

2020 Salary Compression Integrated Guidelines for Distribution of UUP Salary Compression Pools

The 2016-2022 State/UUP Agreement provides four pools of funds, each equal to one-half percent (.5%) of total basic annual salaries on June 30, 2019, 2020, 2021 and 2022, to be distributed to eligible UUP-represented employees no later than the following December, to address salary compression and inversion.

The 2016-2022 Agreement also established a State/SUNY/UUP executive-level committee to develop guidelines and methodology to analyze and identify the extent of salary compression and inversion at each campus and to distribute allocated funds to address identified-salary compression and inversion at each campus.

Salary compression (when salaries of more experienced employees have not increased sufficiently relative to less experienced colleagues) and inversion (when salaries of new hires are higher than more experienced employees) can be determined by measuring the relationship between salary and several relevant variables. How this will occur is outlined in the guidelines below.

Initially, campuses are responsible for reviewing the accuracy of and, where necessary, gathering the data outlined in Sections I. and II. below. Once this data review and collection process is complete, campuses must run regression analyses utilizing that data to identify the extent of salary compression and inversion among campus academic and professional staff. Instructions and training on how these regression analyses are to be run will be separately provided to campus personnel responsible for running the analyses.

Finally, campuses must distribute the 2020 salary compression pool consistent with the guidelines in Section III. below. Please note: employees who receive salary compression adjustments are **NOT** disqualified from consideration for Discretionary Salary Increases (DSI). Receipt of DSI also does **NOT** disqualify employees from eligibility for compression adjustments.

The data collection and analysis guidelines in Sections I and II and in the Appendices below must be followed to the extent possible. However, it is impossible in system-wide guidelines to anticipate every campus-specific variation which may require deviations from these general guidelines. When campus-specific deviations in data collection and analysis must be made, they must be consistent with the overall intent of these guidelines and the objective of remediating salary compression and inversion. They may not be made on a person-specific basis. Any decision to adopt campus-specific material deviations and/or any concerns regarding regression results which appear to be inconsistent should be vetted with SUNY University-wide Human Resources for advice and counsel on how to proceed.

Any questions regarding how to complete this process should be directed to: Julie Petti, Associate Vice Chancellor of University-wide Human Resources.

I. Data Collection for Measuring Salary Compression and Inversion Among Academic Faculty¹

A. Data needed for each current employee in a position of academic rank (whether full-time or part-time, paid on an annual salary basis):

- 1) Employee ID
- 2) Employee name
- 3) Years of service prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus in a position of academic rank (including all ranks if an individual has advanced in rank). If a former management or administrative employee (e.g. Dean, Provost, etc.) has returned to the faculty with continuing appointment and their salary is reconstructed as if those years had been served in the faculty, those years of service should be included.
- 4) Yes/No – did the employee have any prior experience in a position of academic rank
- 5) Years of relevant experience before appointment to the campus tenure-track position
 - Relevant is defined as experience in a position of academic rank.
- 6) Current rank (i.e., Instructor, Assistant Professor, Associate Professor, Professor, Distinguished Professor, Assistant Librarian, Senior Assistant Librarian, Associate Librarian, Librarian)
- 7) Highest degree attained
- 8) Terminal degree attained, yes/no.
- 9) Academic-year or calendar-year obligation
 - Needed only if obligations vary.
- 10) Full-Time or Full-Time Equivalent percentage
- 11) Academic discipline for benchmarking
 - The purpose of this field is to correlate the academic department/discipline to the appropriate CUPA department code for compression purposes. In many cases the campus department will be the correct code, however the campus should review the department and the area of instruction based on the market used to recruit for the overall position. This determination should not be based on the specific academic credentials of the individual.
 - For example, if the campus has a general business department and all faculty in that department were hired based on the market for general business, then the business department benchmark should be used. If the campus has a business department but hires accounting faculty based on the accounting faculty market (which is generally higher), then the specific accounting department benchmark should be used for the accounting faculty. In other words, if the general business faculty is hired at \$80,000 (market for business) and the accounting faculty member(s) is hired at \$120,000 (market for accounting), then you should use the specific CUPA benchmark for accounting for the faculty member(s) hired at \$120,000.

¹ Campuses may choose to run employees who are currently in academic titles in the professional regression analyses if the employees are performing professional duties and do not teach or engage in other academic functions such as research. If this occurs, the employees' position should be equated to a SL level and budget title appropriate to the employees' functional assignment.

- The position (not the person) is benchmarked to market. If a position involves work in more than one discipline, consider the market from which the position would be filled if vacant. For example, if a position is in both the economics & finance disciplines, the primary market (for either economics or finance professors) from which the position most likely would be filled determines the benchmark.

12)CUPA/Market Benchmark Salary

- The CUPA/Market Benchmark salary to be used for faculty in professorial rank is the median salary for New Assistant Professor identified in the CUPA 2019 or 2020 Faculty in Higher Education Survey in the employee's department/discipline. The choice to use 2019 or 2020 CUPA Salary Survey Data must be made uniformly on a campus-wide basis. See the Addendum on Approved Salary Data Sources for additional information. The benchmark for faculty in librarian rank is the median salary for Librarian - Reference and Instruction, Level 1 identified in the CUPA 2019 or 2020 Professionals in Higher Education Survey.

13)Basic annual salary (excluding all stipends, differentials, also receives, all previous DSI except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit, as noted below.)

- If documentation exists establishing that DSI was previously paid to address inequity, compression, or inversion the amount of the increase/increases should be included in the total of basic annual salary.
- If documentation exists establishing that in-grade salary increases, other than DSI, were previously paid purely to reward merit, pursuant to management's authority reserved in Article 20.17, and not for any other purpose (e.g. promotion, market rates adjustments, or expansion of obligation, duties or responsibilities, etc.) the amount of the increase may be excluded from the total of basic annual salary.

