Task Force on Faculty Compensation

The Task Force on Faculty Compensation was formed in March 2014 with the charge to develop a recommendation for a faculty compensation policy for the University and a sustainable plan for salary adjustments over the next 3-5 years. The committee was formed by the president, is chaired by the provost, and its composition includes faculty representation from the faculties/schools, two dean/deputy deans (FEA and FM), the CFO, and the Director of HR. The committee is analyzing aggregate faculty salary data on faculty salary by rank and faculty, benchmarking with US and regional peers, and considering inflation/increase in cost of living expenses. The committee is expected to submit its recommendations in 2015.

Membership

Provost Ahmad Dallal (chair)
Dean Makram Suidan
Deputy VP/Dean Ziyad Ghazzal (FM)
Chief Financial Officer Drew Wickens
Interim Director of Human Resources Samar Diab
Dr. Rima Afifi (FHS)
Dr. Jad Chaaban (FAFS)
Dr. Hala Darwish (HSON)
Dr. Haitham Khoury (OSB)
Dr. Nisreen Salti (FAS)
Dr. Elie Shammas (FEA)

Charge from the President

See following page.
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Prologue
Recent reviews of faculty compensation at AUB have focused primarily on faculty salary levels, direct comparisons against sister institutions, and standardization of salary scales through the correction of outliers created through inconsistent practices. To a large extent these efforts have been successful in a limited sense, but they have only dealt with a part of the problem regarding overall faculty compensation. Salaries are essential to ensuring purchasing power and a living wage for our faculty members and their families, and they remain key to attracting and retaining the kind of faculty that AUB deserves, as the premier research university in the region. The University also provides significant benefits to its faculty and staff, such as educational benefits, pension contributions, a health plan, and housing subsidies, and together with salaries they form the primary financial commitment incurred by AUB in terms of total compensation.

Charge to the Task Force
The Task Force on Faculty Compensation is made up of both faculty members from all faculties as well as administrators from the offices of finance and human resources. The primary goal of the Task Force is to recommend guidelines to the President for a sustainable three- to five-year plan for setting levels of faculty compensation that will position AUB competitively in the region. As in all universities, salary remuneration at AUB varies across schools and disciplines, depending on market pressures and other factors. While such differences must be recognized as inevitable, we must also strive to minimize discrepancies wherever possible for the sake of equity.

The guidelines to be recommended will be grounded in the collation of relevant data to enable a detailed comparative study of salaries and benefits, using benchmarks within the fields of academia that are represented at AUB. Specifically, I ask the Task Force:

1. to review the current compensation policies and practices for faculty;
2. to conduct a quantitative analysis of faculty salaries, measuring the extent of demographic differences including gender, discipline/field of study, experience, and rank; and to identify factors that lead to these differences. The objective is to measure systematic variations in salary among faculty with similar areas of work and experiences;
3. to assess the particular salary issues facing professional faculties/schools or specific disciplines where salary scales are not keeping up with current market pressures, and recommend the most effective salary practices for those faculty members, as benchmarked with peer institutions.
4. to present salary data within each faculty according to academic fields, reflecting international market demand across disciplines, using averages/medians for these salaries rather than actual examples;
5. to perform qualitative study to determine issues that contribute to perceptions of salary inequity;
6. to examine salary data from sister institutions against which AUB usually benchmarks itself, both in terms of “peer” and “aspirant” universities, and to employ CUPA data as a basic comparison;
7. to align these salary data with the cost of living increases in the locations where these comparative institutions are situated, since these will be variable and affect the longer term viability of salaries;
8. to calculate the value of benefits offered by comparative institutions so as to assess the total value of compensation packages;
9. using data from the Delaware study provided by the Provost’s office, to examine actual instructional costs at AUB and how faculty salaries and benefits impact the real cost of education; and finally (as stated above)
10. to recommend guidelines for a sustainable 3- to 5-year plan to establish goals for faculty salaries toward which AUB can strive.

The task force may also consider related questions, such as what is needed to account for basic living costs in a city like Beirut, which is subject to high cost of living increases, and what compensation inducements may be needed to recruit the best faculty and staff to AUB. To reiterate, the ultimate goal of the Task Force is to provide a three- to five-year plan proposing levels of faculty compensation around which a budget process can be defined that will position AUB competitively in the region.