

5-2015

Annual Report, Arts & Sciences Finance and Service Committee, 2014-2015

Arts & Sciences Finance and Service Committee

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Final Report from the Finance and Services Committee
August, 2014 – May, 2015
Prepared by Dr. Donald Davison, Chair, Finance and Services Committee

Introduction

Below is a summary of the activities of the Finance and Services Committee for the academic year 2014 – 2015. The report is organized by topic. Additional information is available in the Appendices to this report.

Issues Discussed and Acted Upon

A. Student Issues:

The student membership expressed concern about the College meal plan. Specifically, they were dissatisfied with (1) the quality of the food provided by Sodexo, (2) the cost of the meal plan, and (3) the non-refundable policy for unused money left on their meal plan. The committee invited Pat Schoknecht to a meeting of the Finance and Service Committee to respond to the student complaints. In addition, she submitted a detailed report responding to the student concerns. (See Appendix 1)

B. Faculty Salary Study:

In response to faculty concerns expressed at the September, 2014, Arts and Sciences Faculty Meeting, the F&S began efforts to investigate the effects of compression, inversion, market forces, and whether there is evidence of gender disparities in faculty salaries. Also the faculty expressed dissatisfaction that the administration does not regularly review the status of faculty salaries. The F&S Committee unanimously adopted a resolution calling for the Dean of Arts and Sciences to conduct and publish a comprehensive review of faculty salaries minimally every five years. This resolution was adopted by the Arts and Sciences Faculty at the March, 2015 meeting. (See Appendix 2)

Dr. Donald Davison began a preliminary examination of faculty salaries and presented the results at the May, 2015, meeting of the Arts and Sciences meeting. A complete review of faculty salaries should be presented to the faculty by October 1, 2015. (See Appendix 3)

C. Budget, Finance, and Transamerica Retirement Plan:

1. The Finance and Services Committee discussed the desirability that regular budgetary and financial information be presented to the faculty. Regular communication about the budgetary priorities and fiscal health of the College should be delivered to the faculty and staff in a forum that allows for questions and responses. Accordingly, the Finance and Services Committee sponsored a budget workshop in the fall, 2014. Acting President MacAllaster and Vice-President for Finance and Treasurer Jeff Eisenbarth shared an overview of the College's

budget and fiscal condition with the College community. The Finance and Services Committee recommends that an additional follow-up opportunity be made available to the community that allows for greater discussion of budget priorities.

2. The Finance and Services Committee discussed in depth the over-spending of Cornell Initiative Funds by President Duncan. The over-spending of the Cornell funds resulted in three years of no increases into the base salaries of faculty and staff. The faculty and the members of the Committee were particularly concerned about the lack of oversight and inadequate checks and balances that were in place to prevent this problem. Subsequently, the Board of Trustees adopted a new set of procedures that requires all Cornell Initiative Spending be reported to the Audit Committee of the Board.

3. Many faculty expressed continued anxiety about the transfer of the Rollins' retirement plan funds from Fidelity Investments and TIAA-CREF to Transamerica. Included among the concerns were the poor performance of the Transamerica funds and unhappiness with being required to move their retirement funds when they were satisfied with the current providers. In response to our request, the members of the committee that reviewed the College's retirement plan and recommended changing to Transamerica held a colloquium in the fall. The Finance and Services Committee recommends that an annual open forum be held to discuss the Transamerica retirement plan.

D. Faculty Representation on the Board of Trustees:

The faculty have long requested greater interaction with members of the Board of Trustees and membership on its committees. Several recommendations were offered. Dr. Donald Davison recommended that the membership of the Board of Trustees be expanded to include national-level artists and distinguished faculty from aspirant institutions so that values of the academy and the liberal arts are routinely expressed among the membership. After lengthy discussion, the Finance and Services Committee adopted a resolution requesting that the chairs of the Academic Affairs Committee, Finance and Services Committee, and the Student Life Committee be invited to regularly attend their respective trustee committees. The resolution was adopted by the Arts and Sciences Faculty at the March, 2015 meeting. (See Appendix 4)

E. Revised Language regarding Lecturers and Artists in Residence:

At the urging of Maria Martinez, Associate Vice-President of Human Resources and Risk Management, the Finance and Services Committee reviewed language in the Handbook defining the position of 'Lecturer.' The continued growth in the number of non-tenure earning faculty required greater clarification of their responsibilities and that these positions are non-tenure earning. Revised language was adopted by the administration and inserted into the Policies and Procedures Handbook. (See Appendix 5)

The Finance and Services Committee though was alarmed at the increase in the number of non-regular faculty appointments and referred their concerns to the Executive Committee.