B. Data needed for each current employee in visiting academic, clinical academic (not employed as a physician at a health sciences center) or research academic rank (whether full-time or part-time, paid on an annual salary basis):

- 1) Employee ID
- 2) Employee name
- 3) Years of service prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus in including all ranks if an individual has advanced in rank
- 4) Yes/No – did the employee have any prior experience in a position of academic rank
- 5) Years of relevant experience before appointment to the campus visiting, clinical or research academic position
 - Relevant is defined as experience in a position of academic rank.
- 6) Current rank
- 7) Highest degree attained
- 8) Terminal degree attained, yes/no.
- 9) Academic-year or calendar-year obligation
 - Needed only if obligations vary.
- 10)Full-Time or Full-Time Equivalent percentage
- 11)Academic discipline for Benchmarking:
 - The purpose of this field is to correlate the academic department/discipline to the appropriate CUPA department code for compression purposes. In many cases the

campus department will be the correct code, however the campus should review the department and the area of instruction based on the market used to recruit for the overall position. This determination should not be based on the specific academic credentials of the individual.

- For example, if the campus has a general business department and all faculty in that department were hired based on the market for general business, then the business department benchmark should be used. If the campus has a business department but hires accounting faculty based on the accounting faculty market (which is generally higher), then the specific accounting department benchmark should be used for the accounting faculty. In other words, if the general business faculty is hired at \$80,000 (market for business) and the accounting faculty member(s) is hired at \$120,000 (market for accounting), then you should use the specific CUPA benchmark for accounting for the faculty member(s) hired at \$120,000.
- The position (not the person) is benchmarked to market. If a position involves work in more than one discipline, consider the market from which the position would be filled if vacant. For example, if a position is in both the economics & finance disciplines, the primary market (for either economics or finance professors) from which the position most likely would be filled determines the benchmark.

12)CUPA/Market Benchmark Salary

- If compensation for visiting academic faculty varies across the campus based on the market in specific disciplines, use the median salary for New Assistant Professor identified in the CUPA 2019 or 2020 Faculty in Higher Education Survey in the employee's department/discipline. If compensation does not vary based on the market, use the campus minimum salary for Visiting Assistant Professor. (This section is not intended for faculty who are temporarily in visiting titles for the specific purpose of coming off the tenure clock; those faculty should be reviewed per their original academic rank, above.)
- If compensation for clinical academic faculty varies across the campus based on the market in specific disciplines use either the median salary for New Assistant Professor or for Non-Tenure Track Teaching Assistant Professor identified in the CUPA 2019 or 2020 Faculty in Higher Education Survey in the employee's department/discipline. If compensation does not vary based on the market, use the campus minimum salary for Clinical Assistant Professor.
- If compensation for academic research faculty varies across the campus based on the market in specific disciplines use the median salary for New Research Assistant Professor identified in the CUPA 2019 or 2020 Faculty in Higher Education Survey in the employee's department/discipline. If compensation does not vary based on the market, use the campus minimum salary for Research Assistant Professor.

13)Basic annual salary (excluding all stipends, differentials, also receives, all previous DSI except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit, as noted below.)

- If documentation exists establishing that DSI was previously paid to address inequity, compression, or inversion the amount of the increase/increases should be included in the total of basic annual salary.
- If documentation exists establishing that in-grade salary increases, other than DSI, were previously paid purely to reward merit, pursuant to management's authority reserved in Article 20.17, and not for any other purpose (e.g. promotion, market rates

adjustments, or expansion of obligation, duties or responsibilities, etc.) the amount of the increase may be excluded from the total of basic annual salary.

C. Data needed for each current lecturer (whether full-time or part-time), paid on an annual salary basis:

- 1) Employee ID
- 2) Employee name
- 3) Years of service prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus in title (or title series if employee has advanced in rank)
- 4) Yes/No – did the employee have any prior relevant full-time teaching experience
- 5) Years of relevant full-time teaching experience before appointment to the campus lecturer position.
- 6) Current Rank (if different ranks currently exist at your campus)
- 7) Highest degree attained.
- 8) Terminal degree attained, yes/no.
- 9) Academic-or calendar-year obligation
 - Needed only if all lecturers do not have the same obligation.
- 10) Full-Time or Full-Time Equivalent percentage
- 11) Academic discipline
 - The purpose of this field is to correlate the academic department/discipline to the appropriate CUPA department code for compression purposes. In many cases the campus department will be the correct code, however the campus should review the department and the area of instruction based on the market used to recruit for the overall position. This determination should not be based on the specific academic credentials of the individual.
 - For example, if the campus has a general business department and all faculty in that department were hired based on the market for general business, then the business department benchmark should be used. If the campus has a business department but hires accounting faculty based on the accounting faculty market (which is generally higher), then the specific accounting department benchmark should be used for the accounting faculty. In other words, if the general business faculty is hired at \$80,000 (market for business) and the accounting faculty member(s) is hired at \$120,000 (market for accounting), then you should use the specific CUPA benchmark for accounting for the faculty member(s) hired at \$120,000.
 - The position (not the person) is benchmarked to market. If a position involves work in more than one discipline, consider the market from which the position would be filled if vacant. For example, if a position is in both the economics & finance disciplines, the primary market (for either economics or finance professors) from which the position most likely would be filled determines the benchmark.
- 12) CUPA/Market Benchmark Salary
 - If compensation for lecturers varies across the campus based on the market in specific disciplines, the CUPA/Market Benchmark salary to be used is the median salary for Teaching Instructor/Lecturer identified in the CUPA 2019 or 2020 Faculty in Higher Education Survey in the employee's department/discipline. However, if compensation does not vary based on the market, use campus minimum salary for Lecturer. See the Addendum on Approved Salary Data Sources for additional information.

