Benchmarking Sample is from matching the ACC schools in terms of salaries, the more demoralized the UofL Faculty and Staff will be.
- Data on that point will be presented below.

Atlantic Coast Conference (ACC) 14 schools

<u>School Name</u>	<u>2022 TOTAL AVERAGE 9-MONTH-EQUIVALENT SALARY</u>	<u>2023 TOTAL AVERAGE 9-MONTH-EQUIVALENT SALARY</u>	<u>2024 Raptor Salary Rank</u>	<u>In Faculty Sample/Filters Matched</u>
<u>Duke University</u>	<u>\$154,288</u>	\$162,699	<u>18</u>	
<u>Boston College</u>	<u>\$143,185</u>	\$149,402	<u>23</u>	
<u>University of Virginia-Main Campus</u>	<u>\$139,562</u>	\$145,554	<u>32</u>	(6*)
<u>Georgia Institute of Technology-Main Campus</u>	<u>\$127,928</u>	\$138,078	<u>48</u>	
<u>University of North Carolina at Chapel Hill</u>	<u>\$114,942</u>	\$125,543	<u>59</u>	(6*)
<u>Wake Forest University</u>	<u>\$108,398</u>	\$109,593	<u>95</u>	
<u>University of Miami</u>	<u>\$120,379</u>	\$126,987	<u>119</u>	
<u>Syracuse University</u>	<u>\$110,720</u>	\$113,934	<u>156</u>	
<u>North Carolina State University at Raleigh</u>	<u>\$100,145</u>	\$108,689	<u>180</u>	
<u>Virginia Polytechnic Institute and State University</u>	<u>\$108,802</u>	\$114,302	<u>182</u>	
<u>University of Pittsburgh-Pittsburgh Campus</u>	<u>\$99,887</u>	\$103,531	<u>222</u>	
<u>Florida State University</u>	<u>\$103,515</u>	\$110,317	<u>265</u>	(6*)
<u>Clemson University</u>	<u>\$96,424</u>	\$101,148	<u>319</u>	5
Mean excluding UofL	<u>\$114,407</u>	<u>\$120,759</u>		
Median	<u>\$109,761</u>	<u>\$114,118</u>		
<u>University of Louisville</u>	<u>\$73,522</u>	<u>\$80,842</u>	<u>411</u>	
Scheduled To Join ACC: Stanford (salary rank 10, mean \$191,816/\$202,710), Berkeley (12, \$170,122/\$175,852) and Southern Methodist (130,\$121,961/\$124,476). The salary mean for the 17 is \$123,125/\$129,039				*In Staff not Faculty sample

SEGAL'S UofL FACULTY PEER GROUP VS. SEGAL'S PRESIDENTIAL COMPENSATION SAMPLE

- Segal chose 20 Core Peer Group Schools to benchmark the UofL Presidential Compensation Assessment of July 9, 2021. They reported selecting their sample using the following criteria:
 - **Classification:** Public peers with the same Carnegie classification are optimal comparators (i.e., doctoral universities: very high research activity).
 - **Hospital / Health System:** Peers require meaningful hospital operations or affiliations that reflect UofL's sizeable Health System, which the President oversees.
 - **Current Peers:** Current peers from the Office of Academic Planning & Accountability should be considered for alignment.
 - **Other Criteria:** Interviewees also noted additional criteria which may inform peer selection. These included: percentage of undergraduates receiving a Pell Grant award, campuses located in urban areas, institutions with prominent NCAA Division I athletics programs, institutions with Phi Beta Kappa chapters, etc.
- UofL's current average 9-month equivalent salary was compared against the average faculty salaries in the Presidential sample, and UofL was found to be **28.8% below the Presidential** benchmark average using the Chronicle's 2021-22 data. UofL was **24.2% below the Presidential** benchmark using 2022-23 data plus the 3 additional schools that are joining the ACC in 2024.
- The closer the new Segal Faculty peer group benchmarking sample comes to matching the Segal Presidential Core Peer Group in terms of salary recommendations, the more that UofL Faculty and Staff will consider the study to be fair and unbiased.
- The farther away the new Segal benchmarking sample is from matching the Presidential Core Peer Group in terms of salary recommendations, the more that UofL Faculty and Staff will be suspicious that Segal inappropriately altered its methodology.
- Data on that will be presented below.