Appendix 1
Report on Student Meal Plan by Pat Schoknecht

Rollins Dining Services Report to Finance & Services Committee

Below are answers to the questions that were posed:

1. The cost of the meal plan for the quality of food

Rollins Dining was recently rated as 21st in the country for all college dining programs by a food magazine. The food is fresh, made to order in many cases and of very high quality when compared to other dining programs and other local restaurants. Sodexo regularly brings other clients to Rollins to experience the program here as an example of what quality they could have, if they chose.

This level of quality does come at a price. Prices are calculated using a formula that allows the prices for ingredients to be inserted and the suggested retail price is calculated. These suggested prices are then compared to local grocery stores/restaurants that sell the same prepared items to ensure that our prices are comparable.

This semester (Fall, 2014), we have been receiving a number of complaints that prices are too high. Our prices have been determined using this same formula and are comparable to other area prices. However, Dining Services has been doing an excellent job this semester of keeping expenses down (e.g., labor, disposables), so we have begun adjusting prices down to pass these savings on to the students. Hopefully students will begin to see differences in their purchasing power.

2. Non-refundable balance on R-card

At the beginning of each semester, Dining Services knows how much money they have to use for the semester (based on prepaid meal plans). They create their service levels and menus based on these dollars. It would not be reasonable to ask them to make their plans, purchases and pay labor on a pool of dollars that is ever changing. However, in an attempt to ensure that our students get as much value as possible from their meal plan dollars, we offer two services. First, students are able to use their dollars in the C-Store to buy quantities of products. Second, two years ago we began a program in which students can transfer unused dollars from their meal plan into someone else's account. Those two students simply come together to Campus Safety and ask for the transfer to be made. Whether some financial arrangement has been made between the two students is between them and the College does not intervene.

3. The overhead fee

The purchase of every required meal plan is broken into two amounts: the amount that appears on the R-Card for purchasing meals and the overhead fee. The overhead fee is placed into a capital account to pay for replacement of all tangible items. This includes repairing or replacing dishwashers, ovens and other kitchen equipment, drink machines, tables and chairs in the dining facilities, carpeting, cash registers, and broken or missing plates and silverware.

Any money that is not spent at the end of the year is carried forward into the next year (dishwashers do not have to be replaced often, but when they do they are expensive). In fact, the renovation of Dave's Down Under that is being planned is actually being funded with capital dollars that have been slowly saved over many years.

Now, there is a question of fairness that probably does need to be addressed. The only people who pay an overhead fee are students who purchase a mandatory meal plan. Students who purchase a voluntary meal plan (Sutton residents and commuters) and faculty/staff meal plan dollars are not charged an overhead fee. If we wanted to resolve this, we would need to raise prices of all meals to include an overhead charge. Question #1 says that students are already unhappy with prices, but this would distribute the overhead cost more evenly. I have asked Sodexo to run some formulas to determine how much the average price of a meal would need to rise to include the overhead.

Appendix 2

Resolution regarding Faculty Salary Reviews

The Finance and Services Committee recommends that the Dean of Arts and Sciences, in consultation with the appropriate faculty leadership, conduct a comprehensive review of faculty salaries every five years. The study should include but is not limited to the following: the presence of inversion, compression, or gender in-equities, and a comparison of Rollins' salaries to an appropriate group of institutions. The first study should be completed and ready for dissemination before October 1, 2015.

Appendix 3
Preliminary Report of Faculty Salary
Prepared and Presented by Dr. Donald Davison

Preliminary Results Faculty Salaries

ROLLINS COLLEGE
2014-2015
DON DAVISON, FINANCE AND SERVICES COMMITTEE
COLLEGE OF ARTS AND SCIENCES

Questions Investigated:

- ▶ Is compression and/or inversion present in salaries?
- ▶ How do Rollins' salaries compare to other institutions?
- ▶ Is there evidence of gender in-equity in salaries?