- 13) Basic annual salary (excluding all stipends, differentials, also receives, and all previous DSI except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit, as noted below.)
- If documentation exists establishing that DSI was previously paid to address inequity, compression, or inversion the amount of the increase/increases should be included in the total of basic annual salary.
 - If documentation exists establishing that in-grade salary increases, other than DSI, were previously paid purely to reward merit, pursuant to management's authority reserved in Article 20.17, and not for any other purpose (e.g. promotion, market rates adjustments, or expansion of obligation, duties or responsibilities, etc.) the amount of the increase may be excluded from the total of basic annual salary.

D. Data needed for each current part-time adjunct or part-time lecturer paid on a bi-weekly or other non-annual salary basis:

- 1) Employee ID
- 2) Employee name
- 3) Total years of service (counting any period in which the individual performed work that qualified or would have qualified them for an across-the-board increase as a year of service in a part-time lecturer or part-time adjunct title) prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus restarting the service where there are breaks of 1 year or more. If after breaks in service of one year or more, the campus reappoints at the previously held salary, include previous years worked in total years of service.
- 4) Rank (if different ranks currently exist for part-time faculty at your campus)
- 5) Highest degree attained (if used to establish part-time faculty compensation at your campus)
- 6) Academic discipline or department on campus (only needed if part-time academic compensation varies by discipline or department)
- 7) Current per credit or credit equivalency rate for employee (excluding DSI except as noted below)
 - If documentation exists establishing that DSI was previously paid to address inequity, compression, or inversion the amount of the increase/increases should be included in the per credit or credit equivalency rate.
 - If documentation exists establishing that in-grade salary increases, other than DSI, were previously paid purely to reward merit, pursuant to management's authority reserved in Article 20.17, and not for any other purpose (e.g. promotion, market rates adjustments, or expansion of obligation, duties or responsibilities, etc.) the amount of the increase may be excluded from the total of basic annual salary.
- 8) CUPA/Benchmark Salary.
 - If the campus has the same internal salary minimum for all adjuncts, this field should be left blank. If the campus per credit or credit equivalency rate varies by department the campus should enter the minimum rate for each department.

E. Data needed for each current clinical academic employed as a medical doctor (MD or DO) at a health sciences center:

- 1) Employee ID

- 2) Employee name
- 3) Years of service prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus in clinical title (or clinical title series if the employee has advanced in rank)
 - Include all service regardless of full-time or part-time status (without proration)
 - Exclude time in clinical titles during which the employee was employed as a resident or fellow paid on the PGY salary schedule.
- 4) Clinical academic faculty physicians employed at the health sciences centers receive compensation which includes both State-provided basic annual salary and income from other sources (e.g. clinical practice plan income). The complexity of these arrangements makes it extremely difficult to analyze salary compression among these physicians. Given this, clinical academic physicians will be excluded from regression analysis and instead will receive the following adjustment to their State salary.
 - Physicians who have completed seven years of service in clinical academic rank (excluding time employed as a resident or fellow paid on the PGY salary schedule) on or after July 1, 2019 and before July 1, 2020 receive a \$500 increase to basic annual salary.

II. Data Collection for Measuring Salary Compression and Inversion Among Professional Employees²

A. Data needed for each current employee in a professional title (whether full-time or part-time paid on an annual salary, hourly, bi-weekly, or fee basis):

- 1) Employee ID
- 2) Employee Name
- 3) Salary Grade
- 4) Compression Salary Grade
 - The salary grade for the budget title is provided. However, the campus may assign a compression salary grade by adding a .5 incrementation to the existing salary grade where the position has greater duties and responsibilities to differentiate it from other positions at the same salary grade. See the attached *Addendum on Salary Grade Incrementation* for further instructions on when this adjustment should be made.
- 5) Current State title
- 6) Current Campus title
- 7) Appointment type
- 8) Years of Service prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus in current State title.
- 9) Prior years of experience at the campus in addition to years of service in current State title:
 - For compression purposes only, service credit will be provided for years of service at the campus in addition to time in current State title. This will be applied as follows:

² Campuses may choose to run employees who are currently in academic titles in the professional regression analyses if the employees are performing professional duties and do not teach or engage in other academic functions such as research. If this occurs, the employees' positions should be equated to a SL level and budget title appropriate to the employees' functional assignment.

- Time worked at campus prior to a break in service of one year or more does not count.
- This credit will only be granted when an employee has **at least** 5 years of service in another title.
- Credit will be at the rate of one-fifth of actual years of service. E.g. $5/5=1$, $6/5=1.2$, $7/5=1.4$, etc.
- Additional credit will be rounded to the nearest whole year.
- The maximum number of additional years of service credit an employee may receive is 5.
- Examples:
 - Employee A: Hired as Fin Aid Advisor 1/1/2000, promoted to Sr Fin Aid Advisor 1/1/2007, and promoted to Dir of Fin. Aid on 1/1/12. Employee has 20 years of total service and 8 in current title. The employee receives 2 additional years of service credit ($20 - 8 = 12$. $12/5 = 2.4$ rounded to 2 years).
 - Employee B has 11 years of campus service and 5 years in current title. Employee B receives 1 additional year of service credit ($11 - 5 = 6$. $6/5 = 1.2$)

10) Pay basis code – college-year or calendar-year

- If college year – length of obligation (calculated to nearest ½ month)

11) Full-Time or Full-Time Equivalent percentage

12) Department/SUNY Job Family/Functional Area (e.g., admissions, financial aid, etc.)

- This is to ensure the appropriate CUPA/market benchmark will be used (e.g., admissions staff salaries are compared to market salaries for admissions staff, T.H. respiratory therapy staff are compared to market salaries for respiratory therapy staff).
- In many cases, department/SUNY job family can be used to identify the employee's functional area for benchmarking purposes. However, in cases where campuses are using generic titles in generic SUNY job families across multiple departments, generic SUNY job families should not be used. Instead these individuals should be benchmarked in the departments/functional areas where they work, e.g. financial aid, admissions, etc. (E.g. for Staff and Senior Staff Assistants and Associates the SUNY job family of "Support Staff" should not be used.)
- See the attached *Addendum on Professional Functional Areas* for additional information.