Segal UofL Presidential Compensation Assessment (July 9, 2021)

20 Core Peer
Institutions; 10
included in the
Faculty Sample

Institution	2022 TOTAL AVERAGE 9- MONTH- EQUIVALENT SALARY	2023 TOTAL AVERAGE 9- MONTH- EQUIVALENT SALARY	2024 Raptor rank	In Faculty sample/ Filters matched
University of California-Irvine	\$150,651	\$158,235	38	
University of Connecticut	\$117,307	\$123,231	75	7
Stony Brook University	\$116,724	\$119,882	63	6
University of Illinois at Chicago	\$115,377	\$117,196	188	6
Temple University	\$106,835	\$109,756	135	6
University of Iowa	\$106,372	\$114,064	115	
University of Alabama at Birmingham	\$104,003	\$106,434	192	
University of Utah	\$102,141	\$107,958	221	
Wayne State University	\$100,442	\$102,185	223	5
University of Pittsburgh	\$99,887	\$103,531	222	
University of Kentucky	\$98,933	\$104,156	242	6
West Virginia University	\$97,277	\$100,710	336	7
University of Colorado-Denver	\$97,017	\$85,112	316	
University of Cincinnati	\$96,849	\$99,797	282	
University of Missouri	\$96,296	\$99,523	381	
Virginia Commonwealth University	\$96,025	\$100,382	459	7
University of South Florida-Main Campus	\$95,758	\$98,381	364	6
University of Kansas	\$95,353	\$100,439	213	
University of New Mexico-Main Campus	\$87,370	\$94,123	349	6
University of Mississippi	\$85,142	\$87,066	485	(6*)
Core peer group average	\$103,288	\$106,608		
Median	\$99,410	\$102,858		
University of Louisville	\$73,522	\$80,842	411	

SEGAL'S UOFL FACULTY PEER GROUP VS. SEGAL'S UOFL STAFF PEER GROUP

- The Faculty Advisory Committee was shown the Staff Peer Group sample but was never informed of the criterion that were used to assign different schools to the Faculty and Staff samples.
- There are 26 schools in the Faculty sample that are not in the Staff sample. Just 14 of those 26 extra schools are strong matches to UofL by meeting 5 of 7 filter criteria. The other **12 of the 26 extra schools that are not in the Staff sample are poor matches and are of dubious value.**
- The Faculty Advisory Committee was told that the non-matching schools were needed for diversity and to cover unique programs that are present at UofL. Those UofL programs were never identified. Thoughtful members of the Faculty Advisory Committee were never convinced that the 12 non-matching schools that are unique to the Faculty sample, and the 14 non-matching schools that are included in both the Faculty and Staff samples should have been included for general benchmarking. Subsamples for special purposes are routinely used but are kept sequestered.
- There are 19 schools that are in the Staff sample that are not in the Faculty sample. **Fully 14 of these 19 schools are strong matches to UofL**, meeting 5 of 7 filter criteria. The Faculty Advisory Committee was never given a rationale for the exclusion of these 14 well-matched schools from the Faculty sample.
- **As noted above, three of the schools that are in the Staff but not the Faculty sample are on the CPE list (Chapel Hill, Alabama, Cincinnati).** Chapel Hill is also on the ACC roster, along with **two other ACC schools that are in the Staff but not the Faculty sample (Virginia, Florida State).**
- Excluding five publicly visible benchmark schools from the Faculty sample requires explanation, especially in light of Segal's 3/22/2022 statement **"To the extent CPE and Presidential peers participate in the CUPA survey, they will be part of the faculty peer group as they meet the aforementioned criteria."**