Data Sources

- ▶ Data and results are produced by Human Resources and Institutional Research
- ▶ Results are for departments in Arts and Sciences
- ▶ Comparative Data are from CUPA

Full Professors					
<i>Yrs in Rank -all</i>		<i>Yrs in Rank - females</i>		<i>Years in Rank - males</i>	
Mean	14.40	Mean	12.30	Mean	15.60
Median	12	Median	10	Median	15
SD	9.38	SD	8.3	SD	9.8
Range	35	Range	24	Range	35
Minimum	2	Minimum	2	Minimum	2
Maximum	37	Maximum	26	Maximum	37
Count	51	Count	19	Count	32
<i>Base Sal - all</i>		<i>Base Sal -females</i>		<i>Base Sal -males</i>	
Mean	\$ 86,981	Mean	\$ 83,939	Mean	\$ 88,787
Median	\$ 85,186	Median	\$ 84,129	Median	\$ 85,265
SD	11254	SD	8625	SD	12331
Range	\$ 45,042	Range	\$ 28,630	Range	\$ 112,294
Minimum	\$ 70,768	Minimum	\$ 72,832	Minimum	\$ 70,768
Maximum	\$ 115,810	Maximum	\$ 101,462	Maximum	\$ 115,810
Count	51	Count	19	Count	32
CUPA Composite					
Mean	\$ 87,909				
Median	\$ 85,124				

Associate Professors					
Yrs in Rank -all		Yrs in Rank - females		Years in Rank - males	
Mean	7.30	Mean	5.26	Mean	9.70
Median	5	Median	4	Median	6.5
SD	8.06	SD	5.64	SD	9.8
Range	32	Range	25	Range	32
Minimum	1	Minimum	1	Minimum	1
Maximum	33	Maximum	26	Maximum	33
Count	48	Count	26	Count	22
Base Sal of all		Base Sal of females		Base Sal of males	
Mean	\$ 68,775	Mean	\$ 68,028	Mean	\$ 69,658
Median	\$ 67,217	Median	\$ 66,503	Median	\$ 68,138
SD	6486	SD	6742	SD	6206
Range	\$ 29,394	Range	\$ 29,394	Range	\$ 24,933
Minimum	\$ 58,606	Minimum	\$ 58,606	Minimum	\$ 60,377
Maximum	\$ 88,000	Maximum	\$ 88,000	Maximum	\$ 85,310
Count	48	Count	26	Count	22
CUPA Composite					
Mean	\$ 71,276				
Median	\$ 67,284				

Assistant Professors					
Yrs in Rank -all		Yrs in Rank - females		Years in Rank - males	
Mean	2.90	Mean	3.20	Mean	2.50
Median	2.5	Median	3.5	Median	2
SD	1.8	SD	1.9	SD	1.69
Range	5	Range	5	Range	5
Minimum	1	Minimum	1	Minimum	1
Maximum	6	Maximum	6	Maximum	6
Count	32	Count	18	Count	14
Base Sal of all		Base Sal of females		Base Sal of males	
Mean	\$ 58,508	Mean	\$ 56,836	Mean	\$ 60,657
Median	\$ 56,790	Median	\$ 55,678	Median	\$ 58,728
SD	6214	SD	6084	SD	5903
Range	\$ 25,000	Range	\$ 25,000	Range	\$ 20,000
Minimum	\$ 50,000	Minimum	\$ 50,000	Minimum	\$ 55,000
Maximum	\$ 75,000	Maximum	\$ 75,000	Maximum	\$ 75,000
Count	32	Count	18	Count	14
CUPA Composite					
Mean	\$ 61,711				
Median	\$ 56,700				

Rollins' Salaries Compared to Other Institutions

- ▶ Salary Medians at 83 CUPA Institutions
- ▶ N = 83 institutions
- ▶ Combination of the following schools:
 1. US News Regional Universities-South, schools ranked 1-20
 2. US News National Liberal Arts Colleges, schools ranked 60-100
 3. The collection of Rollins peers/aspirants and other masters tier I schools used by Deans office last time a market study was conducted.

(Tables compiled by Human Resources)

Assistant Professors

Rollins Department	CUPA Comparative Faculty Salary Survey, 2015			
	Median	# Institutions	#Faculty	Rollins % of Median
Anthropology	\$57,459	12	25	Range: 92% - 105%
Art & Art History	\$59,085	25	63	
Biology	\$58,338	38	117	
Chemistry	\$57,433	33	90	
Critical Media and Cult Studies	\$58,550	19	78	
Economics	\$73,950	24	63	
English	\$57,166	34	110	
Environmental Studies	N/A			
Graduate Counseling	\$59,498	44	109	
History	\$57,000	39	88	
Math & CPS (Math)	\$60,110	34	87	
Math & CPS (CPS)	\$76,207	15	34	
Mod Languages & Lit	\$59,125	17	46	
Music	\$57,532	32	80	
Phil & Religion (Philosophy)	\$59,300	22	41	
Phil & Religion (Religion)	\$56,988	21	39	
Physics	\$61,746	24	57	
Political Science	\$59,006	29	85	
Psychology	\$59,498	44	109	
Sociology	\$57,768	26	51	
Theatre & Dance	\$55,408	25	55	
N/A = too few at rank				

Associate Professors

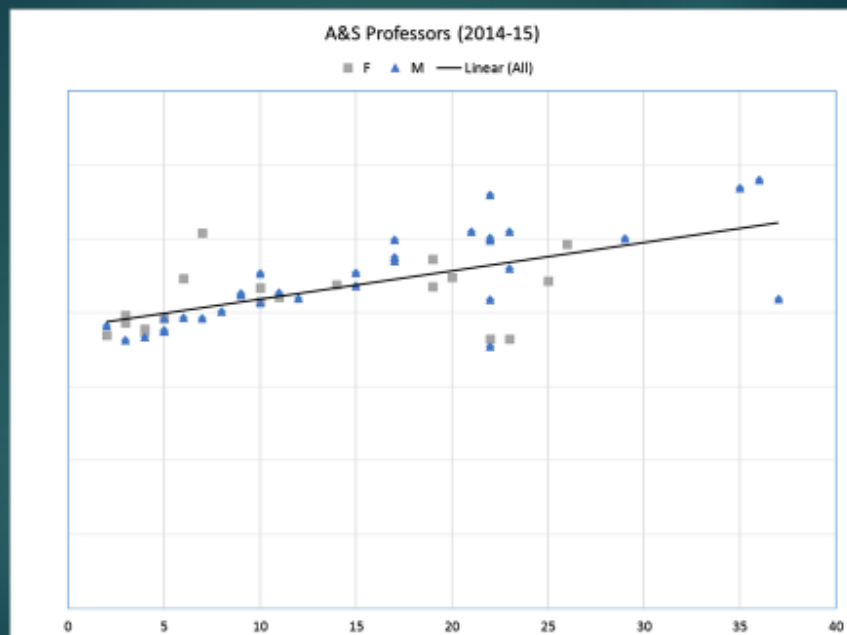
Rollins College Department	CUPA Comparative Faculty Salary Survey, 2015			
	Median	# Institutions	#Faculty	Rollins % of Median
Anthropology	\$72,677	13	25	Range: 86% - 102%
Art & Art History	\$65,097	35	106	
Biology	\$68,181	42	185	
Chemistry	\$69,201	38	113	
Critical Media and Cult Studies	\$64,810	26	100	
Economics	\$88,287	25	80	
English	\$64,686	43	211	
Environmental Studies	N/A			
Graduate Counseling	\$67,175	44	125	
History	\$67,853	42	170	
Math & CPS (Math)	\$69,154	35	122	
Math & CPS (CPS)	\$90,872	19	45	
Mod Languages & Lit	\$71,521	22	99	
Music	\$65,232	32	132	
Phil & Religion (Philosophy)	\$67,780	33	78	
Phil & Religion (Religion)	\$69,379	30	71	
Physics	\$70,404	34	90	
Political Science	\$69,040	33	108	
Psychology	\$67,175	40	125	
Sociology	\$66,854	32	73	
Theatre & Dance	\$69,489	27	71	
N/A = no faculty at this rank				

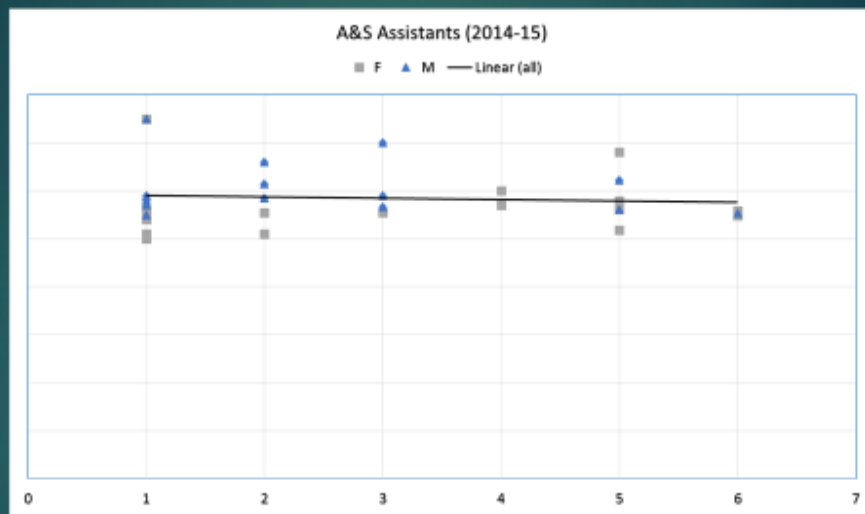
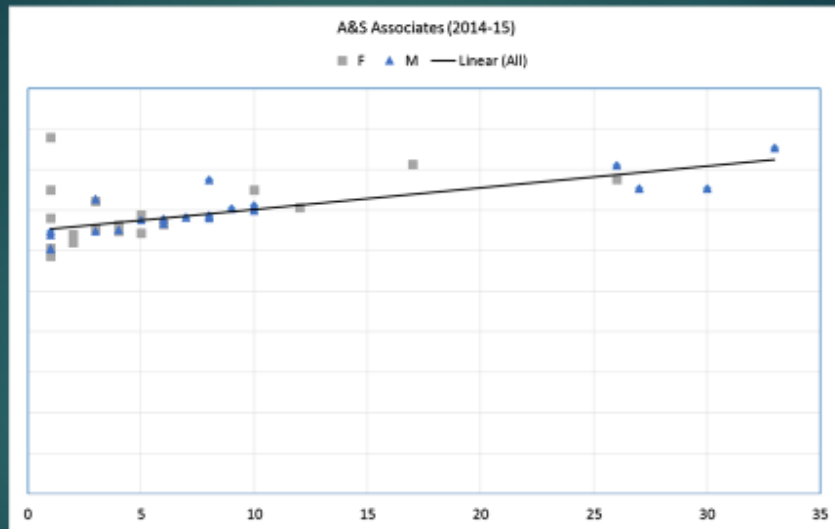
Full Professors

Rollins College Department	CUPA Comparative Faculty Salary Survey, 2015			
	Median	# Institutions	#Faculty	Rollins % of Median
Anthropology	\$95,296	10	18	Range: 86% - 106%
Art & Art History	\$87,180	34	110	
Biology	\$88,500	41	185	
Chemistry	\$91,084	37	120	
Critical Media and Cult Studies	\$84,968	20	62	
Economics	\$109,470	28	85	
English	\$93,516	41	230	
Environmental Studies	N/A			
Graduate Counseling	\$90,383	41	179	
History	\$88,453	45	155	
Math & CPS (Math)	\$87,615	38	171	
Math & CPS (CPS)	\$104,556	19	46	
Mod Languages & Lit	\$89,761	18	55	
Music	\$86,771	38	172	
Phil & Religion (Philosophy)	\$91,504	31	75	
Phil & Religion (Religion)	\$93,378	27	75	
Physics	\$93,612	33	87	
Political Science	\$94,522	35	116	
Psychology	\$90,383	41	179	
Sociology	\$91,430	25	70	
Theatre & Dance	\$85,299	24	61	
N/A = no faculty at this rank				

Gender Equity Rollins College

2014-2015 SALARY DATA





Gender Equity at Rollins 2014 – 2015 Salaries

- ▶ $Salary = \alpha + Years\ in\ Rank + Gender_{(0=M;1=F)}$
- ▶ Results are for base salary only
- ▶ Hypothesis test for Gender Disparity: T-statistic for gender dummy and sign of coefficient
- ▶ (Look for: p-value < 0.05 and negative sign on Gender)
- ▶ Source: Institutional Research

Recommendations

- ▶ Methodological Suggestions:
 1. Increase sample of comparative institutions so the minimum N for any faculty category = 50
 2. Create definitions for measuring compression and/or inversion
 3. Adopt a rule specifying the minimum that Rollins' salaries will be as a percentage of the comparison group.
 4. Adopt appropriate statistical model (eg. regression analysis)
- ▶ A comprehensive faculty salary study should be conducted every five years and the results delivered to the faculty.
- ▶ A separate budget line should be created ('salary adjustments') and a fixed amount of revenue should be moved into the account each year.

Professors				
	Coefficient	Standard Error	T-stat	p-value
Intercept	77066.22	2602.697	29.6101	0.000
Years in Rank	748.65	133.809	5.5949	0.000
Gender	-2307.9603	2570.712	-0.8977	0.3737
N=51				
Multiple R = 0.649				
Adj R Sq= 0.397				
Associate Professors				
	Coefficient	Standard Error	T-stat	p-value
Intercept	64377.23	1390.454	46.299	0.000
Years in Rank	545.47	93.320	5.845	0.000
Gender	776.62	1493.91	0.5198	0.6057
N=48				
Multiple R = 0.663				
Adj R Sq = 0.415				
Assistant Professors				
	Coefficient	Standard Error	T-stat	p-value
Intercept	60943.26	2250.89	27.07	0.000
Years in Rank	-111.15	602.94	-0.1843	0.8550
Gender	-3748.14	2210.79	-1.6953	0.1007
N=32				
Multiple R = 0.311				
Adj R Sq = 0.034				

Appendix 4
Resolution for Faculty Representation on the Board of Trustees
Submitted to the Arts and Sciences Faculty, January 2015

To enhance communication and understanding across the College, the Arts and Sciences faculty respectfully invite the Board of Trustees to allow the chairs of the Academic Affairs, Finance and Service, and Student Life committees to attend their corresponding sub-committee meetings of the Board. The faculty also requests that one faculty member attend meetings of the Executive Committee of the Board of Trustees.

The Executive Committee of the Arts and Sciences faculty will develop a slate of candidates for approval by the A&S Faculty. This proposed non-voting representative serves a three-year term.

Appendix 5
Revised Language for Lecturers and Artists in Residence
(Reviewed by Finance and Services Committee with suggestions. The following policy was adopted by the administration and inserted into the Policies and Procedures Handbook)

Lecturers/Instructors/Artist in Residence

These positions are full time faculty positions that are not eligible for tenure. These requirements apply to lectures/instructors/artists in residence whose primary function is teaching. Appointments are granted by the Provost. The following are expectations for these positions:

- Assignments are typically based on a full time teaching load of 4 courses per semester and may be expected to advise students. These positions will be eligible for full time benefits.
- Evaluations will be conducted by the Chair of the Department or Program Director on an annual basis.
- Salary adjustments will be consistent with faculty raises each year.
- These appointments and teaching loads are at will and continuation of employment will be based on the needs of the department and performance.

Appendix 6
Membership of the Finance and Services Committee
Academic Year 2014 – 2015

Dr. Donald Davison, Chair
Dr. Susan Lackman, Secretary
Dr. Paul Reich
Dr. Ashley Kistler (Fall 2014)
Dr. Dana Hargrove (Spring 2015)
Dr. Richard Lewin
Dr. Michelle Boulanger
Mr. Steve Gauthier (Crummer Graduate School of Business)
Mr. Udeth Lugo, (Institutional Research)
Mr. William Short (Finance; ex officio)
Ms. Kelsey Uhl (Student Government Association)
Mr. Robert Salmeron (Student Government Association)
Ms. Lindokuhle Ngwenya (Student Government Association)