13) Identify if the employee is primarily performing IT functions.

- Employees who are at least 51% engaged in IT functions/duties/activities are "primarily performing" IT duties for the purpose of this salary analysis. Employees who are primarily engaged in IT duties should be assigned to the appropriate IT functional area as described in the *Addendum on Professional Functional Areas*.

14) CUPA/Market Benchmark Salary

- The CUPA 2019 or 2020 Professionals in Higher Education Survey should be used wherever possible. Permissible exceptions to this are outlined in the *Addendum on Approved Salary Data Sources*. The choice to use 2019 or 2020 CUPA Salary Survey Data must be made uniformly on a campus-wide basis.
- Generally, the benchmark salary to be used is the median salary listed in the data source for positions/job titles whose descriptions largely equate to a SUNY SL-4 grade title in the employee's department/functional area. However, if minimum salary for the

SL-4 is higher than the CUPA Market benchmark salary use minimum salary for rank. See the *Addendum on Approved Salary Data Sources* below for additional information.

- For a position which has more than one distinct role, using a single benchmark may not be sufficient for compression purposes. In those cases, the campus should determine the individual market benchmarks for each distinct role and add them together on a pro-rated basis. For example, assume a position consists of one 60% distinct role in one functional area and a second 40% distinct role in a different functional area. To calculate the benchmark, add 60% of the first distinct role's market benchmark (for the SL-4 equivalent function) and 40% of the second distinct role's market benchmark (for the SL-4 equivalent function).
- As an alternative to using the SL-4 salary grade as the benchmark, the campus may choose to benchmark each individual professional position to the corresponding position in the CUPA 2019 or 2020 Professionals in Higher Education Survey (or other permissible sources outlined in the Addendum on Approved Salary Sources). This should be done based on the duties of the position and the corresponding department, SUNY Job Family, and Functional Area. Note this option is available only if every position in the regression can be appropriately benchmarked. It cannot be used in combination with the SL-4 salary grades noted above. Campuses considering this option must review this methodology with SUNY System Administration before proceeding.

15)Salary

- Employees paid on an annual salary basis: Basic annual salary (excluding all stipends, differentials, also receives, all DSI received in current State title except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit, as noted below.)
 - If documentation exists establishing that DSI was previously paid to address inequity, compression, or inversion the amount of the increase/increases should be included in the total of basic annual salary.
 - If documentation exists establishing that in-grade salary increases, other than DSI, were previously paid purely to reward merit, pursuant to management's authority reserved in Article 20.17, and not for any other purpose (e.g. promotion, market rates adjustments, or expansion of obligation, duties or responsibilities, etc.) the amount of the increase may be excluded from the total of basic annual salary.
- Employees paid on an hourly basis: Convert the employee's hourly rate to the full-time annual salary equivalent and code that as the employee's annual salary (excluding all stipends, differentials, also receives, all DSI received in current State title except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit).
- Employees paid on a bi-weekly or fee basis: Convert the employee's bi-weekly/per assignment/per course rate to the full-time annual salary equivalent and code that as the employee's annual salary (excluding all stipends, differentials, also receives, all DSI received in current State title except for DSI paid to address inequity, compression or inversion, and any in-grade salary increases paid purely to reward merit).

16)Indicate if the employee is in an Appendix B position. Yes or no.

B. Data needed for part-time coaches paid on a bi-weekly basis:

- 1) If the salary of part-time coaches paid on a bi-weekly basis varies based on market in particular sports, proceed with data collection described for professional employees in Section II.A above and include these individuals in the regression analysis.
- 2) If the salary of part-time coaches paid on a bi-weekly basis does not vary based on market these individuals are excluded from regression analysis. Only the following data is necessary:
 - Employee ID
 - Employee name
 - Total years of service (counting any period in which the individual performed work that qualified or would have qualified them for an across-the-board increase as a year of service in a part-time coaching position) prior to July 1, or September 1, 2020 (depending on professional obligation) at the campus restarting the service where there are breaks of 1 year or more. If after breaks in service of one year or more, the campus reappoints at the previously held salary, include previous years worked.
- 3) Part-time coaches whose bi-weekly salary does not vary based on market who have completed seven years of service in a part-time coaching position on or before July 1 2020 or September 1, 2020 (depending on professional obligation) shall receive an annualized \$500 increase to basic annual salary. This increase will be prorated by the FTE payroll percentage (i.e. an employee with a .50 FTE would receive \$250).

II: Campus discretion regarding exclusion of certain employees from regression analyses:

Generally, all UUP-represented employees must be included in the regression analyses. However, as described in Sections I.A and II.B above, clinical academic physicians and certain part-time coaches who are paid on a bi-weekly basis are excluded from regression analysis and are instead eligible for base salary adjustments utilizing alternate criteria. In addition, campuses also have discretion to exclude the following employees from regression analysis and compression adjustments.

- 1) Employees paid on a fee basis if their salaries cannot effectively be annualized and they earned **less than** \$2,500 in the 26 pay periods preceding the date of the payroll used to perform the regression.
- 2) Employees who have been off payroll on leave without pay for two years or more as of the payroll used to perform the regression.
- 3) Visiting academics with less than four years of service in title (being careful NOT to exclude those temporarily in Qualified Academic Rank for tenure clock stop purposes).
- 4) Certain Division 1 head coaches who have individually negotiated, market-based contracts (in addition to a standard appointment letter) which include performance incentives payments such as bonuses for achieving certain win/loss records, etc.
- 5) Certain highly compensated faculty at the University Centers and Health Science Centers whose salaries deviate significantly from the expected or predicted salary given academic rank, market, and years in rank. The process outlined below should be used for identifying who might be included in this category.
 - To begin the process of identifying unusually highly compensated faculty the market ratio (%) for each faculty member needs to be calculated by dividing the employee's ten month annual equivalent salary (or annualized full-time equivalent salary for part-

time faculty) by the CUPA Doctoral market median benchmark for their rank/function in their academic department or discipline.