Segal 51 school sample for Staff comparisons

Institution	2022 Avg Faculty Salary	2023 Avg Faculty Salary	Filters Met	Not in Faculty Sample	Institution	2022 Avg Faculty Salary	2023 Avg Faculty Salary	Filters Met	Not in Faculty Sample
Auburn University	\$99,349	\$104,085	6		University of Central Florida	\$98,575	\$100,166	6	
Augusta University	\$79,150	\$83,433	4		University of Cincinnati-Main Campus	\$96,849	\$99,797	7	x
Ball State University	\$70,603	\$71,453	3	x	University of Dayton	\$81,638	\$83,209	3	
Bellarmine University	\$71,771	\$98,399	2	x	University of Florida	\$112,102	\$114,823	4	
Case Western Reserve University	\$109,064	\$114,598	4		University of Georgia	\$106,774	\$110,755	5	x
Clemson University	\$96,424	\$101,148	5		University of Illinois at Chicago	\$115,377	\$117,196	6	
DePaul University	\$105,376	\$107,061	3		University of Iowa	\$106,372	\$114,064	6	x
East Carolina University	\$77,368	\$81,207	6		University of Kentucky	\$98,933	\$104,156	6	
Emory University	\$134,451	\$137,843	4	x	University of Miami	\$120,379	\$126,987	6	
Florida International University	\$92,273	\$95,411	6		University of Michigan-Ann Arbor	\$113,587	\$119,112	2	
Florida State University	\$103,515	\$110,317	6	x	University of Minnesota-Twin Cities	\$112,620	\$116,648	3	
George Mason University	\$109,233	\$116,607	6		University of Mississippi	\$85,142	\$87,066	6	x
Georgia State University	\$84,866	\$88,996	5		University of Missouri-Columbia	\$96,296	\$99,523	7	
Indiana University-Bloomington	\$98,488	\$101,858	6	x	University of North Carolina at Chapel Hill	\$114,942	\$125,543	6	x
Indiana Univ-Purdue Univ-Indianapolis	\$78,101	\$82,298	6	x	University of North Carolina at Charlotte	\$88,970	\$97,294	4	
Loyola University Chicago	\$99,734	\$97,816	3		University of Notre Dame	\$136,509	\$144,593	5	x
Miami University-Oxford	\$94,134	\$97,839	4		University of South Carolina-Columbia	\$102,889	\$103,780	6	
Michigan State University	\$108,281	\$116,379	5	x	University of South Florida-Main Campus	\$95,758	\$98,381	6	
Mississippi State University	\$82,612	\$85,327	5		University of Virginia-Main Campus	\$139,562	\$145,554	6	x
Ohio State University-Main Campus	\$119,968	\$122,953	3	x	University of Wisconsin-Madison	\$123,803	\$128,426	4	
Ohio University-Main Campus	\$84,286	\$86,095	5		University of Wisconsin-Milwaukee	\$82,246	\$83,070	3	
Saint Louis University	\$95,342	\$97,946	3	x	Vanderbilt University	\$134,547	\$136,648	5	X
The University of Tennessee-Knoxville	\$105,104	\$108,731	7		Wayne State University	\$100,442	\$102,185	5	
Tulane University of Louisiana	\$110,149	\$111,737	4		West Virginia University	\$97,277	\$100,710	7	
University of Alabama at Birmingham	\$104,003	\$106,434	6	x	Western Michigan University	\$92,796	\$93,833	2	
University of Arkansas	\$90,406	\$92,078	5	x	Average excluding UofL	\$101,146	\$105,325		

14 SCHOOLS CHOSEN BY SEGAL FOR THE STAFF SAMPLE, BUT NOT THE FACULTY SAMPLE, THAT MATCH ON 5-7 FILTERS OF SIMILARITY TO UOFL

Institution Name	2022 Avg Salary	2023 Avg Salary	Filters met
Florida State University	\$103,515	\$110,317	6
Indiana University-Bloomington	\$98,488	\$101,858	6
Indiana Univ-Purdue Univ-Indianapolis	\$78,101	\$82,298	6
Michigan State University	\$108,281	\$116,379	5
University of Alabama at Birmingham	\$104,003	\$106,434	6
University of Arkansas	\$90,406	\$92,078	5
University of Cincinnati-Main Campus	\$96,849	\$99,797	7
University of Georgia	\$106,774	\$110,755	5
University of Iowa	\$106,372	\$114,064	6
University of Mississippi	\$85,142	\$87,066	6
University of North Carolina at Chapel Hill	\$114,942	\$125,543	6
University of Notre Dame	\$136,509	\$144,593	5
University of Virginia-Main Campus	\$139,562	\$145,554	6
Vanderbilt University	\$134,547	\$136,648	5
14 school average	\$107,392	112,385	
32+14= 46 school Average	\$103,374	\$107,554	