- The CUPA Doctoral Institution market median benchmark for the faculty title and academic department or discipline will be used for this calculation (e.g., the Doctoral Institution market median benchmark for a Professor of Physics would be used for a Physics Professor).
- Faculty that meet the following criteria should be evaluated for possible exclusion from the regression analysis and compression adjustments.
 - Faculty with a market ratio of 175%* or greater with less than 20 years of total service.
 - Faculty with a market ratio of 185%* or greater with 20 or more and less than 30 years of total service.
 - Faculty with a market ratio of 195%* with 30 or more years of total service.

*Add 5% to the each of the market ratios for faculty at Stony Brook and Downstate to adjust for proportionately higher salaries.

- Once the individuals meeting these criteria are identified, their positions should be reviewed to determine:
 - whether they should be removed from the regression analysis because their salary deviates significantly because factors other than years of service, function, and market rate for the discipline contributed to salary setting for that individual. This could occur, for example, when an individual's fame or professional standing in a field was a major factor in salary setting or when an individual's current salary is affected by a previous administrative position such as dean, provost or chancellor.
 - whether they should be benchmarked differently based on particular duties or functions not typically performed by academics (e.g. a faculty member working as a Director of Technical Services might be better benchmarked as an IT professional), or,
 - whether they should remain in the academic regression analysis.
 - If a high percentage of individuals from the same academic discipline and/or department meet the review criteria, other factors may need to be considered before automatically removing them from the analysis. Please contact the Office of University-wide HR for further guidance if this scenario exists.
- 6) If any campus identifies highly compensated faculty whose salary *deviates significantly* from the expected or predicted salary because factors other than academic rank, market, and years in rank affected salary setting for their position in ways that may impact the regression analysis, please contact the Office of University-wide HR for further review and guidance.

III. Distribution of Salary Compression Pool

Once salary analyses are completed at each campus, using an objective and transparent process for determining how the 0.5% compression pool will be distributed is critical to foster trust in the process, enhance employee morale, and minimize negative scrutiny and demands for information. To assure that this occurs, the following guidelines must be utilized.

General Guidelines

- The 0.5% compression/inversion pool must be distributed to remediate compression/inversion identified by the salary analyses. It is **not** appropriate to use the compression/inversion pool for any other purpose including but not limited to: merit, addressing perceived salary inequities that are not identified in the salary analysis, or providing for larger market-rate adjustments.
- Employees who receive salary compression/inversion adjustments are not disqualified from consideration for Discretionary Salary Increases (DSI). Conversely, receipt of DSI does not disqualify employees from eligibility for compression adjustments.
- Campuses are *strongly encouraged* to distribute the pool of money to all individuals (whether academic or professional, full-time or part-time) identified as compressed/inverted in the salary analysis, proportionate to the amount of their identified compression.
 - E.g., if the campus salary analysis identifies \$1,000,000 of compression campus-wide and the 0.5% pool provides \$100,000 this year to remediate compression, each employee with identified compression will receive a salary increase out of the compression pool which remediates 10% of their identified compression.
- Distributing the compression/inversion pool proportionate to identified compression will best assure that the process is recognized to be transparent and equitable while, at the same time, still directing a larger share of the compression pool to those departments/units that have more extensive compression relative to market rates.
 - E.g., If the available campus pool can provide remediation of 20% of each person's identified compression, an engineering professor who has \$5,000 in compression will receive a \$1,000 salary adjustment while an English professor who has \$1,000 in compression will receive a \$200 salary adjustment. This will direct money to areas with greater compression relative to higher market salaries, thus fairly reflecting legitimate market differences across disciplines/functional areas.
- There may be specific cases in which the campus president determines that certain departments/units require more rapid remediation to address retention beyond that which is achieved by a proportional distribution.
 - In such a scenario, campuses still have the other half of the DSI pool (0.5%) at their disposal. Campuses retain discretion to use this DSI pool for other salary adjustments as well as "merit" raises and may decide to use DSI to more rapidly remediate identified compression/inversion and/or provide for larger market rate adjustments.
 - If the campus determines that a higher proportion of the compression/inversion pool will be used to remediate compression/inversion more rapidly in particular areas, such remediation must occur proportionally within particular department/units on a department/unit-wide basis. Individual employees with identified compression/inversion may not be excluded if they are in the targeted departments/units, nor can individuals not in those specific departments/units be included.

- A decision to more rapidly remediate particular departments/units shall not result in excluding other departments/units with identified compression/inversion from remediation entirely.
- Whatever determination is made regarding how to remediate identified compression/inversion, it should be reasonably articulated and transparent. Campus presidents must inform the campus community of the method of distribution being used by completing and circulating the Compression/Inversion Report Form included in the attached Addendum, with copies to SUNY System Administration (Julie Petti, Associate Vice Chancellor of University-wide Human Resources) and UUP Central Office (Elizabeth Hough, Counsel to the President). If non-proportional distribution is used, the method and rationale for more rapidly remediating particular departments/functional areas must be provided.

Details Regarding Exercise of Campus Discretion

- Campuses may choose to establish a threshold dollar amount of identified compression/inversion for full-time employees (pro-rated for part-time employees), below which identified compression will not be remediated.
 - If such a threshold is established, it may not exceed \$2,500 and must be uniformly applied campus wide. Any eligible employee with identified compression/inversion in excess of the threshold would receive a proportionate share of that identified compression/inversion from the available campus pool.
 - The following examples assume that the campus establishes a floor of \$1,000.
 - For employees whose regression was run using a full-time annualized salary (including hourly and professional biweekly employees with annualized salaries) the threshold should be established on a full-time annualized basis:
 - Assuming a threshold of \$1,000, if an employee has an identified compression/inversion amount of \$2,000 and the campus can remediate 10% of the overall identified amount, that employee would receive a \$200 annualized base salary increase. Note that the actual amount received by a part-time employee is pro-rated by the FTE percentage reflected in payroll records (i.e., an employee with a .50 FTE would receive \$100).
 - For employees paid on a per credit basis, campuses should pro-rate the determined threshold by dividing the threshold amount by the number of credits equivalent to a full-time teaching load to determine the per credit threshold.
 - Assuming a threshold of \$1,000, if 24 credits a year is a full-time teaching load, the pro-rated floor would be \$41.67 per credit ($\$1,000/24$ credits for the year). Any eligible employee with identified compression/inversion in excess of \$41.67 per credit would receive a proportionate share of their entire identified compression/inversion from the available campus pool. For example, if an employee has an identified per credit compression amount of \$60 and the campus is able to remediate 10% of the overall identified amount, the employee would receive a \$6 per credit base salary increase.
- Campuses may choose to exclude the following categories of employees from remediation:
 - Part-time academics with less than two years of service at the campus.

- Part-time professionals who are paid on a bi-weekly, hourly or other non-annual salaried basis with less than two years of service at the campus.
 - New employees (regardless of pay basis) with less than one year of service at the campus.
 - Any full-time employee serving in their final year of service, after having received proper notice of non-renewal.
 - Any employee who is working under a settlement agreement which includes an exit strategy.
- Except for those employees identified above, individual employees with identified compression/inversion may not be excluded from remediation.

Addendum on Salary Grade Incrementation

All UUP professional positions are assigned a salary grade based on the budget title. The amount of variation that may exist in levels of duties and responsibilities among positions may be greater than the variability afforded by the relatively few grades (SL1-SL6). There may be instances where a position has sufficiently more duties and/or responsibilities to warrant differentiation from another position with the same salary grade. As a result, the position should be provided a compression salary grade increment of .5 for compression review purposes only (e.g. an SL 3 position is incremented to SL 3.5, or an SL 4 position is incremented to SL 4.5, etc.). The .5 incrementation is determined by a position's functions and responsibilities (independent of individuals in the position at any given time).

Particularly in the case of the state Staff Assistant/Associate budget title series the campus titles and duties of those positions should be taken into consideration when determining if a .5 incremented salary compression grade is warranted. Using an incremented compression salary grade where appropriate will allow for a more accurate comparison and compression model.

For example, a campus has three Staff Associate SL 4 *positions* in Student Accounts. One of those *positions* has a campus title of Assistant Director and has significantly more responsibility than the other two Staff Associate *positions*. The salary grade of the Assistant Director *position* should be incremented by .5 for compression review purposes. Thus, for example, the two Student Accounts Staff Associates will remain SL 4s, and the one Student Accounts Staff Associate Assistant Director position will be incremented to SL 4.5 for the salary compression analysis.

In addition, campuses should use the titles provided below as specific examples of budget titles within the established job families for professional positions where titles should have a compression salary grade incremented by a .5. This list is not to be considered exhaustive or all inclusive. If a situation exists on a specific campus where an increment seems to make sense, to distinguish its level of responsibility from the rest of the positions at the same salary level, campuses should do so.

[Note: After completion of the campus review of positions for .5 incrementation, for optimal compression results there should be a minimum of 5 distinct incremented compression salary grade positions at each incremental level (e.g., 5 distinct positions minimum assigned an SL of 3.5, 5

distinct positions minimum assigned an SL of 4.5, etc.). This assumes one person is in each incremented position. If you do not have at least 5 distinct identified positions (or individuals in those positions) for each compression salary grade incrementation, please contact the Office of University-wide HR for additional guidance.]

Admissions:

- The Senior Admissions Advisor should remain a 4
- The Assistant Director of Admissions should be a 4.5
- The Associate Director of Admissions should remain a 5
- The Director of Admissions should be a 5.5

Alumni Affairs:

- The Associate Director of Alumni Affairs should be a 3.5

Arts Management:

- The Director of the Art Gallery should be a 4.5 (if the job description is significantly different than Curator)

Business Affairs:

- There are 3 different SL-4 level titles in this job family. If the duties are significantly different from the job standard and/or there is a higher-level differentiation based on campus title, the salary grade should be incremented where appropriate.

Career Services:

- The Career Planning and Development Officer should be a 4.5
- If an employee has been designated as the Associate Director as a campus title, it should be a 4.5
- The Director of Career Planning and Development should be a 5.5

Community Relations:

- If a position has been designated a higher level of duties, this should be reviewed and incremented if appropriate.

Computing Services:

- There are several different SL-4 and SL-5 level titles in this job family and there may also be general "staff" titles used in this area. If the duties of the position are significantly different from the job standard and/or there is a differentiation based on campus title that involves a higher level of duties, the salary grade should be incremented where appropriate.

Facilities Management:

- The Forest Property Manager II should be a 3.5

Financial Aid:

- The Assistant Director of Financial Aid should be a 4.5

Purchasing:

- The Associate Director of Purchasing should be a 5.5
- If Purchase Assistant positions have been assigned higher level duties this should be reviewed and incremented if appropriate.

Residential Life:

- If the Director of Residential Life has a larger scope than just residential life, it should be a 5.5

Teaching Hospital Titles:

- All TH titles should follow the same basic premise. If the duties are significantly different from the job standard and/or there is a higher-level differentiation based on campus title, the salary grade should be adjusted upward by .5 where appropriate.
- Teaching Hospital Medical Records Assistant Director should be a 3.5
- Teaching Hospital Associate Director of Respiratory Therapy should be a 4.5

Addendum on Professional Functional Areas for Benchmarking

In many cases, department/SUNY job family will be sufficient to identify the employee’s functional area for benchmarking purposes. However, in cases where the employee’s budget title may not fully reflect the nature and scope of the employee’s functional responsibilities campus title and duties should be taken into consideration to appropriately assign employees to a functional area.