ANALYSES PREDICTING OUTCOMES ON NEW FACULTY SALARIES BASED ON ALTERNATE BENCHMARK SAMPLES

- Thoughtful members of the Faculty Advisory Committee were concerned that the inclusion in the benchmarking sample of a number of schools that were poorly matched to UofL would result in artificially low estimates of salaries at “comparable” institutions. That, in turn, would produce UofL raises that would be less-than-equitable, and ultimately cause more demoralization.
- This hypothesis was tested by examining the total average 9-month equivalent salary produced by different samples of the schools already chosen by Segal.”
 - The 26 poorly-matched schools in the Segal 58 school Faculty sample have an average faculty salary mean that is **\$6,500 lower** than the 32 schools in the Segal 58 school sample with a closer match to UofL. To many, it will be outrageous that schools in which UofL faculty decline positions, like Idaho State, Buffalo State and Augusta University, were invited by Segal to implicitly set low faculty salary benchmarks for UofL.
 - By contrast, using only the **32 well-matched schools** will produce an average salary mean that is **\$4,220 higher** than if the 26 poorly matched schools were included in the sample
 - The 32 well-matched schools from the Faculty sample can be expanded with the **14 well-matched schools** from the Staff sample to produce a 46-school sample with an average salary mean that is **\$6,156 higher** than in 58 school mixed-match sample.

ANALYSES PREDICTING THE EQUITY OF NEW FACULTY SALARIES BASED ON ALTERNATE BENCHMARK SAMPLES

- After subsisting for years with salaries that averaged 30% below CPE benchmark levels, it is unsurprising that UofL faculties would want the salaries that are based on the best possible comparison schools, producing \$6,000 higher average salary norms than if an unrepresentative sample were used.
- Yet, that does not answer the question of whether the proposed 46 school benchmark group truly produces market-equitable salary recommendations for UofL faculty. That requires comparison of the 58 school, 32 school and 46 school average salary projections with the average salaries of the external benchmark groups. These include the CPE, ACC and Presidential Compensation samples.
 - The three alternate Faculty Peer Groups show varying degrees of validity in terms of producing raises that meet CPE benchmark standards.
 - **The 58-school mixed-match Segal sample did a poor job** of modeling and predicting any of the criteria, missing the mark by **\$11,762 with respect to the CPE schools'** average salary, coming in 11% too low. The 58-school mixed-match Segal sample also falls **\$5,639 (5%) short of the Presidential peer group sample**, which involves the smallest salaries of the three external criteria.
- Absolutely impeccability will be needed to persuade the faculty to accept salary recommendations that fall many thousands short of the CPE, ACC and Presidential standards **The 58-school mixed-match Segal sample does not meet that standard and has not been well received.** But the data are available to do a better job.
 - Excluding the 26 unrepresentative schools and using only the 32 schools chosen by Segal that met 5 or more filters not only increased the match of the Faculty Peer Group to UofL but increased the accuracy of predicting each of the criteria.
 - Combining the 32 high-match schools from Segal's Faculty Peer Group with the 14 high-match schools from the Staff Peer Group, for a total of 46 schools, which includes schools that Segal explicitly promised would be in the Faculty sample if their data were available, worked best of all.
 - **The 46-school sample was remarkably on target.** It averaged \$5,562 (5%) lower than the CPE benchmark, which is not ideal but is twice as good as the 58-school sample.
 - **The 46-school sample did even better with respect to the Presidential Compensation Peer Group criterion.** The 46-school high-match sample produced salary norms that were within \$516 (0.4%) of the Presidential peer sample's average salaries, across the two years of data.
 - Admittedly, no Faculty Peer Group sample truly came close to the ACC salaries. Yet, calculating salary raises for UofL faculty that are benchmarked against the schools that set UofL's Presidential salary will be an excellent show of good faith.

The Faculty Senate Executive Committee, the A&S Faculty Salary and Equity Committee and the A&S Faculty Assembly have all voted in favor of a highly matched Peer Group sample based on the principles outlined here.

PREDICTION OF FACULTY SALARY CRITERION GROUPS (AVG 2021-23 SALARIES) BASED ON THREE FACULTY PEER GROUP SAMPLES

58 school Faculty sample, mean faculty salary	\$99,309.
32 High Match Faculty schools meeting 5-7 Segal filters, mean faculty salary	\$103,529.
51 school Staff sample, mean faculty salary	\$103,236.
14 schools used only in Staff sample, not in Faculty sample, that match UofL on 5-7 filters, mean faculty salary	\$107,392.
32+14=46 Schools that match UofL on 5-7 Segal Filters, mean faculty salary	\$105,464

UofL average pay based on various benchmarking samples	Current UofL Avg Pay = \$77,182.	58 school mixed match mean= \$99,309.	32 school high match mean= \$103,529.	46 school high match mean= \$105,464.
CPE n=17 salary mean= \$111,076.	-\$33,894.	-\$11,762.	-\$7,547.	-\$5,612.
ACC n=14 school salary mean= \$118,766.	-\$41,584.	-\$19,457.	-\$15,238.	-\$13,302.
With 3 ACC additions, n=17, mean= \$126,082.	-\$48,900.	-\$26,773.	-\$22,553	-\$20,618.
Segal Presidential, n=20, mean= \$104,948.	-\$27,766.	-\$5,639.	-\$1,419	\$516

CONCLUSIONS ABOUT THE FACULTY PEER GROUP SAMPLE

- The W3 Faculty Advisory Committee NEVER approved the 58 school Segal sample because that sample does not represent best practices and instead is demonstrably defective:
 - It includes 26 schools that are unrepresentative of UofL (matching on 4 or fewer of 7 Segal's own filter criteria).
 - It excludes from the Faculty sample a Segal-chosen group of 14 schools that are in the Staff sample and are highly similar to UofL (matching on 5 or more criteria).
 - Due to Segal's inclusion of 26 poorly-matched schools and exclusion of 14 well-matched schools, Segal's 58-school Faculty peer group has an average faculty salary that is almost \$4,000 lower than the average faculty salary produced by the Segal's 51-school Staff peer group. That will raise questions about intent.
 - The average faculty salaries produced by Segal's 58-school Faculty sample falls far short of the average salaries of UofL' peer schools on the ACC, CPS and Segal UofL Presidential core peer group lists.
 - If UofL salaries are benchmarked against non-matching schools, faculty will not believe that equity has been achieved.
- A sample that includes Segal's 32 well-matched schools in the Faculty sample and the 14 well-matched schools in the Staff sample produces an average salary that matches the faculty salaries in the Segal Presidential salary peer group and is likely be seen as acceptable on both methodological and market equity grounds.

NEXT STEPS: MORE UNANSWERED QUESTIONS

1) Precisely how is time-in-rank going to be addressed in calculating equity?

What will be the interval for time-in-rank salary comparisons?

Intervals of 0-4 years, 5-9, 10-14, 15-19, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59 seem appropriate.

But Segal might find it tedious to obtain salary data for every discipline and every rank in 12 intervals, despite the fact that broader intervals will shortchange some and advantage others, depending the degree of salary compression.

Brief mention was made that Segal will use multiple regression analyses to calculate faculty salary, using time-in-rank as a linear variable. Information will be needed on the parameters used in each such calculation, including the extent to which each discipline, rank, and time-in-rank data set meets the criteria for MRA, such as normal distribution and linearity.

2) HOW WILL SUBDISCIPLINE PAY DIFFERENCES BE HANDLED?

- Most fields have subdisciplines that vary in their rarity, popularity and starting salaries. In Arts & Sciences, there are salary differences between Clinical vs. Experimental in Psychology, Rhetoric vs. Literature in English, and Digital vs. Oral in Communication, to name a few. In some universities, those several subdisciplines are grouped in one department, in other universities the subdisciplines are housed in different departments and in still others, the subdisciplines are in different departments within a separate college (e.g. College of Behavioral Science, School of Communication, etc.)
- In addition, courses in some subdisciplines are in such high demand that faculty members in those subdisciplines are found outside of their college or school of origin, filling positions in multiple schools. For example, faculty members trained in statistics, digital communication, psychology, and law, can be found in colleges of Business, Medicine, Nursing, Public Health, Social Work and Education, and receive substantially different salaries in each.
 - a) Will the market equity of salaries be assessed in terms of the salary in that faculty member's home department, or in terms of the faculty member's subdiscipline?
 - b) How will the market equity of salaries be assessed for faculty members in multi-disciplinary departments that vary dramatically in composition from one university to the next, such as Modern Languages and Comparative Humanities?

3) WHAT PROCEDURES WILL BE USED TO EVALUATE EQUAL PAY EQUITY AT UOFL?

We understand that UofL faculty salaries will not only be evaluated in terms of market equity, but in terms of nondiscrimination/equal pay equity.

Such evaluations are often a challenge in universities, because most have a relatively small number of professors from protected groups (female, minority, disabled, LGBTQ, etc.). Because they were slower to gain admittance, there are fewer colleagues from protected groups in the ranks of full professors with decades of seniority and pay raises.

For example, data comparing the average salary of male and female professors, as is presented in the Chronicle salary database (<https://www.chronicle.com/article/explore-faculty-salaries-at-3-500-colleges-2012-20>), can be misleading.

What procedures will be used to evaluate equal pay equity?

4) HOW WILL DATA BE AGED?

Segal started work on the Staff and Faculty salaries at UofL in 2022 and will be entering faculty salary data in mid-2024 from benchmark schools that presumably contributed AY 2023-24 salary data. By the time that the comparison school data are entered, they will be out of date.

Many of the benchmark schools are now in the process of raising salaries for AY2024-25. Those new salaries will be going into effect in the benchmark schools this summer, while UofL salaries remain frozen.

There is a prospect that UofL 2024-25 salaries will be set based on comparison with other schools' 2023-24 salaries. There was, however, brief mention that the benchmark salary data will be “aged” to bring it up to date and make it more appropriate for comparison

Precisely what is the formula will be used for data aging?

5) HOW WILL PROMOTION RAISES AND OTHER TRANSITIONS BE HANDLED?

Careers have moved forward during the three years that this study has been ongoing. That has raised questions from faculty who have, or will be, changing categories.

a) Will a faculty member who is an Associate Professor this year and is promoted to Full Professor over the summer have the market equity of their salaries evaluated against Associate Professor or Full Professor salaries?

b) Will faculty who are promoted in AY2024-25 or AY2025-26 be reevaluated for salary equity raises after they receive their promotions raises?

c) Many faculty will change years-of-service tenure brackets while the salary evaluation process is ongoing. For example, a faculty member may verify their salary in AY2023-24 and confirm that they have been a full professor for nine years. But in AY2024-25, they may jump from the 5-9 years of service to the 10-14 years of service. Will that faculty member's benchmarking be recalculated?

6) WHAT PROCEDURES WILL BE USED TO ASSESS THE MAGNITUDE OF RAISES AFTER COMPARISONS OF CURRENT SALARIES WITH BENCHMARKS ARE MADE?

- Will the same salary adjustment formula used in 2023 for Staff be used for Faculty in 2024-25? We understand the following:
 - a) If a faculty member's salary is 80% or lower compared to the median for that discipline, rank and tenure, it will immediately be brought up to the 80% mark.
 - b) If a salary is below median and the faculty member has been with UofL for at least six years, the faculty member will be brought up to the median for that discipline, rank and tenure.
 - c) If a faculty member has been with UofL for at least ten years, the faculty member will be brought up to at least 110% of the median for that discipline, rank and tenure.
 - d) The College of Arts & Sciences recommended that if a faculty member has been with UofL for more than ten years, the salary should be raised from 110% to an amount at least equal to 1% for each additional year of service (e.g. 20 years=120% of median).

7) WHEN WILL THE FULL SEGAL-U_{OF}L REPORT ON THE METHODOLOGY, FORMULA, AND DATA FROM THE FACULTY COMPENSATION STUDY BE RELEASED?

President Ronald Regan expressed the policy of “Trust but Verify”.

Sophisticated faculty will be convinced that their salary raise has been calculated appropriately if they can trace all steps in the derivation process, including:

- (a) the specific schools used to provide benchmark data for their subdiscipline, rank, and tenure and the data provided by each,
- (b) the specific subdivision calculation they were assigned, the tenure bracket they were assigned and other individual details;
- (c) the formula used to age the data and calculate the difference between current and benchmark samples and other calculations.

This is a matter of concern because the initial Staff salary letters were distributed in July of 2023. Nine months later, Segal’s technical report still has not been released.

8) WHEN WILL THE FACULTY ADVISORY COMMITTEE MEET AGAIN?

- It has been approximately a year since the last meeting of the Faculty Advisory Committee, and thoughtful committee members have expressed the desire to discuss these topics with representatives from Segal, HR and the Steering Committee.
- Please consider this a formal request of a meeting to discuss these issues.

APPENDIX

PREDICTION OF 2021-22 FACULTY SALARIES BASED ON DIFFERENT SAMPLES

58 school Faculty sample, mean faculty salary		\$97,727			
32 High Match Faculty schools meeting 5-7 Segal filters, mean faculty salary		\$101,616.			
26 Low Match Faculty schools meeting 0-4 Segal filters, mean faculty salary		\$95,091.			
Difference (5-7) vs. (0-4)		\$6,526.			
51 school Staff sample, mean faculty salary		\$101,146			
14 schools used only in Staff sample, not in Faculty sample, that match UofL on 5-7 filters, have a very high mean faculty salary		\$107,392.			
46 Schools that match UofL on 5-7 Segal Filters		\$103,374			
UofL average pay based on various benchmarking samples		Current UofL Avg Pay = \$73,522	58 school mixed match mean= \$97,727.	32 school high match mean= \$101,616.	46 school high match mean= \$103,374.
CPE, n=17, salary mean=	\$108,695.	-\$35,173.	-\$10,968.	-\$7,077.	-5,321.
ACC n=14 school salary mean=	\$114,407.	-\$40,885.	-\$16,680.	-\$12,791.	- \$11,033.
With 3 ACC additions=17,mean=	\$123,125.	-\$49,603.	-\$25,398.	-\$21,509.	-\$19,751.
Segal Presidential, n=20, mean=	\$103,288.	-\$29,766.	-\$5,561.	-\$1,672.	+\$86.

APPENDIX

PREDICTION OF 2022-23 FACULTY SALARIES BASED ON DIFFERENT SAMPLES

58 school Faculty sample, mean faculty salary	\$100,891.
32 High Match Faculty schools meeting 5-7 Segal filters, mean faculty salary	\$105,441.
26 Low Match Faculty schools meeting 0-4 Segal filters, mean faculty salary	.
Difference (5-7) vs. (0-4)	
51 school Staff sample, mean faculty salary	\$105,325.
14 schools used only in Staff sample, not in Faculty sample, that match UofL on 5-7 filters, have a very high mean faculty salary	\$112,385..
46 Schools that match UofL on 5-7 Segal Filters	\$107,554.

UofL average pay based on various benchmarking samples	Current UofL Avg Pay = \$80,842.	58 school mixed match mean= \$100,891.	32 school high match mean= \$105,441.	46 school high match mean= \$107,554.
CPE n=17 salary mean= \$113,457.	-\$32,615.	-\$12,556.	-\$8,016.	-\$5,903.
ACC n=14 school salary mean= \$123,125.	-\$42,283.	-\$22,234.	-\$17,684.	- \$15,571.
With 3 ACC additions, n=17, mean= \$129,039.	-\$48,197.	-\$28,148.	-23,598.	-\$21,485.
Segal Presidential, n=20, mean= \$106,608.	-\$25,766.	-\$5,717.	-\$1,167.	+\$946.