In cases where campuses are using generic titles in generic SUNY job families across multiple departments, generic SUNY job families should not be used. Instead these individuals should be benchmarked in the functional areas where they work, e.g. financial aid, admissions, etc. For example, the SUNY job family of “Support Staff” should not be used to benchmark Staff and Senior Staff Assistants and Associates.

The chart below lists specific examples of functional area designations for (non-IT) professional staff benchmarking that are common to most campuses. In addition to these functional areas, individual campuses may/will have others which are specific to their campus. For example, the hospitals will need to identify functional areas specific to health care related functions. Generally, these functional areas will correspond to the SUNY job families for T.H. designated titles.

SUNY Job Family and/or Functional Area for Market Benchmarking
Academic Advisement
Academic Support (non IT)
Admissions
Alumni Affairs
Arts Management

Athletics – Head Coach
Athletics
Business Affairs – Accounting
Business Affairs – Budget
Business Affairs – Bursar
Career Services
Communications
Community Relations
Continuing Education
Counseling - Developmental & Psychological
Development/Fundraising – Annual Giving
Development/Fundraising – Donor Relations
Development/Fundraising – Major Gifts
Development/Fundraising – Planned Giving
Development/Fundraising – Prospect Research
Disability Services
Diversity, Equity & Inclusion
Educational Opportunity Centers
Educational Opportunity Programs
Facilities Mgmt - Health & Safety
Facilities Mgmt - Physical Plant Operations & Energy Mgmt
Facilities Mgmt - Planning, Design & Construction
Facilities Mgmt – Inventory Control
Field Experience/Internships
Financial Aid
Health
Health – College Physician
Health – Nurse Practitioner
Institutional Research
Instructional Support (non IT)
International Student Affairs
Payroll

Purchasing
Registration & Records
Research
Residential Life
Safety/Security/Police
Skilled Craft/Trades
Student Activities

IT Functional Areas for Benchmarking

Regardless of their department or budget title, employees who are at least 51% engaged in IT functions/duties/activities are “primarily performing” IT duties for the purpose of this salary analysis. Employees who are primarily performing IT duties should not be assigned to the department in which they work (e.g. financial aid, admissions, academic support, etc.) or assigned to the SUNY job family of “Computing Services”. Instead, employees who are primarily engaged in IT duties should be assigned to one of the IT functional areas described below. For example, a Sr. Staff Assistant who is primarily engaged in setting up classroom media services should be assigned to the *Instructional Technology including Online and Distance Learning and Instructional Support* functional area.

Academic and End Point Computing:

Endpoint Support & Help Desk:

- Help desk, installing and upgrading software (remotely or directly), hardware installation support/peripherals, general user initial troubleshooting.

Instructional Technology including Online and Distance Learning and Instructional Support:

- Classroom media services including videographers and installation of multimedia applications, Blackboard technology help, conference media support including Zoom, webinars, and any technical support for educational purposes.

Research Computing:

- High level consultation and expertise for research activity, including high performance computing environments, large data sets, and regulatory compliance.

Administrative Computing:

Enterprise Applications for Financial Aid, Admissions, HR, BANNER, etc.:

- Responsible for enterprise level applications including performance monitoring, security patches, access, feature upgrades, and integration of with other services and data sources, including third party applications.

Web Design and Development:

- Actual design and development of public-facing websites or websites designed for SUNY/campus use only, as well as web-based application design and development. Includes webmasters, technical graphic designers, software developers.

Infrastructure:

Information and Database Management:

- Create and maintain database management systems, data repositories for business applications, and data analytical tools. Ensure data integrity and privacy/security protocols are being followed. Includes data base administrators and data reporting specialists.

Networking and Telecommunications/Telephony:

- Responsible for development, application and deployment of telecommunication and interconnectivity among devices. Includes network engineers and network technicians.

Security:

- Responsible for network and system intrusion detection and prevention, incident response, identity provisioning and deprovisioning, vulnerability and configuration management, regulatory compliance, training.

Systems Admin/Server Admin Programming:

- Server administration and programming, including monitor and maintain hardware and virtual environments, patch management for OS and applications, scripting for scheduled maintenance jobs.

Addendum on Approved Salary Data Sources

The general premise is that any comparison salary information used for the purposes of the UUP Compression Study must come from a credible source in the field. Campuses must communicate what sources were used in their analysis to the campus community (with copies to SUNY System Administration and UUP Central Office). The following guidelines for approved salary data sources by employee type are provided:

Academic Faculty (other than part-time adjunct faculty and physicians employed at the Health Sciences Centers in clinical academic appointments):

The CUPA 2019 or 2020 Faculty in Higher Education Survey should be used. The choice of whether to use 2019 or 2020 CUPA Salary Survey Data must be made uniformly on a campus-wide basis.

- The preferred source is All Institutions – Tenure Track Faculty (Starting Assistant Professor in each department/discipline)
- One source should be used consistently across the campus
- Doctoral campuses may use Doctoral Institutions
- Campuses may use Master’s Institutions if appropriate and if all disciplines at the campus are included in the Master’s results.
- SUNY Optometry may use ASCO (Association of Schools and Colleges of Optometry)

- If a new assistant professor median salary is not available for the specific department/discipline, the campus should use the new assistant professor median salary for the department/discipline that is most closely aligned.

Professional Employees:

The CUPA 2019 or 2020 Professionals in Higher Education Survey should be used wherever possible. The choice of whether to use 2019 or 2020 CUPA Salary Survey Data must be made uniformly on a campus-wide basis. For certain positions the CUPA Staff or Administrators Surveys may contain comparable titles which are more appropriate comparators for benchmarking purposes. In those circumstances these surveys may be used instead.

- The preferred source is All Institutions.
- All department/functional area market benchmarks must be for positions/job titles whose descriptions largely equate to SUNY SL-4 grade titles (unless specified otherwise) even if an SL-4 title does not exist in the department/functional area.
- One source should be used consistently across the campus to the extent possible.
- Doctoral campuses may use Doctoral Institutions.
- Campuses may use Master's Institutions if appropriate and if all disciplines at the campus are included in the Master's results.

If CUPA data are not available for particular departments/SUNY job family/functional areas, campuses may use the alternative data sources for those departments/functional areas described below. However, if alternate data sources are used, they must be used consistently to analyze the salaries of all professional employees within the department/functional area.

- Bureau of Labor Statistics (BLS)
- The NYS Department of Labor Occupational Wages Statistics
- Culpepper Compensation Survey Data
- Economic Research Institute
- Comp Analyst
- Payfactor

There are certain groups of employees where it may be more appropriate to use a specialized salary data source. Note that if specialized salary sources are used, they must be used consistently within a department/functional area. These include:

Information Technology Titles:

- Higher Education Information for Technology (HEITS)
- Foote Partners LLC IT Professional Salary Survey

Athletic Titles:

- Western Management Group
- Winthrop Intelligence

Maritime Titles:

- State Maritime Academies

Healthcare/Hospital Specific Titles:

- The Association of Healthcare Human Resource Administrators (AHHRA) of Greater NY

- Greater New York Hospital Association
- NY Metro Healthcare Compensation Survey
- Gallagher Integrated Healthcare Strategies Compensation Survey
- Iroquois Healthcare Association Survey
- Mercer Healthcare Salary Survey
- American Society for Clinical Pathology's (ASCP) Wage Survey of Medical Laboratories
- American College of Medical Genetics and Genomics Salary Survey Report
- National Association Medical Staff Services / MSP Salary Survey
- The American Academy of Clinical Neuropsychology Professional Practice Salary Survey
- Society for Radiation Oncology Administrators
- American Society of Radiologic Technologists - Radiologic Technologist Wage and Salary Survey
- National Cancer Registrars Association Salary Survey
- Association of American Medical Colleges Market Data
- Hospital and Healthcare Compensation Service - Nursing Home Salary and Benefits Report

Addendum – 2020 Compression Report Form

2020 Campus Compression Report Form

The purpose of this form is to inform the campus community, SUNY System Administration, and UUP about the allocation of salary compression/inversion increases pursuant to the guidelines and methodology established through negotiations between the State/SUNY/UUP, including permissible discretion used by the administration to address campus-specific circumstances. Any questions should be addressed to Human Resources.

Year of distribution _____

Amount of DSI funds available for compression/inversion (dollar figure of 0.5% of campus salaries) _____

Amount of compression/inversion salary increases actually distributed (Could be equivalent to 0.5% of campus salaries or more if other DSI funds were added) _____

Was a minimum threshold used for allocation of compression/inversion increases?

I.e., Was there a dollar amount of identified compression/inversion for full-time employees (pro-rated for part-time employees) below which identified compression was not remediated?

Yes, Threshold Amount _____; No _____

Was the compression/inversion money distributed proportionately across UUP members who have compression/inversion identified for campus remediation. In other words, did all individuals identified for compression/inversion increases get the same percentage of their compression/inversion remediated?

Yes (Indicate percentage of identified compression remediated for all) _____

No _____

If **No**, explain the campus distribution process, identifying the departments/functional areas that received a higher percentage of remediation than the "norm" across campus, the rationale for doing so, and the percentage of identified compression remediated in each of these departments/functional areas.

Campuses have discretion to exclude certain types of employees from the regression analysis and from remediation (i.e. receipt of salary increases to remediate compression). Identify if any of the following permissible exclusions were made by the campus administration:

**Excluded
Yes/No**

_____ Employees paid on a fee basis if their salaries cannot effectively be annualized and they earned **less than** \$2,500 in the 26 pay periods preceding the date of the payroll used to perform the regression.

_____ Employees who have been off payroll on leave without pay for two years or more as of the payroll used to perform the regression.

_____ Visiting academics with less than four years of service in title (being careful NOT to exclude those temporarily in Qualified Academic Rank for tenure clock stop purposes).

_____ Division 1 head coaches who have individually negotiated, market-based contracts (in addition to a standard appointment letter).

_____ Faculty compensated at unusually high rates relative to other faculty in the same department/discipline (primarily at the University and Health Science Centers) whose salary *deviates significantly* from predicted salary given academic rank, market, and years in rank.

Campuses have discretion to exclude certain types of employees who were included in the regression analysis from remediation (i.e. receipt of salary increases to remediate compression). Identify if any of the following permissible exclusions were made by the campus administration:

**Excluded
Yes/No**

_____ Part-time academics paid on a bi-weekly or other non-annual salaried basis with less than 2 years of service

_____ Part-time professionals paid on a bi-weekly or hourly basis with less than 2 years of service

_____ New employees with less than one year of service

_____ Employees working under a settlement agreement which includes an exit strategy

_____ Full-time employees who have received notices of non-renewal

Data sources used for market salary benchmarks

For Academics

CUPA 2019 *Faculty in Higher Education Survey* is the standard source using Tenure Track Faculty, New Assistant Professor in each department/discipline (except as otherwise specifically allowed).

Identify which CUPA data source was used and any alternative approved data sources, identified in the SUNY-UUP guidelines for distribution of these salary increases. The source(s) used are as follows:

For Professionals

CUPA 2019 *Professionals in Higher Education Survey* should be used wherever possible. For certain positions the CUPA Staff or Administrators Surveys may contain comparable titles which are more appropriate comparators for benchmarking purposes. In those circumstances these surveys may be used instead. If CUPA data were not available for particular departments or functional areas, alternative data sources for those departments/functional areas as noted in the SUNY-UUP guidelines for distribution of these salary increases were used.

Identify any alternative data sources used for Professionals, and the departments/functional areas for which they were used. The sources used are as follows: