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# DataOnDemand User Guide



College and University Professional  
Association for Human Resources

DataOnDemand User's Guide

DataOnDemand User Guide

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To download the latest version of this guide, visit:

<http://www.cupahr.org/surveys/dataondemand/dod-users/>

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## WHAT IS DATAONDEMAND?

DataOnDemand (DOD) is an online data analysis and reporting tool that gives specified users at your institution direct access to CUPA-HR survey data. You can use DOD to create custom peer comparison groups and generate data reports on any position or positions you choose. As a subscriber to DataOnDemand for any CUPA-HR survey, you have access to that survey's data for the current year as well as previous years.

### CUPA-HR SURVEY RESULTS AVAILABLE IN DOD

- Administrators in Higher Education
- Professionals in Higher Education
- Staff in Higher Education
- Faculty in Higher Education
- Benefits in Higher Education

### CONFIDENTIALITY

DOD has five parameters in place to protect data confidentiality:

- No salary data are linked to a given institution (other than where users have permission to see their own institution's data).
- A comparison group must include a minimum of **eight** institutions.
- Each comparison group created must differ by at least **three** institutions from all other existing and deleted comparison groups. This protects the confidentiality of submitted data by disallowing a backdoor method of varying one or two institutions to determine a single institution's salaries.
- No salary data are reported for positions with fewer than **five** responding institutions,
- Results are not reported for positions in which one institution's data represents **25%** or more of the total incumbents.

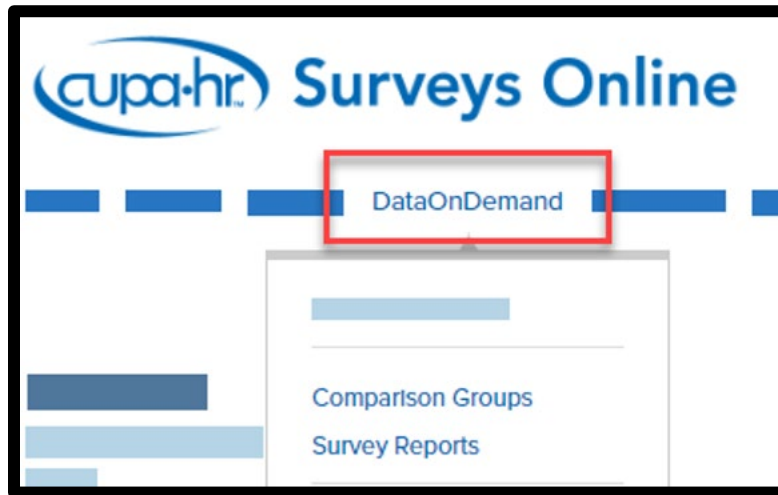
### ACCESSING DATAONDEMAND

To access DOD, sign into **Surveys Online** using your CUPA-HR member login credentials at <http://www.cupahr.org/surveys/about-research/sol-login/>. On your **Surveys Online** homepage, you will see upcoming survey participation deadlines, subscription expiration dates, and any important messages posted by CUPA-HR's research team.

You can also find additional information such as a FAQ, user community message board, position descriptions, tutorials, and other resources on the CUPA-HR website: <http://www.cupahr.org/surveys/dataondemand/dod-users/>

## HOW DO I GET STARTED IN DATAONDEMAND?

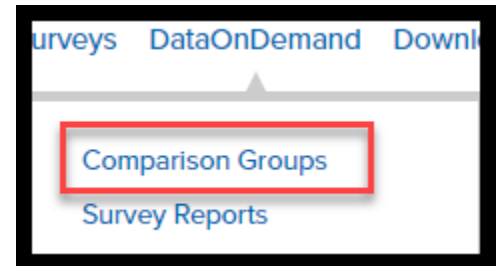
To begin using your institution's DOD subscription, sign in to **Surveys Online** and mouse over **DataOnDemand** in the top menu to bring up the DOD options. Your first step should be to identify and set up **Comparison Groups** you will use when you run DOD **Survey Reports**.



## COMPARISON GROUPS

**Comparison Groups** are defined sets of institutions used for benchmarking purposes. They allow you to compare aggregated results from other institutions to your own. A peer group or comparison group used in higher education benchmarking is commonly based on similar institutional characteristics, such as:

- Type of institution (e.g., public, private, private-religious)
- Size of institution (e.g., student FTE enrollment, operating expenses)
- Carnegie classification
- Geographic region
- Institutional affiliations (e.g., AAU, HBCU)



Peer group comparisons commonly consist of similar institutions, aspirational institutions, or direct competitors. A peer group chosen for one purpose may not be the best benchmark for other types of salaries. For example, peer institutions for faculty salaries (a national labor market) may not be the most appropriate comparison group for staff salaries (a local labor market).

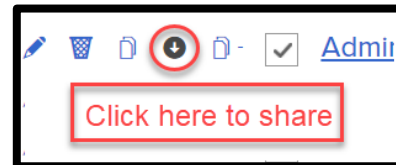
Whether you prefer to create a unique peer group for your institution or use some of the common comparison groups described above, DOD has you covered. We cover the creation of comparison groups in a later section. For now, we will show you how they are organized.

## PERSONAL, SHARED AND PUBLIC GROUPS

In DOD, scroll down the **Comparison Groups** page to display three sections:



- **Personal Groups:** Groups that you create and save for your own use. Only you can see and use these groups, but these groups can be shared with others at your institution.
- **Shared Groups:** Groups that are created by and being shared among members of your institution with DOD access, including any groups you have created and are sharing yourself.



To share a personal group for another person at your institution to use, click the **down arrow** to move a group from Your Personal Groups to Shared Groups.

- **Public Groups:** Groups that were created by the CUPA-HR research team and are shared with all DOD users.

You can make custom changes to any public group by copying it into your personal groups and clicking the group name to add or remove institutions.

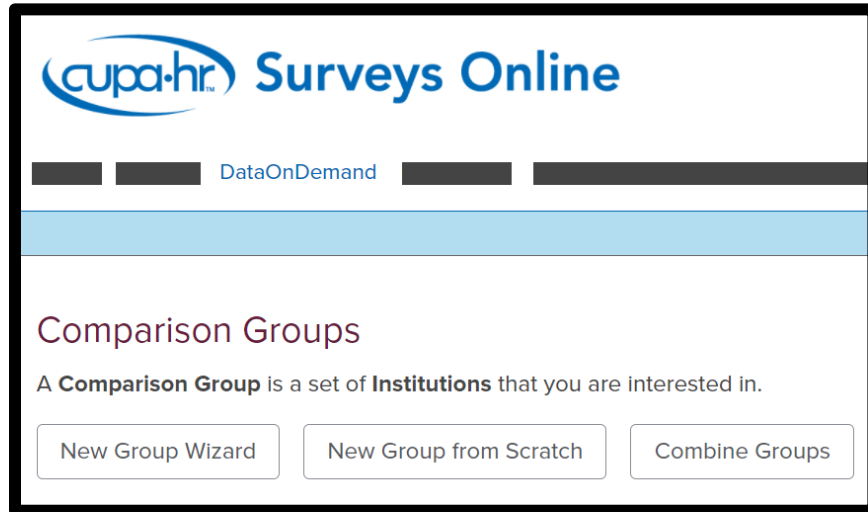
In addition to **Public Groups**, most reports have the option of an automatically generated “All Institutions that Contributed Data” group unique to that report. Use this option when you want to access all the data we have and get a national-level overview. This group requires no set-up – it automatically shows in the reports under the “Comparison Group” option when available. The list of included institutions is found at the end of the report, once run.



## CREATING AND EDITING COMPARISON GROUPS

There are several options in DataOnDemand for creating your own **Comparison Group** of institutions. You can utilize the **New Group Wizard** to create a comparison group based on custom institutional variables, use the **New Group from Scratch** tool if you already have a list of institutions you want to compare, or use the **Combine Groups** tool to merge any group you have already created or copied to **Your Personal Groups**.

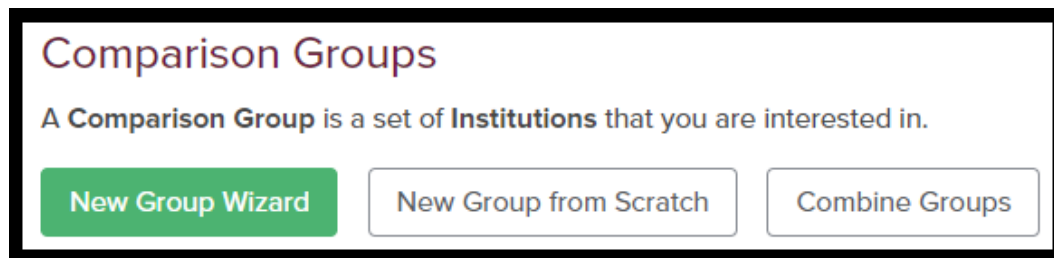
Mouse over **DataOnDemand** then click **Comparison Groups** to bring up the comparison groups menu.



Please note the important **limitations** to creating and using a comparison group. Once a comparison group has been used to run a **Survey Report**, any new group (or changes to a group) **must differ by at least 3 institutions** to protect data confidentiality.

### CREATING A GROUP FROM THE NEW GROUP WIZARD

The **New Group Wizard** allows you to quickly create a list of institutions for comparison purposes using filters for several institution-level variables available in DataOnDemand. To get started, click the button for **New Group Wizard**.

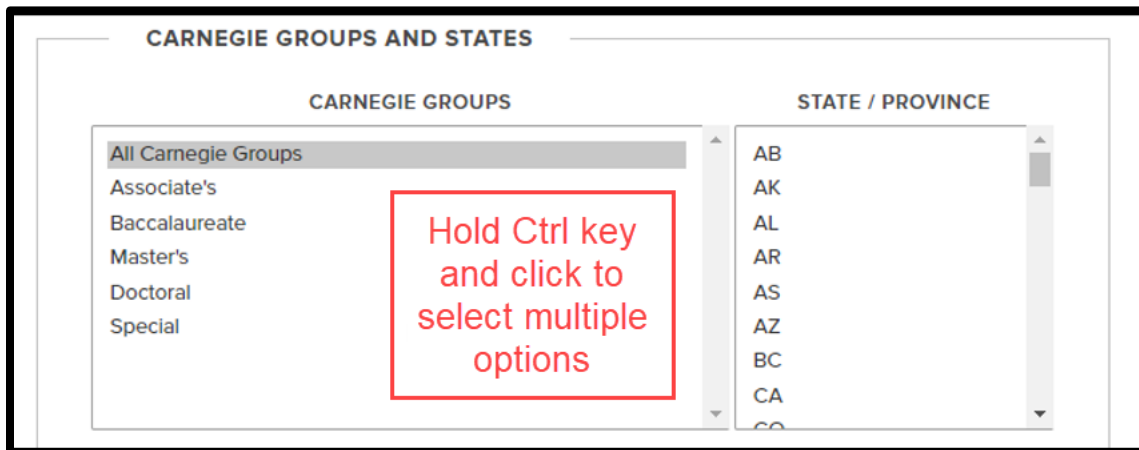


For all option menus in the **New Group Wizard**, you can make multiple selections by holding down the **Ctrl** key (PC) or **⌘** key (MAC) on your keyboard and clicking each item. You can also deselect an option by holding the **Ctrl** key and clicking the same option again. Once all desired options are chosen, click the **Search** button to apply these filters.

The **New Group Wizard** contains many optional variables to choose from:

### Carnegie Groups and States

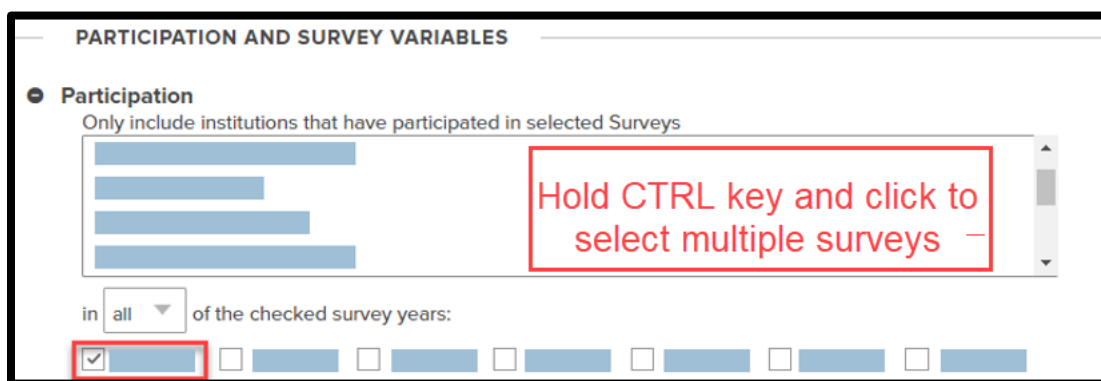
In the **Carnegie Groups** box, you can limit your comparison group to a general classification. The default selection is **All Carnegie Groups**. More specific Carnegie classifications are available under **OTHER CLASSIFICATIONS**. If you want to include only institutions in a specific state or group of states (or provinces) select these in the **STATE/PROVINCE** box.



### Participation and Survey Variables

These options allow you to select institutions that have participated in a survey in an academic year or set of years, and then further limit based on characteristics those institutions reported in that survey year. To open each menu, click the plus sign next to **Participation** or **Survey Variables**.

*Note: If you do not select these options, the system selects all institutions that meet your other criteria, regardless of survey participation.*

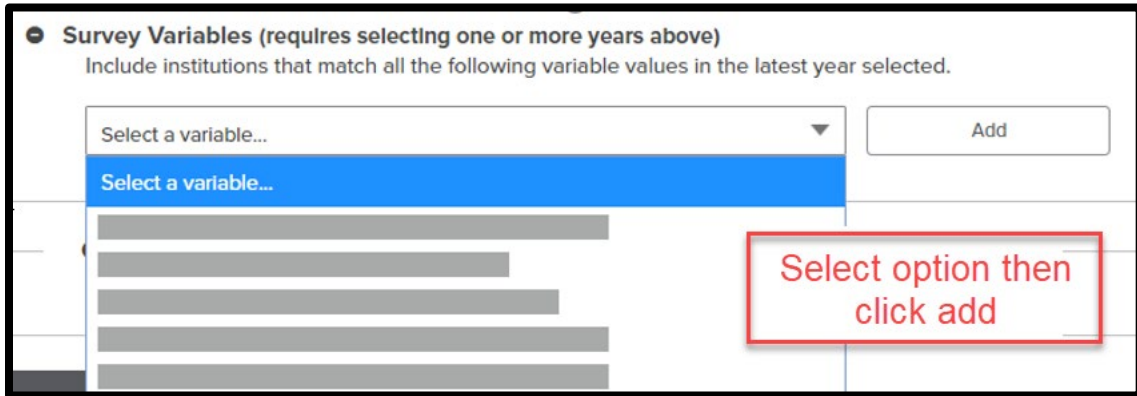


For **Participation** options, after clicking a survey you have the option of filtering by participation in **any** or **all** available surveys or years that appear in the dynamic menu below the option window.

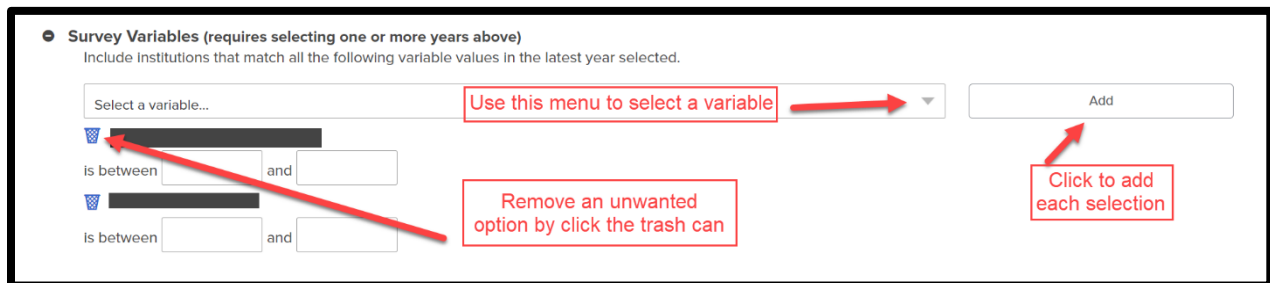
In the example above, the **Benefits** survey is available across multiple years.

For the **Administrators, Professionals, Staff**, and **Faculty** surveys, incumbent-level data is available beginning in 2016-17. Previous years contain only aggregate data.

For **Survey Variables** options, make sure you have selected at least one survey from the **Participation** options. You can then further limit your comparison group based on these additional institutional characteristics.

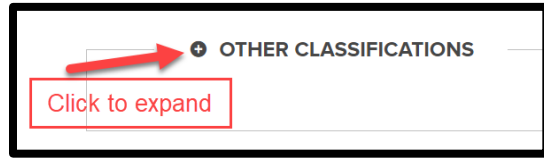


For any institutions participating in a selected survey (or surveys) for a selected year (or years), you can filter by additional variables including: *total operating expenses*, *faculty/staff/student full-time equivalent (FTE)*, *who the CHRO reports to*, and *collective bargaining for full-time faculty/staff/adjunct or PT faculty/graduate students*. As you select any of these options from the dropdown box and click **ADD**, each option will appear on the menu below.



### Other Classifications

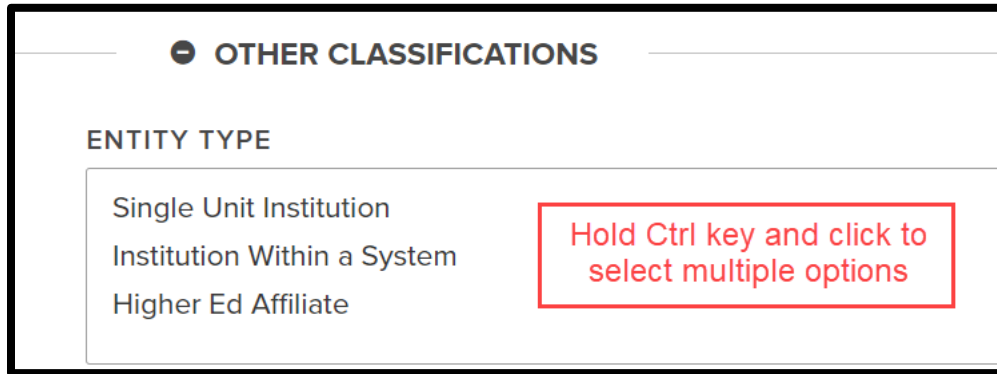
The **Other Classifications** menu will appear if you click the plus sign next to the menu title. These options allow you to include institutions in your **Comparison Group** based on institution-level variables commonly used to classify colleges and universities.



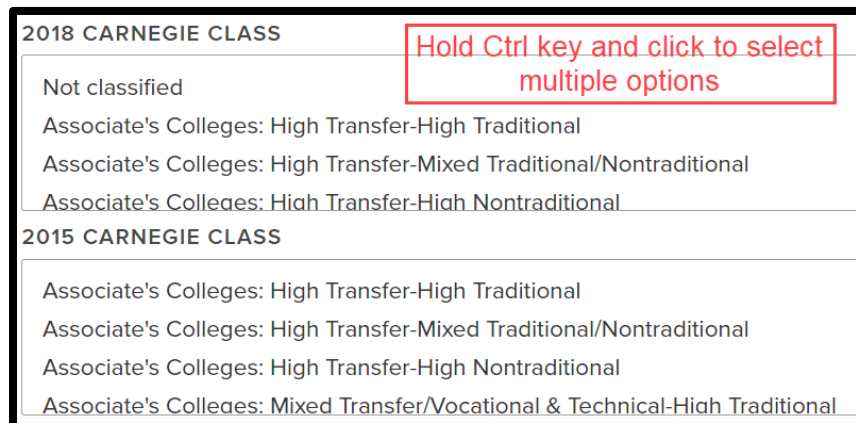
For each of these options, you can make multiple selections (or deselect) within a group by holding the **Ctrl** key and clicking your selections.

*Note: The default is not to include these options unless you make a selection within a given variable.*

- Entity Type  
Allows you to select institutions based on the type of entity participating in the survey. Options here include the ability to select by: single unit institution, institution within a system, or higher ed affiliate.



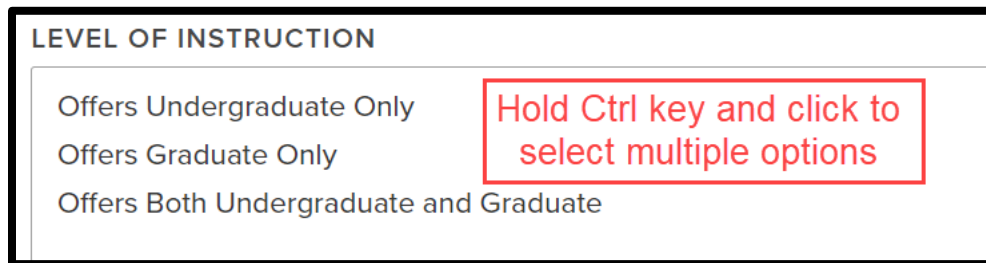
- 2018 or 2015 Carnegie Class  
Allows you to select institutions based on the latest Carnegie classification update (2018), or the previous definitions set in 2015. Learn more here: <http://carnegieclassifications.iu.edu/>



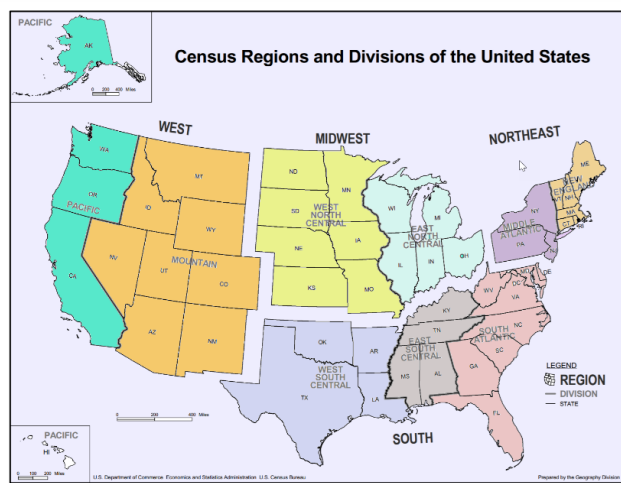
- **Affiliation**  
Allows you to select institutions based on whether the institution is affiliated with a public, private, religious, or for-profit entity.



- **Level of Instruction**  
Allows you to select institutions based on their level of instruction. Options include undergraduate only, graduate only, or both undergraduate and graduate.



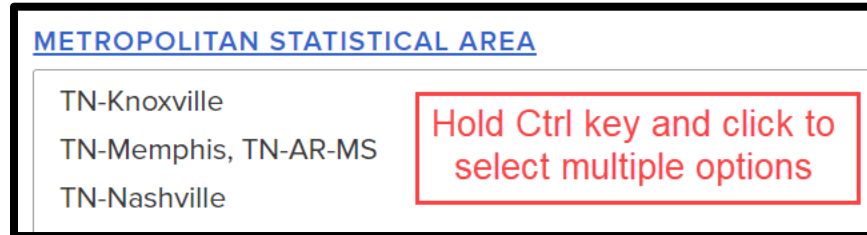
- **US Census Region**  
Allows you to select institutions based on their geographic location in terms of region, as defined by the US Census. Options include East North Central, East South Central, Middle Atlantic, Mountain, New England, Pacific, South Atlantic, West North Central, and West South Central. For more information on how states are classified by region see:  
[https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us\\_regdiv.pdf](https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf)



Source: US Census Bureau. [https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us\\_regdiv.pdf](https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf)

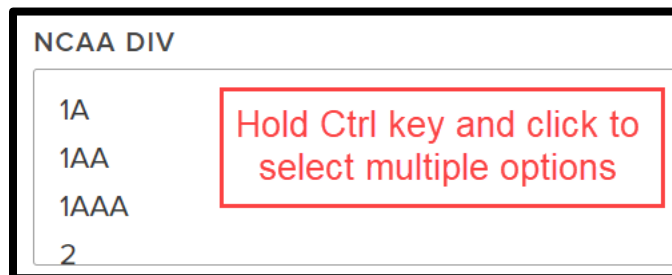
- Metropolitan Statistical Area (MSA)
 

Allows you to select institutions based on Metropolitan Statistical Area (MSA) defined by the US Office of Management and Budget using US Census Data. Currently, the MSA options in DataOnDemand are updated as of the **March 2020** map. These categories classify US counties and zip codes by their proximity to major cities. You can learn more about MSAs here: <https://www.census.gov/programs-surveys/metro-micro.html>. And you can download the latest maps here: <https://www.census.gov/geographies/reference-maps/2020/geo/csa.html>.



- NCAA Division
 

Allows you to select institutions based on NCAA Division. Options include: 1A, 1AA, 1AAA, 2, 3, and NA.



### New Group Wizard Output

Once you have made your selections in the **New Group Wizard** options, click **Search** to create a list of institutions that meet your filter criteria. Appearing at the bottom of your window, this list will provide a count of how many institutions are included, the names of institutions included within the comparison group, and the institutional basics for each institution within the comparison group. You can download a CSV file of the institutions and institutional basics data included in your comparison group.

To make additional queries, simply scroll up the webpage to edit your choices. When you are satisfied with your selections, you can use the **Save** box to provide a name and description of your **Comparison Group**. We recommend that you list all selection options in the **Selection Criteria Description** so you can remember your choices, which will no longer be accessible from the wizard after your group is saved.

Click **Print** to open a new printable window that lists all institutions in your selection.

Click **Download CSV** to open a new CSV file that lists all institutions in your selection and their institutional basics information.

Click **Save Comparison Group** to save this group to Your Personal Groups list.

*Note: This list is fully editable until used to run a **Survey Report**, then the confidentiality limitation that groups must vary by 3 institutions applies.*

**INSTITUTIONS MEETING FILTER CRITERIA** Number of institutions included in the comparison group

1449 Institutions

Institution Name	Carnegie Classification 2018	Affiliation	Student FTE	Faculty FTE	Staff FTE	HR FTE	CHRO Reporting	FT Faculty Union	Adjunct/PT Faculty Union	Staff Union
Faulkner University (Montgomery, AL)	Master's Colleges & Universities: Medium Programs	Private Religious	2312.4	181.0	182.0	3.7	CEO/President/Chancellor [100000/101000]	No	No	No
Birmingham-Southern College (Birmingham, AL)	Baccalaureate Colleges: Arts & Sciences Focus	Private Religious	1300.0	117.3	179.0	3.0	CEO/President/Chancellor [100000/101000]	No	No	No
Huntlinadon	Baccalaureate Colleges:	Private	888.7	67.3	135.0	0.5	Executive Vice	No	No	No

**SAVE**

NAME  
 Save options

SELECTION CRITERIA DESCRIPTION

Opens a printable list of comparison group institutions

Opens a CSV file with a list of the comparison group institutions and institutional basics

Click to save to your Personal Comparison Group Folder

Print

Download CSV

Save Comparison Group

### CREATING A NEW GROUP FROM SCRATCH

The **New Group from Scratch** tool allows you to create a custom list of institutions for comparison purposes from a list of institutions you already have. To get started, click the button for **New Group from Scratch**.

## Comparison Groups

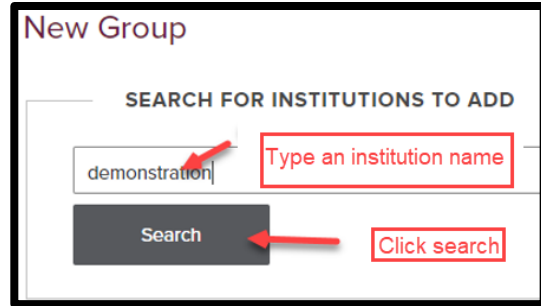
A **Comparison Group** is a set of **Institutions** that you are interested in.

New Group Wizard

New Group from Scratch

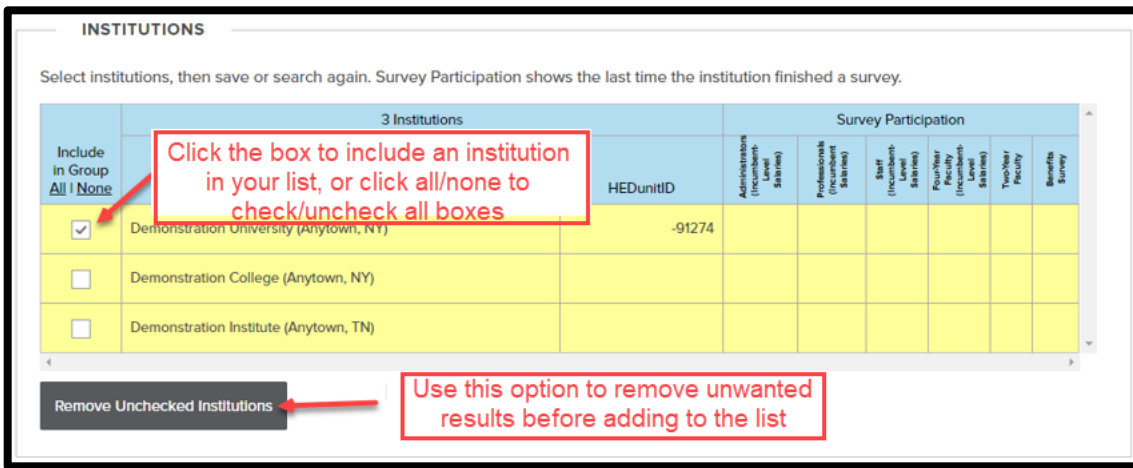
Combine Groups

Begin by entering all or part of an institution's name in the search box and then click the **Search** button.

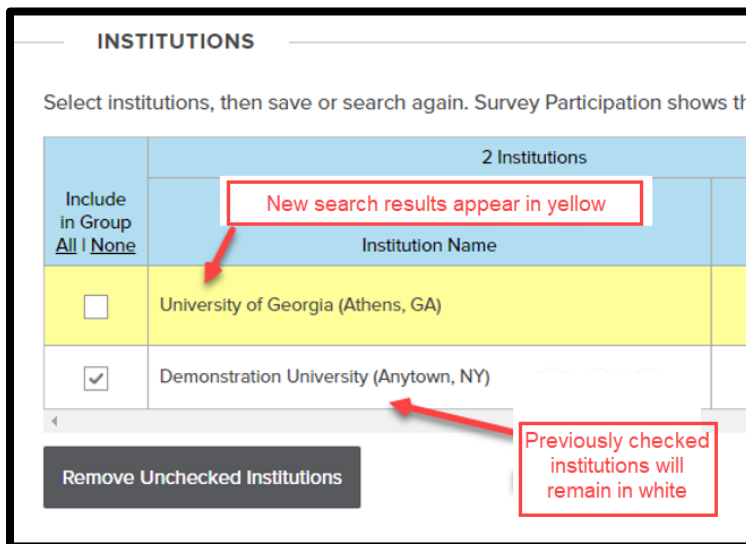


The results will appear beneath the search window with a list of all institutions matching the phrase you searched. When you find the institution you are looking for, simply check the box next to the one you wish to include in your group.

Other options in the results list of **Institutions** include the option to select all/none of the results, and to remove any results that are not checked from this list.



To continue adding to this list, simply search all or part of the next institution's name in the search box at the top of the webpage. Remember to check any new additions to your list to include them in your group list.





Note that on the far-right side of the **Institutions** results list, next to each institution's name, are columns indicating the *most recent year's participation* in each CUPA-HR survey by that university.

Survey Participation					
Administrators (Incumbent-Level Salaries)	Professionals (Incumbent Salaries)	Staff (Incumbent-Level Salaries)	Four-Year Faculty (Incumbent-Level Salaries)	Two-Year Faculty	Benefits Survey
■	■	■			
■	■	■	■		
			■		

Survey participation information may be helpful for determining if your chosen list of peer institutions will yield useful results when used for comparisons in DataOnDemand for a given survey.

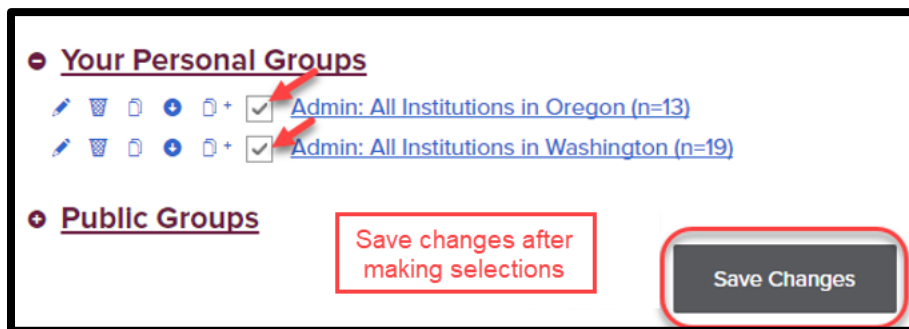
The "Participating Institutions" document for each salary survey lists this year's participating institutions in one convenient location. Visit <https://www.cupahr.org/surveys/results/> and click on the Info button for each survey for details.

When you are finished editing your list, use the **Save** box options to add a **Name** and **Description** to your group.

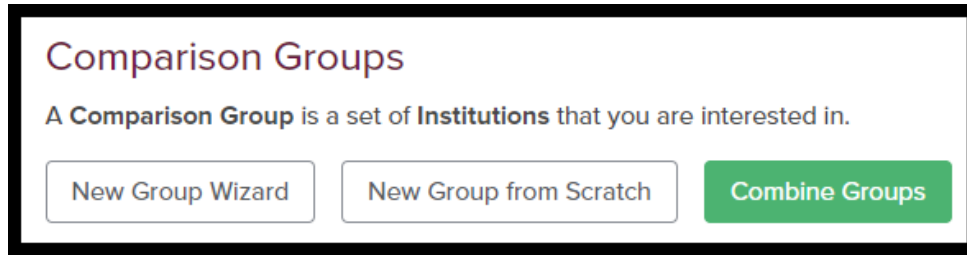
*Note: Your list will not save if you have fewer than 8 institutions, or your list differs by fewer than 3 institutions from another comparison group due to data confidentiality rules.*

**COMBINE GROUPS**

The **Combine Groups** tool allows you to combine two or more existing groups into a new group. To get started, first make sure any groups you wish to combine are marked available using the check boxes next to the group's name. You can include (or exclude) groups from **Your Personal Groups**, **Shared Groups** or **Public Groups** for combining by changing the checkmark next to any group name. After making selections or changes, make sure to scroll down and click **Save Changes** at the bottom of the page.



Once you have selected the groups you wish to combine you can proceed by clicking the **Combine Groups** button at the top of the page.



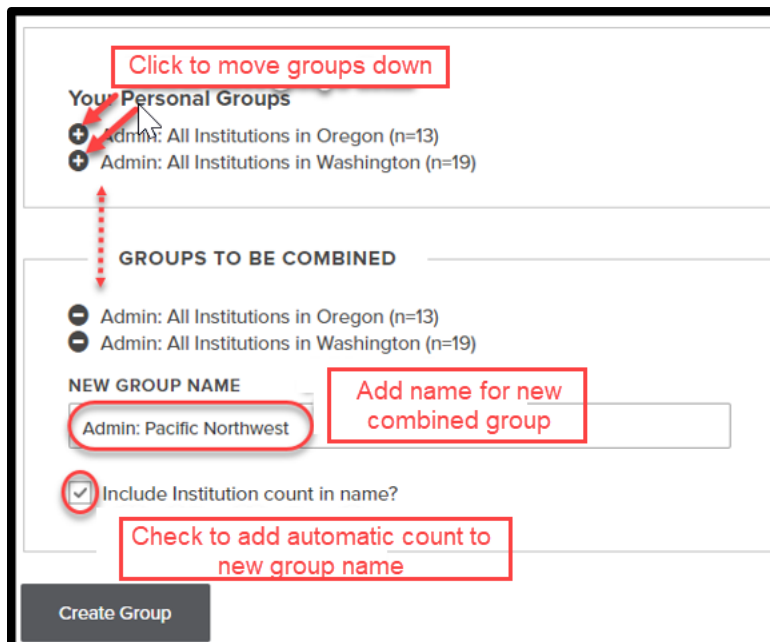
In the **Comparison Group Combiner** window, select groups to combine by clicking the plus sign next to each group's name. To remove a group that was added in error, simply click the minus sign next to the group's name in the **Groups to Be Combined** box.

In the **Groups to Be Combined** box, you have the option of adding a **New Group Name** and to click a box to include the count of how many institutions are in the resulting combined group. Sometimes an institution may appear in more than one group, so this tool ensures an accurate count when groups are combined.

When you have made your selections and named your new group, click **Create Group** to add this new group to **Your Personal Groups**.

*Note: If your group violates any of the data confidentiality rules for creating groups (e.g., does not include more than 8 institutions or it does not vary from an existing group by at least 3 institutions), your new group will not be created, and a dialog window will notify you of this error.*

Below is an example of the **Comparison Group Combiner** window and functions.


















Your new group will now appear in **Your Personal Groups** on the **Comparison Groups** page.

**Comparison Group Combiner**

Successfully created new comparison group "Admin: Pacific Northwest (32)" with 32 units.  
[Create another](#) combination group, or return to the [Comparison Group list](#).

**☰ Your Personal Groups**

     <input checked="" type="checkbox"/>	<a href="#">Admin: All Institutions in Oregon (n=13)</a>
     <input checked="" type="checkbox"/>	<a href="#">Admin: All Institutions in Washington (n=19)</a>
     <input checked="" type="checkbox"/>	<a href="#">Admin: Pacific Northwest (32)</a>

**RENAMING, DELETING, COPYING, AND MOVING COMPARISON GROUPS**

From the **Comparison Groups** page, you can make changes to existing groups using the tools to the left of each group name. Hovering over each icon will identify its function, described in detail below:



**Edit:** Click here to open a pop-up window letting you edit your group name or description, clicking **Save** to keep changes.



**Delete:** Click here to remove a group from your list. Deleted groups are not fully removed from Surveys Online.

To maintain data confidentiality, any newly created group must differ by at least 3 institutions from any other past or current group (including deleted ones). However, if you delete a group without using it to run a report it will not be compared to any new groups you create.

To avoid being unable to add or remove 1 or 2 institutions from a created group, it is important to make sure that your created groups include all institutions you wish to consider **before** running any reports.



**Copy:** Click here to copy a group. This option copies any **Shared Group** or **Public Group** to **Your Personal Groups** or make a second copy of a personal group.



**Copy (+/-):** Click to create a copy of a group including or excluding your own focus institution. **Copy +** makes a copy and adds your institution, while **Copy -** makes a copy and excludes your institution.

*Note: This icon is also a quick way tell if your institution is included in a group, since any group with a **Copy +** option means your institution is not yet included, and vice versa.*



**Move to Shared:** Click to move a group from **Your Personal Groups** to **Shared Groups**. Use this option to share a group you created with other DataOnDemand users at your institution.



**Selected Group:** Click to add or remove the check for groups you want to include or exclude from other menus. If you want to reduce clutter by hiding old groups or add one or more **Public Groups** for use in **Survey Reports**, check this box.

Only groups selected with a check mark will be visible in a drop-down **Comparison Group** menu for all **Survey Reports** or in the **Combine Groups** tool. If at any point you cannot find a previously used or created group, check in **Comparison Groups** to ensure that it is checked, and that you scrolled to the bottom of the page to click **Save Changes**.

**Public Groups** Click to check or uncheck all boxes (select: [all](#) | [none](#))

**New Carnegie Groups** (based on 2015 Carnegie Classification)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<a href="#">Carnegie 2015 Associate's Institutions - Private (77)</a>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<a href="#">Carnegie 2015 Associate's Institutions - Public (959)</a>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<a href="#">Carnegie 2015 Baccalaureate Institutions - All (677)</a>

After selections click to save changes → Save Changes

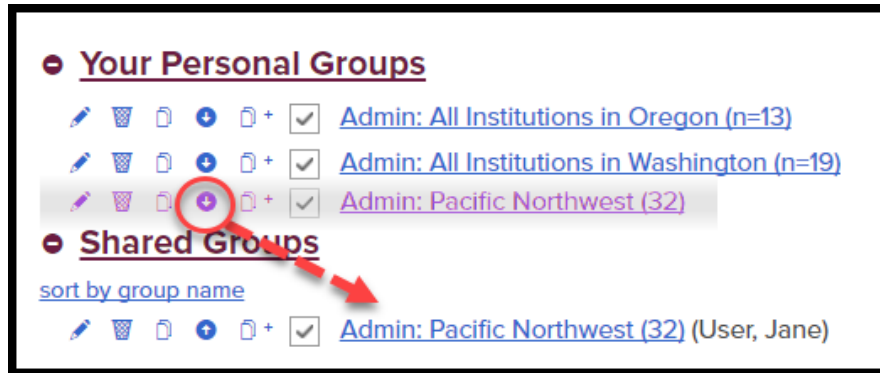
## VIEWING, MODIFYING, AND SHARING COMPARISON GROUPS

You can view which institutions are included in a comparison group by simply clicking the name of the comparison group. For public groups, you can copy the group to your **Personal Groups** to make it editable. Clicking the name of a **Personal Group** opens the **New Group** window, where you can view the list of institutions in the group. Here you can add or remove institutions as you would in the **New Groups From Scratch** tool. Here you can also generate an export list of all institutions in the group, either as an Excel .csv file or by generating a printer-friendly web view.

### Sharing a Group at Your Institution

In some instances, you may want to share a custom-made comparison group with other DataOnDemand users within your institution. Click the **Move to Shared** icon next to the

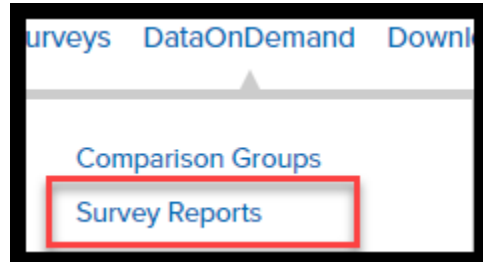
group you wish to share. Once shared, the group is no longer listed in **Your Personal Groups** but becomes a **Shared Group** at your institution. Anyone with DataOnDemand access at your institution can now see, edit, or use this group to run reports. Your name (or the name of a shared group's creator) will appear beside the group name.



## How Do I Run Survey Data Reports?

Once you have decided which **Comparison Groups** you wish to use, you are ready to run **Survey Reports** from the data. You must check the box next to a **Comparison Group** and save changes to be able to use it for a report. Mouse over **DataOnDemand** and select **Survey Reports** to see a menu of available data reports. You can also hover your mouse pointer over most report names to see a pop-up text with more information.

**Survey Reports** are specific to each salary survey in DataOnDemand. Depending on your institution's subscriptions, you may have access to the following under the **Reports Organized by What You Want to Do** menu:



- Administrators, Professionals, or Staff
- Faculty
- System-Level Reports (only compares positions at system offices, only for system office users)
- Benefits
- Institutional Benchmarking (available to all subscribers)

Click the plus sign next to each menu title to expand the list of available reports.

Depending on your preferences, you can select reports based on what information you are trying to get, or by the name of the report itself. All DataOnDemand reports appear in both menu sets, but one is organized by strategic questions (“What You Want to Do”) while the other is organized by survey. These menus help you to more easily find what you need.



## Important Data Limitations

Under certain conditions, some cells in the survey report tables will intentionally appear as blank. This is not an error; to protect the confidentiality of your institution's data it is sometimes necessary not to include information in report outputs.

In keeping with **Department of Justice Safe Harbor Guidelines**, salary data are provided only for positions or faculty discipline ranks with 5 or more responding institutions. In addition, survey reports may have an option to use incumbent data. When using the incumbent data option, if a position or discipline rank has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data are not reported.

To read a summary of the **Safe Harbor Guidelines** go to:

[http://compforce.typepad.com/compensation\\_force/2007/02/antitrust\\_regul.html](http://compforce.typepad.com/compensation_force/2007/02/antitrust_regul.html)

### Getting More Information

To get more information on reports, you can download the latest version of this guide by clicking the **See Descriptions of the Reports** button.



## SURVEY REPORT OPTIONS

The following options are available in survey reports. Not every option is available for all reports.

Name	Description
<b>Comparison Group</b>	Selects which group to use for the report. Only comparison groups marked with a check box in the Comparison Groups menu will appear as a report option. Some reports have an automatically generated "All Institutions that Contributed Data" unique to that report.
<b>Year (Earlier Year, Later Year)</b>	Selects which year to use for the report. Some reports are only available with certain year ranges, for example, those reports using variables we began measuring with incumbent-level data (2016-17 and later).
<b>Output Format</b>	Selects a format to display report results. Options can include: <i>HTML (standard web page)</i> , <i>PDF</i> , or <i>CSV (Excel)</i> . Available output options depend on which report is selected. HTML or PDF can be easily copied and pasted into Excel if a CSV option is not available. When you run an HTML report, many reports will give you an option to export to PDF or CSV.
<b>Tenure (Tenure Type)</b>	Selects which tenure status to include, if available, for reports on faculty salaries. Options include: <i>Tenured/Tenure Track</i> , <i>Non-Tenure Track Teaching</i> , <i>Non-Tenure Track Research</i> , <i>TT/NTT Combined</i> .
<b>Rank</b>	Selects which rank to use for the report (certain faculty reports only). Options include: Professor, Associate Professor, Assistant Professor (excl New), Assistant Professor (incl New), New Assistant Professor, Instructor (or Scientist if NT Research), and PostDoc.
<b>Positions to Include (Position, Discipline) and Custom Position Selections</b>	<p>Selects which positions (or disciplines for faculty) to include in the report. Options include: <i>Positions reported by focus institution in selected year</i>, <i>All</i>, <i>None</i>, or <i>[custom positions]</i> (if created). This will change the check marks in the manual selection box below. You can also manually choose positions by checking/unchecking the box next to each position in the list.</p> <p>For Single-Position Reports, simply choose the position (or discipline) from the drop-down menu.</p> <p>If you check a custom list of saved positions that you would like to use again, or use with another report, you can click "Save Selection" to name, save, and add these custom positions to the Select menu.</p>
<b>Incumbent vs Institutional Average Salaries</b>	This option allows you to view summary statistics by <i>Institutional Average Salaries</i> , or <i>Incumbent Salaries</i> . Incumbent data may be appropriate if you are more interested in what a typical person in a given position makes, while institutional average data is more appropriate in determining what a typical institution pays for that position. See the <b>Appendix</b> for more information on incumbent vs institutional data.



Name	Description
<b>Filter Outliers</b>	Select if you want to filter out any salaries that fall outside of two standard deviations from the mean value. Options include: <i>Outside +/- 2 std. devs.</i> , and <i>Don't Filter</i> (default). Filtering outliers may be appropriate if your results appear to show that a few institutions or individuals in your report are deflating/inflating the averages, or if you want to limit the maximum/minimum range. See the <b>Appendix</b> for more information on outliers.
<b>Percentiles</b>	Select if you want to add additional percentiles to your report output, in addition to the median (same as the 50 <sup>th</sup> percentile) which is usually provided by default, along with the 5 <sup>th</sup> and 95 <sup>th</sup> as a min/max range. Percentiles may be appropriate if you are trying to set a salary range for a position. Optional additional percentiles are not shown for positions with fewer than <b>ten</b> incumbents. See the <b>Appendix</b> for more information on percentiles.
<b>Positions to Highlight</b>	Change these values to customize which positions are highlighted based on how your institution compares to the comparison group. By default, positions where your salary is more than 150% or less than 75% of the focus group median are highlighted in the report.
<b>Annual Aging Factor</b>	Check the box for <i>Age the Report Data</i> to estimate for inflation since the effective date of data collection (current year data only). Each survey has a unique default estimated inflation rate based on previous year's salary change data, or you can input your own. Input the date you wish to age the data to, valid from after data collection to when the next year's real salary data will be available. See the <b>Appendix</b> for more information on aging data.
<b>Salary Statistic to Display</b>	Selects either the mean or median to use for creating charts. Only available in graphical reports.
<b>Comparison Group Salary Percentile Benchmark</b>	Input a percentile to use for creating chart the comparison chart (default is the median, or 50 <sup>th</sup> percentile). Only available in graphical reports.
<b>Weighted vs. Unweighted Average Salaries</b>	On some reports, or when you select data prior to 2016-17 you may see the option of weighted/unweighted salaries. Unweighted salaries are the same as <i>Institutional Average Salaries</i> , while weighted data approximates <i>Incumbent Salaries</i> for earlier years where incumbent data was not provided. Incumbent (weighted) data may be appropriate if you are more interested in what a typical person in a given position makes, while unweighted (institution) data is more appropriate in determining what a typical institution pays for that position. See the <b>Appendix</b> for more information on incumbent vs institutional data and weighting.
<b>Highest Degree Attained</b>	On relevant Faculty reports, you will find the option to filter by highest degree obtained by the incumbent. By default, all reported faculty are included. If you use this filter, all unknown/unreported cases are also dropped and only those reporting the degree(s) checked are included. In some cases, this can result in no data (e.g., there are not likely to be many tenure-track faculty with associate's degrees at doctoral institutions). For best results, do not filter unless you have a specific need to do so.

## SURVEY REPORT TYPES AND DESCRIPTIONS

### INSTITUTIONAL BENCHMARKING REPORTS

These reports appear in a section labeled **Institutional Benchmarking** and are based on information provided by all survey participants, regardless of the survey. Any institution that participates in CUPA-HR surveys is asked to provide **Institutional Basics Data** that give an overview of the institution and its employees.

See the **Survey Report Options** section of this guide to learn more about setting options.

#### Institutional Basics Report

This report compares your institution side-by-side with comparison group institutions on institutional statistics including total operating expenses; FTE for students, staff, and faculty; HR staff size; collective bargaining; CHRO reporting relationship; affiliation; and institutional classification. Percentile options allow you to identify custom cut-points for total operating expenses and FTE values within your comparison group.

**VALID SURVEYS:** All

**VALID YEARS:** All

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Percentiles

#### HR Benchmarking Report

This report compares your institution side-by-side with comparison group institutions on HR-related characteristics, including total operating expenses; FTE for students, staff, and faculty; HR staff size; annual turnover rates; employee ratios (e.g., faculty to students, part-time staff to full-time staff); CHRO reporting relationship; collective bargaining; affiliation; and institutional classification.

**VALID SURVEYS:** All

**VALID YEARS:** 2016-17 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format

## DEMOGRAPHIC REPORTS

These reports appear under the headings **Administrator, Professionals, or Staff** and **Faculty** under the subheading **Benchmark pay equity and representation**. In the old survey menu, these reports appear under each salary survey heading for **Administrator Survey, Professional Survey, Staff Survey, and Faculty Survey**. Demographic reports provide information for your institution (if submitted) alongside your comparison group for information such as age, race/ethnicity, sex, and years in position.

Demographic reports can only be used on incumbent-level data which was collected beginning in 2016-17 or later years.

### Age Demographic Report

This report compares your institution side-by-side with comparison group institutions on age and median/mean salary within each position. All positions within the survey are included in the output for the **Administrators, Professionals, and Staff** salary surveys. For the **Faculty** survey, all academic disciplines (2-digit CIP code level) are included, but you can choose to filter by **Tenure Type**. This report produces statistics for several age categories when the data is sufficient.

**VALID SURVEYS:** Administrators, Professionals, Staff, Faculty

**VALID YEARS:** 2016-17 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Tenure Type (faculty only)

Position	Focus						
	Median Age	Average Age	Median Salary	NP	Median Age	Average Age	Median Salary

Comparison Group Age																				
Under 30		30-34		35-39		40-44		45-49		50-54		55-59		60-64		65-69		70+		NI
Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	

### Ethnicity Demographic Report

This report compares your institution side-by-side with comparison group institutions on ethnicity (white vs minority incumbents) and median/mean salary within each position. All positions within the survey are included in the output for the **Administrators, Professionals, and Staff** salary surveys. For the **Faculty** survey, all academic disciplines (2-digit CIP code level) are included, but you can choose to filter by **Tenure Type**.

**VALID SURVEYS:** Administrators, Professionals, Staff, Faculty

**VALID YEARS:** 2016-17 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV

**REQUIRED SETTINGS:** Comparison NP Group, Year, Output Format, Tenure Type (faculty only)

Position	Focus							Comparison Group Statistics										
	White			Minority*				Total NP	White					Minority*				
	Median Salary	Average Salary	%	Median Salary	Average Salary	%	Median Salary		Average Salary	%	NP	NI	Median Salary	Average Salary	%	NP	NI	Ratio**

Position	Asian						Black/African American						Hispanic/Latino					
	Median Salary	Average Salary	%	NP	NI	Ratio**	Median Salary	Average Salary	%	NP	NI	Ratio**	Median Salary	Average Salary	%	NP	NI	Ratio**

### Gender Demographic Report

This report compares your institution side-by-side with comparison group institutions on sex and median/mean salary within each position. All positions within the survey are included in the output for the **Administrators**, **Professionals**, and **Staff** salary surveys. For the **Faculty** survey, all academic disciplines (2-digit CIP code level) are included, but you can choose to filter by **Tenure Type**.

**VALID SURVEYS:** Administrators, Professionals, Staff, Faculty

**VALID YEARS:** 2016-17 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; Excel (tab-delimited); CSV

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Tenure Type (faculty only)

Position	Focus							Comparison Group Statistics										
	Females			Males				Total NP	Females					Males				
	Median Salary	Average Salary	%	Median Salary	Average Salary	%	Median Salary		Average Salary	%	NP	NI	Ratio*	Median Salary	Average Salary	%	NP	NI

### Years in Position (or Rank) Demographic Report

This report is found under the subheading **Obtain data for retention and succession planning** and compares your institution side-by-side with comparison group institutions on years in a position (average, least/most years in position) and median/mean salary within each position. All positions within the survey are included in the output for the **Administrators**, **Professionals**, and **Staff** salary surveys. In the **Faculty** survey report, all academic disciplines (2-digit CIP code level) are included, but you can choose to filter by **Tenure Type**, and an overall comparison of ranks regardless of discipline is provided at the top of the report.

**VALID SURVEYS:** Administrators, Professionals, Staff, Faculty

**VALID YEARS:** 2016-17 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Tenure Type (faculty only)

Position	Focus						
	Median Years in Position	Average Years in Position	Median Salary	NP	Median Years in Position	Average Years in Position	Median Salary

Comparison Group Years In Position											
< 2 years		2-3 years		4-5 years		6-7 years		8-9 years		10+ years	
Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP	Median Salary	NP

### DEPARTMENT SIZE REPORT FOR PROFESSIONALS AND STAFF

This report is found under the subheading **Benchmark department size** and allows you to see statistics on the number of full-time and part-time employees in any single position or department for your comparison group. This report allows you to identify whether you need to weight salaries/raises differently for positions where you have fewer numbers of employees compared to your comparison group. You can choose up to 9 percentiles to report.

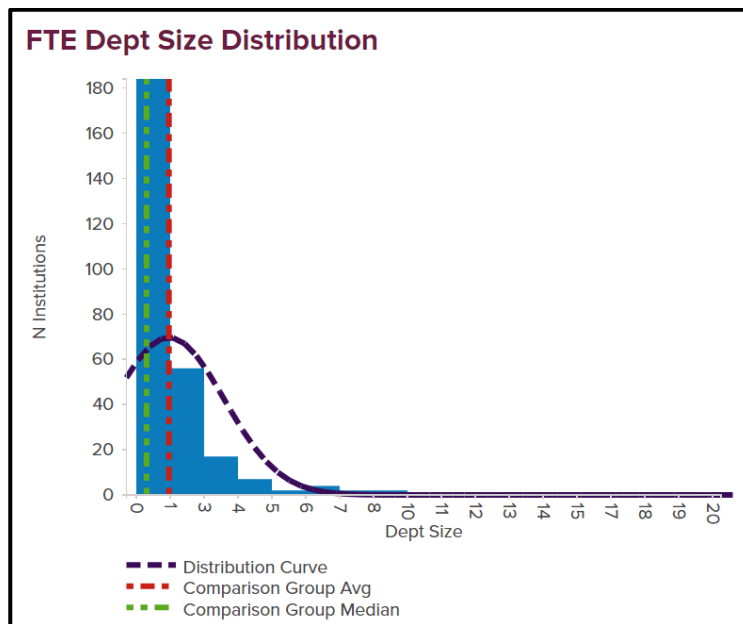
**VALID SURVEYS:** Professionals and Staff

**VALID YEARS:** 2020-21 or later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Percentiles, Positions to Include

Code/Title	Focus Dept Size				Median Size		Mean Size			NP	NI	FTE Percentiles		
	FT	PT	FTE	NP	FT	PT	FT	PT	FTE			5th	50th	95th



**SALARY AND POSITION REPORTS FOR ADMINISTRATORS, PROFESSIONALS, AND STAFF**

These reports appear under the heading for **Administrators, Professionals, or Staff**. These reports can be used for benchmarking one or more positions, setting salary ranges for a position, tracking and budgeting salary increases, or comparing your own institution's salaries against other institutions in a comparison group.

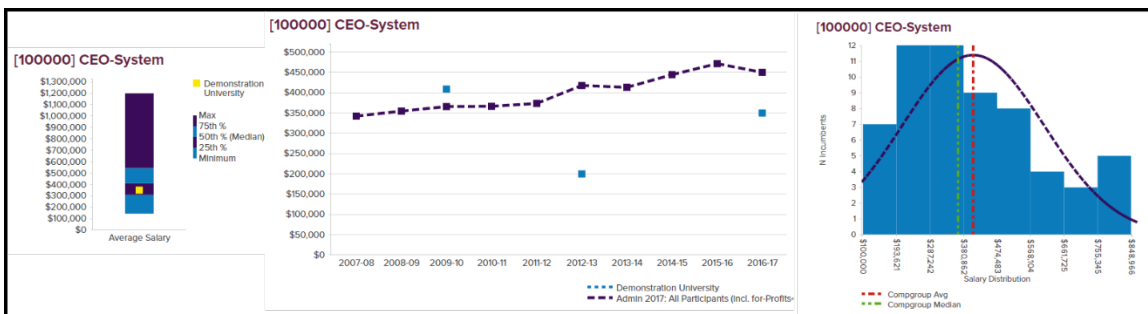
See the **Survey Report Options** section of this guide to learn more about any setting options found in a report menu.

**Single-Position Report**

This report is under the subheading **Get detailed salary distribution information for a single position** and compares your institution's salaries side-by-side with comparison group institutions for a single position. This report generates a table comparing your institution to the comparison group on the median (50<sup>th</sup> percentile), mean (average), 5<sup>th</sup>/95<sup>th</sup> percentile, and other selectable percentiles (5 percentile intervals).

	Focus Institution	Comparison Group	Focus as % of Comp Group
95th %			
75th %			
60th %			
50th % (Median)			
40th %			
25th %			
5th %			
Average \$			
Std Dev \$			

This report also generates three graphics: a position chart depicting percentile ranges against your institution's average for the selected position, and a trend chart (if information is available) depicting several years' data on the selected position's average pay at your institution and among the comparison group, and a histogram depicting the distribution of salaries for the position.



Other **Survey Report Options** include the ability to apply an aging factor to the data, or to weight by the number of incumbents.

**VALID SURVEYS:** Administrators, Professionals, Staff

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Position, Year, Weighted Statistics (pre-2016-17 years only), Output Format

**OPTIONAL SETTINGS:** Annual Aging Factor

*Note: The **Single-Position Report** uses institutional average salaries or actual incumbent salaries from 2016-17 or later survey years. When running this report for 2015-16 and earlier, you can choose "unweighted" for institutional average salaries, and "weighted" to estimate incumbent salaries.*

**Multi-Position Report**

This report is under the subheading **Compare salary data across a range of positions** and compares your institution's median salary side-by-side with comparison group institutions on salary-related statistics for each position and across all positions selected. Default statistics include the median, mean (average), standard deviation, 5th, and 95<sup>th</sup> percentile for salaries. This report by default also highlights when your institution's salaries are more than 150% or less than 75% of the median of the comparison group. This report includes an "Across All Positions Selected" statistics row, created by figuring a weighted average by institution across all selected positions, then using those results to calculate an overall unweighted median and average. The min/max on these rows are per institution rather than for incumbents. Other **Survey Report Options** include the ability to compare by institutions or incumbents, filter out extreme values known as outliers, add additional percentiles to the output, or apply an aging factor to the data.

By default, only positions reported by your own institution in salary surveys are included in the output. However, you can change this setting to all positions, clear selections by choosing none, or manually check/uncheck custom positions to compare. You even have the option to save and share **Positions to Include** list selections as described elsewhere in this guide, along with descriptions of the other **Survey Report Options**.

**VALID SURVEYS:** Administrators, Professionals, Staff

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Positions to Include, System level Incumbents (include or exclude; administrators survey only)

**OPTIONAL SETTINGS:** Filter Outliers, Percentiles, Positions to Highlight, Annual Aging Factor

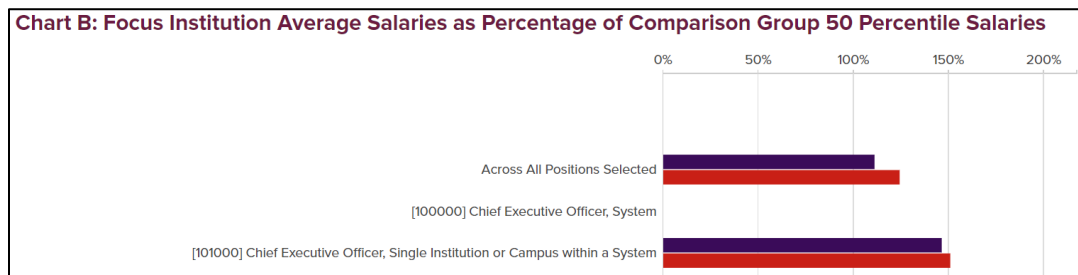
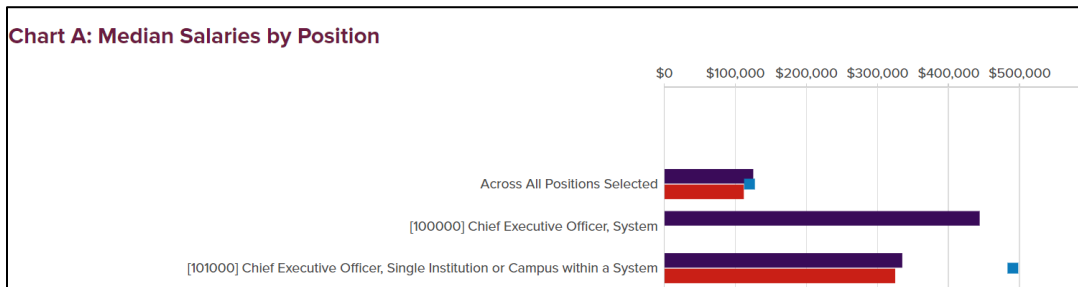
Code/Title	Focus Salary			Comparison Group Statistics						Focus Median as Percent of Comp Group Median	
	NP	Median	Average	Median	Average	Std. Dev.	Additional Percentiles		NP		NI
							5	95			

## Two Comparison Group Graphical Report

Formerly called the Multi-Position Graphical Report.

This report is under the subheading **Examine more than one comparison group** and compares your institution's median salary side-by-side with two different comparison groups of institutions on salary-related statistics for each position and across all positions selected. Default statistics include the mean (average) and median for each group, and a comparison of your institution's salaries as a percentage of each comparison group's median. This report includes an "Across All Positions Selected" statistics row, created by figuring a weighted median by institution across all selected positions, then using those results to calculate an overall unweighted median. The 5<sup>th</sup>/95<sup>th</sup> percentiles on these rows are per institution rather than for incumbents. This report also produces two graphics: **Median Salaries by Position** and a **Focus Institution Average Salaries as Percentage of Comparison Group 50 Percentile Salaries** graph visualizing how your institution compares to both comparison groups.

*Note: These charts are more effective if only a few positions are selected at a time for comparison. For instance, this tool is used to compare against "peer" versus "aspirational" comparison groups on a few key positions.*



Other **Survey Report Options** include the ability to weight reported statistics by incumbent counts, change the first chart from a median to a mean (average), change the percentile value for the second chart (any value from 1 to 100), or apply an aging factor to the data.

By default, only positions reported by your own institution in salary surveys are included in the output. However, you can change this setting to all positions, clear selections by choosing none, or manually check/uncheck custom positions to compare. You even have the option to save and share **Positions to Include** list selections as described elsewhere in this guide, along with descriptions of the other **Survey Report Options**.



**VALID SURVEYS:** Administrators, Professionals, Staff

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF (.png download of charts possible after running report)

**REQUIRED SETTINGS:** Comparison Group 1, Year, Output Format, Positions to Include

**OPTIONAL SETTINGS:** Comparison Group 2, Statistic for Basic Chart, Percentile Number for Comparative Chart, Annual Aging Factor

Code/Title	Focus Salary			Comparison Group Statistics											Focus Median as Percent of Comp Group Median	
	NP	Median	Average	Median	Average	Std. Dev.	NP	NI	Median	Average	Std. Dev.	NP	NI	CG 1	CG 2	

### Aggregated Positions Report

This report is under the subheading **Estimate salary data for a combined function position** and compares your institution's median salary side-by-side with comparison group institutions by aggregating data from more than one position. This tool combines multiple positions as if they were a single position; useful, for instance, to benchmark a position at your institution is a hybrid of two different administrative or professional position descriptions.

Default statistics compare your institution to the comparison group on the median (50<sup>th</sup> percentile), mean (average), 5<sup>th</sup>/95<sup>th</sup> percentiles, and other selectable percentiles (5% intervals). This report also calculates your institution's salary as a percentage of the comparison group. Other **Survey Report Options** include the ability to apply an aging factor to the data.

**VALID SURVEYS:** Administrators, Professionals

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Positions to Include

**OPTIONAL SETTINGS:** Weighted Statistics (pre-2016-17 years only), Percentiles, Annual Aging Factor

Focus Institution	Comparison Group	Focus as % of Comp Group
-------------------	------------------	--------------------------

*Note: The **Aggregated Positions Report** uses institutional average salaries or actual incumbent salaries from 2016-17 or later survey years. When running this report for 2015-16 and earlier, you can choose "unweighted" for institutional average salaries, and "weighted" to estimate incumbent salaries.*

### Trend Report

This report is under the subheading **Analyze trends in salary increases to make predictions** and compares percentage change in salaries for your institution side-by-side with comparison group institutions for selected positions between two selected years. Results are based on only those institutions in the comparison group that provided data for

both selected years. Salaries for positions with multiple incumbents are averaged at the institution level, then the percent-change for each institution by subtracting the earlier year values from the latter year values. The statistics displayed in the report are summaries of these institution-level percent changes for each position.

Default statistics include the percent change, median, mean (average), and 5<sup>th</sup> and 95<sup>th</sup> percentiles. This report includes an "Across All Positions Selected" statistics row, created by figuring a weighted average by institution across all selected positions, then using those results to calculate an overall unweighted average. Another **Survey Report Option** includes additional percentiles.

By default, only positions reported by your own institution in salary surveys are included in the output. However, you can change this setting to all positions, clear selections by choosing none, or manually check/uncheck custom positions to compare. You even have the option to save and share **Positions to Include** list selections as described elsewhere in this guide, along with descriptions of the other **Survey Report Options**.

**VALID SURVEYS:** Administrators, Professionals, Staff

**VALID YEARS:** 2015-16 and later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Earlier/Later Year, Output Format, Positions to Include

**OPTIONAL SETTINGS:** Percentiles

Code/Title	A. Focus Salary			B. Comparison Group Statistics (% Change Based on Average Salaries)						
	N <sup>1</sup>	N <sup>2</sup>	% Change in Average	Median	Average	5th %tile	95th %tile	N <sup>1</sup>	N <sup>2</sup>	NI

*Note: For these statistics for faculty, see the **2-Digit Trend Report** section of this guide.*

### Prevailing Wage Report

The prevailing wage report is a tool created by CUPA-HR to assist your institution in meeting the Department of Labor requirements of determining a prevailing wage for foreign workers as part of the H-1B visa process. This report is under the subheading **Obtain data for a prevailing wage for DOL**.

*Note: A prevailing wage report is also available for faculty, with different settings appropriate to those positions.*

**VALID SURVEYS:** Administrators, Professionals

**VALID YEARS:** All available years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group 1, Position, Year, Output Format

**OPTIONAL SETTINGS:** Comparison Group 2

**Prevailing Wage Report**

College and University Professional Association for Human Resources  
 Source: CUPA-HR Administrators in Higher Education Survey (2021)

**Position**  
 [107000] **Chief Business Officer:** Responsible for the combined functions of administrative and financial affairs. Overall responsibilities typically include accounting, purchasing, physical plant and property management, human resources, food services, auxiliary enterprises, investments, and related business matters.

**Incumbents in System-level Positions**  
 Excluded

**Level**  
 Administrator-level position

**Comparison Group**  
 US Census Division West North Central: IA, KS, MN, MO, NE, ND, SD

If the data are unbalanced, the Incumbent based mean and median will not display.

**Statistics**

Mean of Incumbent Salaries (weighted mean)	
Median of Incumbent Salaries (weighted median)	
Mean of Institutional Average Salaries (unweighted mean)	
Median of Institutional Average Salaries (unweighted median)	
Number of Incumbents	
Number of Institutions	

**Exempt Status Comparison Report**

This report is under the subheading **Compare salaries and representation of exempt/nonexempt professionals** and compares salaries for your institution side-by-side with comparison group institutions based when a position is exempt or non-exempt according to Department of Labor overtime rules. The report creates salary statistics for exempt and non-exempt positions with the same job title. Statistics include median and mean (average) salaries, along with the percentage within the job title holding each exemption status.

*Note: This report is only available for the Professionals in Higher Education survey and was created to help institutions proactively address recent potential changes to the overtime rules.*

**VALID SURVEYS:** Professionals

**VALID YEARS:** 2016-17 or later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format

Position	Focus							Comparison Group Statistics									
	Exempt			Non-Exempt			Total NP	Exempt					Non-Exempt				
	Median Salary	Average Salary	%	Median Salary	Average Salary	%		Median Salary	Average Salary	%	NP	NI	Median Salary	Average Salary	%	NP	NI

**Assistant/Associate Dean Faculty Status Report**

This report is under the subheading **View salary differences for associate/assistant deans** and compares the percentage of assistant/associate deans at your institution who

have faculty status with the percentage of assistant/associate deans at comparison group institutions who have faculty status. In addition, this report compares the median and mean (average) salaries of assistant/associate deans at your institution who have faculty status to comparison group institutions. Finally, this report compares median and mean (average) salaries of assistant/associate deans at your institution who have and do not have faculty status to comparison group institutions.

**VALID SURVEYS:** Administrators

**VALID YEARS:** 2017-18 or later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Compare By, Output Format, Positions to Include, System level Incumbents (include or exclude; administrators survey only)

Position	Focus							Comparison Group Statistics										
	Faculty Status			No Faculty Status				Total NP	Faculty Status					No Faculty Status				
	Median Salary	Average Salary	%	Median Salary	Average Salary	%	Median Salary		Average Salary	%	NP	NI	Median Salary	Average Salary	%	NP	NI	

### Executive Benefits Report

This report is under the subheading **Benchmark executive benefits** and provides a side-by-side comparison of the percentage of executives at your institution versus comparison institutions who receive housing, vehicle or vehicle allowance, club membership, deferred compensation, and performance-based incentive pay as executive benefits. Benchmarking is available for Chief Executive Officer – System, Chief Executive Officer – Single Institution/Campus in a System, Executive Vice President/Vice Chancellor, Chief Academic Affairs Officer/Provost, Chief Business Officer, Chief Athletic Administrator, and Chief Development/Advancement Officer positions.

**VALID SURVEYS:** Administrators

**VALID YEARS:** 2012-13 or later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format

	Does Institution Provide?													
			Housing	Vehicle or Vehicle Allowance	Club Membership			Deferred Compensation Program	Performance-Based Incentive Pay Opportunity					
	Comparison Group					Comparison Group								
			NI	%	NI	%	NI	%			NI	%	NI	%

### SALARY AND POSITION REPORTS FOR FACULTY

These reports appear under the survey reports heading for Faculty Survey. These reports can be used for benchmarking one or more positions, setting salary ranges for a position, tracking and budgeting salary increases, or comparing your own institution's salaries against other institutions in a comparison group.

Some of these faculty salary reports are the same as administrative, professional, and staff salary and position reports, except that they report for faculty rank/discipline instead of position. Other reports are unique to the faculty salary.

See the **Survey Report Options** section of this guide to learn more about any setting options found in a report menu.

### Single-Discipline Report

This report is under the subheading **Get detailed salary distribution information for a single discipline** and compares your institution's salaries side-by-side with comparison group institutions for each rank within a single discipline. This report generates tables at each rank comparing your institution's median and mean (average) salary to the comparison group's median and mean (average) salaries and displays incumbent and institution counts. This report also calculates, where possible, your institution's salary as a percentage of the comparison group's median and average within each rank in the selected discipline. The default **Tenure** type setting is Tenured/Tenure-Track, but you can also select Non-Tenure Track Research, Non-Tenure Track Teaching, or all faculty combined.

Other **Survey Report Options** include the ability to compare by incumbent salaries.

*Note: To maintain **Confidentiality** protections for your data and that of other institutions, salary information is not displayed when fewer than 5 institutions report a specific code/rank combination. If using the weighted data option, it will not display if one institution accounts for more than 25% of the total.*

**VALID SURVEYS:** Faculty

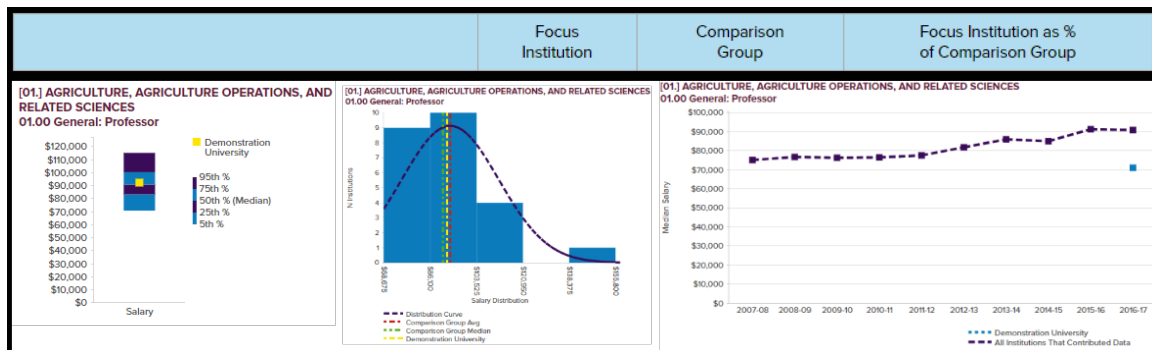
**CIP CODE DETAIL LEVEL:** Four-digit (XX.XX)

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Discipline, Tenure

**OPTIONAL SETTINGS:** Weighted Statistics (pre-2016-17 years only), Highest Degree, Annual Aging Factor



### Single Discipline Report, Expanded (2-, 4-, 6-digit)

Like the *Single Discipline Report*, this report is under the subheading **Get detailed salary distribution information for a single discipline** and compares your institution's median and mean (average) salary side-by-side with comparison group institutions for each rank

within a single discipline. This report generates multiple tables comparing your institution to the comparison group on the median, mean (average), maximum/minimum, and displays incumbent and institution counts. When you select a two-digit CIP code discipline, this report provides a table for the 2-digit level, and for each available 4-digit and 6-digit sub-areas. This report only provides information on Tenured/Tenure-Track faculty.

Other **Survey Report Options** include the ability to compare by incumbent salaries.

*Note: To maintain **Confidentiality** protections for your data and that of other institutions, salary information is not displayed when fewer than 5 institutions report a specific code/rank combination.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Two-Digit (XX), Four-digit (XX.XX), Six-Digit (XX.XXXX)

**VALID YEARS:** 2016-17 or later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Discipline, Year, Output Format

Focus Institution	Comparison Group	Focus Institution	Comparison Group	Focus Institution	Comparison Group	Focus Institution	Comparison Group	Focus Institution	Comparison Group	Focus Institution	Comparison Group
Professor		Associate Professor		Assistant Professor (excl New)		Assistant Professor (Incl New)		New Assistant Professor		Instructor	

### 2-Digit Multi-Discipline Report

*Note: Name changed from Aggregate Report for improved clarity.*

This report is under the subheading **Compare salary data across a range of disciplines** and compares salaries for your institution side-by-side with comparison group institutions for select rank and tenure status across all disciplines at the two-digit CIP code level. In this report, data at the four-digit level are rolled up into two-digit CIP categories and results are presented by rank within these two-digit categories. The report provides a median, mean (average), minimum/maximum, and calculates your institution's median and mean (average) salary as a percentage of the comparison group salaries. The default **Rank** setting is All ranks, though reports can be run on an individual rank only. The default **Tenure** setting is Tenured/Tenure Track, but can be changed to Non-Tenure Track Teaching, Non-Tenure Track Research, or all faculty combined.

Other **Survey Report Options** include the ability to compare by incumbent salaries, add additional percentile sets to the output, select faculty by the highest degree attained, or highlight when your institution's salaries differ by a certain percentage from the comparison group.

*Note: This report uses weighting to estimate incumbent salaries, if desired.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Two-digit (XX)

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Rank, Year, Output Format, Compare by Institutional Average or Incumbent Salaries, and Tenure Status

**OPTIONAL SETTINGS:** Weighted Statistics (pre-2016-17 years only), Highest Degree, Filter Outliers, Positions to Highlight, Annual Aging Factor

A. Focus Salary			B. Comparison Group Statistics						Focus Median as Percent of CG Median		Additional Percentiles	
NP	Median	Average	Median	Average	Std. Dev.	Salary Factor	NP	NI	5	95		

### 4-Digit Multi-Discipline Report

This report is under the subheading **Compare salary data across a range of disciplines** and compares your institution’s median and mean (average) salary side-by-side with comparison group institutions on salary-related statistics for each faculty rank with selected disciplines, and for each rank across all positions selected at the four-digit CIP code level. You can also filter based on **Tenure** status: tenure track, non-tenure track (teaching), non-tenure track (research), or across all faculty combined. Default statistics include the median, mean (average), standard deviation, 5<sup>th</sup> and 95<sup>th</sup> percentiles for salaries. A salary factor compares the ratio, for a given academic rank and discipline, of the average salary to the average salary across all disciplines (*See Appendix for more information*). This report includes an “Across All Disciplines Selected” box by rank, with an “Across All Ranks” row, created by figuring a weighted average by institution across all selected disciplines, then using those results to calculate overall statistics. The min/max on these rows are per institution rather than for incumbents. This report by default also highlights your institution’s median salary as a percentage of the comparison group median salary. Other **Survey Report Options** include the ability to show incumbents with a given highest degree obtained (e.g., doctoral, master’s), filter out extreme values known as outliers, add additional percentiles, or apply an aging factor to the data.

By default, only positions reported by your own institution in salary surveys are included in the output. However, you can change this setting to all positions, clear selections by choosing none, or manually check/uncheck custom positions to compare. You even have the option to save and share **Positions to Include** list selections as described elsewhere in this guide, along with descriptions of the other **Survey Report Options**.

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** 4-digit (XX.XX)

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Positions to Include, Tenure

**OPTIONAL SETTINGS:** Weighted Statistics (pre-2016-17 years only), Highest Degree, Filter Outliers, Percentiles, Positions to Highlight, Annual Aging Factor

Code/Title	A. Focus Salary			B. Comparison Group Statistics						Focus Median as Percent of CG Median		Additional Percentiles	
	NP	Median	Average	Median	Average	Std. Dev.	Salary Factor	NP	NI	5	95		

### 6-Digit Multi-Discipline Report (Tenured/Tenure Track)

This report is under the subheading **Compare salary data across a range of disciplines** and compares your institution’s median and mean (average) salary for tenured/tenure-track faculty only side-by-side with comparison group institutions on salary-related statistics for

each faculty rank within disciplines at the six-digit CIP code level. Information is only calculated for those institutions in your comparison group that reported at the six-digit level and is available even if your institution did not report six-digit CIP codes (however, comparison with your institution will be blank).

*Note: To maintain **Confidentiality** protections for your data and that of other institutions, salary information is not displayed when fewer than 5 institutions report a specific code/rank combination.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Six-digit (XX.XXXX)

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Positions to Include

**OPTIONAL SETTINGS:** Weighted Statistics (pre-2016-17 years only), Highest Degree, Filter Outliers, Percentiles, Positions to Highlight, Annual Aging Factor

Code/Title	A. Focus Salary			B. Comparison Group Statistics						Focus Median as Percent of CG Median	Additional Percentiles	
	NP	Median	Average	Median	Average	Std. Dev.	Salary Factor	NP	NI		5	95

### 2-Digit Trend Report

This report is under the subheading **Analyze trends in salary increases to make predictions** and compares percentage change in salaries for your institution side-by-side with comparison group institutions for all disciplines at the two-digit CIP code level between two selected years. Results are based on only those institutions in the comparison group that provided data for both selected years. Salaries for positions with multiple incumbents in a rank/discipline are averaged at the institution level, then the percent-change for each institution by subtracting the earlier year values from the latter year values. The statistics displayed in the report are summaries of these institution-level percent changes for each rank/discipline.

Default statistics include the percent change, mean (average), median, and 25<sup>th</sup> and 75<sup>th</sup> percentiles. The default **Tenure** type setting is Tenured/Tenure-Track, but you can also select Non-Tenure Track Research, Non-Tenure Track Teaching, or all faculty combined.

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Two-digit (XX)

**VALID YEARS:** 2015-16 and later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Earlier Year, Later Year, Tenure

Discipline	A. Focus Salary			B. Comparison Group Statistics (% Change Based on Average Salaries)					
	N <sup>1</sup>	N <sup>2</sup>	Median % Change in Average	Median	Average	25th Percentile	75th Percentile	N <sup>1</sup>	N <sup>2</sup>



## 2-Digit/4-Digit Index Report

This report is designed to help you compare your institution's salaries more precisely to your comparison group **if you submitted faculty salary data to CUPA-HR**. This report is under the subheading **Compare salaries of disciplines by weighting to match your institution**. Institutions often want to know how their faculty salaries compare overall or for specific disciplines to those of selected peers. The problem with a direct comparison is that the distribution of faculty by discipline and rank is unlikely to be the same across institutions. For example, if 40% of the faculty overall in a specific discipline at one institution are full professors, but only 20% on average are full professors in the comparison group, a direct comparison of average salaries is likely to be very misleading.

These index reports (at either a 2-digit or 4-digit CIP code level) overcome this problem by calculating overall and discipline-specific salary statistics for your comparison group based on the distribution of faculty at your institution. Standardizing the distribution provides more of an "apples-to-apples" comparison and allows you to see how your average salaries compare to those of your peers if they have the same identical distribution of faculty by discipline and rank.

This report calculates an "index" based on weighted ranks at your institution and applies the same index weight to comparison groups. The report provides median and mean (average) salaries for the comparison group, as well as calculates your institution's mean (average) salary as a percentage of the comparison group salaries. An overall index across selected disciplines, as well as overall counts by each rank are also generated. You can select which **Positions to Include** (default is all disciplines reported by your institution), or filter salaries based on **Tenure** status (default is Tenured/Tenure Track).

Other **Survey Report Options** include the ability to compare by institutional average salaries or incumbent salaries, and highlights when your institution's average salary differs by a certain percentage from the comparison group.

*Note: This report uses weighting to estimate incumbent salaries, if desired.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Two-digit (XX) or Four-digit (XX.XX)

**VALID YEARS:** 2013-14 and later

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format, Positions to Include, Tenure

**OPTIONAL SETTINGS:** Weighted Statistics (for 2016-17 or earlier), Compare by Institutional Average Salaries or Incumbent Salaries, Positions to Highlight

Code/Title	A. Focus Salary		B. Comparison Group Statistics				Focus Average as Percent of CG	
	NP	Average	Median	Average	NP	NI	Median	Average

### Rank Order of Disciplines by Salary within Faculty Rank

This report is under the subheading **Get data on rank order of disciplines** and creates a rank-ordered list of highest-to-lowest departmental salaries within a selected academic **Rank** and **Tenure** status among comparison group institutions. This report rank-orders salaries by 4-digit CIP code on a selected **Statistic**, either the mean (average) or median.

Other **Survey Report Options** include the ability to compare by institutional average salaries or incumbent salaries.

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Four-digit (XX.XX) or Two-digit (XX)

**VALID YEARS:** All available survey years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Rank, Year, Compare by Institutional Average Salaries or Incumbent Salaries, Output Format, Tenure, CIP Detail, Tenure Status, and Statistic

**OPTIONAL SETTINGS:** Weighted Statistics (for 2016-17 or earlier)

Code	Title	Median Salary	NP	NI
------	-------	---------------	----	----

### Pay Per Course Faculty Salaries

*Note: Replaces the previous **Paid by the Course** reports for 2-year faculty and 4-year faculty surveys beginning in 2017-18.*

This report is under the subheading **Get data on adjuncts** and compares your institution side-by-side with comparison group institutions on compensation for paid-by-the-course (i.e., adjunct, or temporary) faculty. Data reported includes the number of adjuncts, average/lowest/highest compensation per credit hour, and percentages of institutions in the comparison group with different pay policies based on education level, type of degree held, and type of course.

**VALID SURVEYS:** Faculty

**VALID YEARS:** 2017-18 and later only

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group, Year

A. Focus Institution				B. Comparison Group					
Total Number of Faculty Paid-by-the-Course	Average Compensation Per Semester Credit Hour	Lowest Compensation Per Semester Credit Hour	Highest Compensation Per Semester Credit Hour	Number of Institutions	Median Number of Faculty Paid-by-the-Course	Average Compensation Per Semester Credit Hour	Median of Lowest Compensation Per Semester Credit Hour	Median Compensation Per Semester Credit Hour	Median of Highest Compensation Per Semester Credit Hour

**Prevailing Wage Report (Faculty)**

The prevailing wage report is a tool created by CUPA-HR to assist your institution in meeting the Department of Labor requirements in determining a prevailing wage for foreign workers as part of the H-1B visa process. This report is under the subheading **Obtain data for a prevailing wage for DOL.**

*Note: This report is also available for Administrators and Professionals, with different settings appropriate to those positions.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL:** LEVEL: Four-digit (XX.XX)

**VALID YEARS:** All available years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF

**REQUIRED SETTINGS:** Comparison Group 1, Rank, Year, Output Format, Tenure, Discipline

**OPTIONAL SETTINGS:** Comparison Group 2

<p><b>Prevailing Wage Report</b></p> <p>College and University Professional Association for Human Resources                  Source: CUPA-HR Faculty in Higher Education Survey (2021)</p> <p><b>Position</b>                  [26.] BIOLOGICAL AND BIOMEDICAL SCIENCES.:</p> <p><b>Level</b>                  Professor</p> <p><b>Tenure</b>                  TT/NTT Combined (2 digit)</p> <p><b>Comparison Group</b>                  US Census Division Middle Atlantic: NJ, NY, PA</p> <p>If the data are unbalanced, the Incumbent based mean and median will not display.                  All faculty salaries are standardized to 9-10 month contracts.</p> <p><b>Statistics</b></p> <table border="1"> <tr> <td>Mean of Incumbent Salaries (weighted mean)</td> </tr> <tr> <td>Median of Incumbent Salaries (weighted median)</td> </tr> <tr> <td>Mean of Institutional Average Salaries (unweighted mean)</td> </tr> <tr> <td>Median of Institutional Average Salaries (unweighted median)</td> </tr> <tr> <td>Number of Incumbents</td> </tr> <tr> <td>Number of Institutions</td> </tr> </table>	Mean of Incumbent Salaries (weighted mean)	Median of Incumbent Salaries (weighted median)	Mean of Institutional Average Salaries (unweighted mean)	Median of Institutional Average Salaries (unweighted median)	Number of Incumbents	Number of Institutions
Mean of Incumbent Salaries (weighted mean)						
Median of Incumbent Salaries (weighted median)						
Mean of Institutional Average Salaries (unweighted mean)						
Median of Institutional Average Salaries (unweighted median)						
Number of Incumbents						
Number of Institutions						

### Department Head Report

This report is under the subheading **Get salary, supplementary, and course relief data for department heads** and compares your institution side-by-side with comparison group institutions on base salary, salary supplements, summer term pay, and course relief credit hours used to compensate academic department heads. This report provides information for all available departments at the 4-digit CIP code level based on the selected comparison group.

*Note: To maintain **confidentiality** protections for your data and that of other institutions, information is not displayed when fewer than 5 institutions report for any field in the report.*

**VALID SURVEYS:** Faculty

**CIP CODE DETAIL LEVEL:** Four-digit (XX.XX)

**VALID YEARS:** 2016-17 and later years

**OUTPUT FORMATS:** HTML (Standard Web Page); PDF; CSV (for use with Excel)

**REQUIRED SETTINGS:** Comparison Group, Year, Output Format

A. Focus Institution Averages				B. Comparison Group Statistics									
Base Salary	Salary Supplement (\$)	Summer Term Pay (\$)	Course Relief (Cred. Hrs)	Base Salary		Salary Supplement (\$)			Summer Term Pay (\$)			Course Relief (Cred. Hrs)	
				Median	Average	% of Incumbents Receiving	Median	Average	% of Incumbents Receiving	Median	Average	% of Incumbents Receiving	Median

## HEALTHCARE AND BENEFITS REPORTS

Reports for benefits survey data are found in three different groups within DataOnDemand depending on the year of interest and whether data sought are for healthcare or non-healthcare (e.g., life insurance, tuition, disability, retirement) benefits. For all benefits surveys, the only report options necessary are Comparison Group and Year. All healthcare and benefits reports are available in HTML format, PDF, and can be downloaded as an Excel file.

### Benefits: Healthcare – 2021 / 2019 / 2017, and 2013 thru 2016

All reports generated in HTML, PDF, or .csv (Excel). The following Healthcare reports are available:

- Health Care Basics and Wellness Programs
- PPO Plans
- HMO/EPO Plans
- POS Plans
- HDHP Plans
- Stand-Alone Dental Plans

### Benefits: Non-Health Care Programs – 2021, and biennial since 2008

These items are collected every other year (2019-20, 2017-18, etc.). The following reports are available in HTML, PDF, or .csv (Excel):

- Paid Time-Off
- Tuition Reimbursement
- Retirement Plans

## SYSTEM OFFICE REPORTS

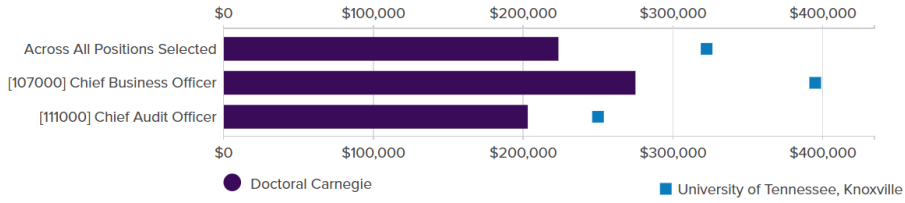
If you are located at a university system office, you may have access to a special DOD report that compares system office Administrative positions only. This report allows you to compare your system office position median and mean (average) salaries side-by-side with your comparison group. Default statistics include the median and mean (average), and a comparison of your system position salaries as a percentage of the comparison group's median. This report also produces two graphics: **Median Salaries by Position** and a **Focus Institution Average Salaries as Percentage of Comparison Group 50 Percentile Salaries** graph visualizing how your system level positions compare to the comparison group.

- **System-Level Reports**  
[Admin: Multi-Position Graphical Report for System-Level Positions](#)

This report only includes incumbents identified as being at the system level.

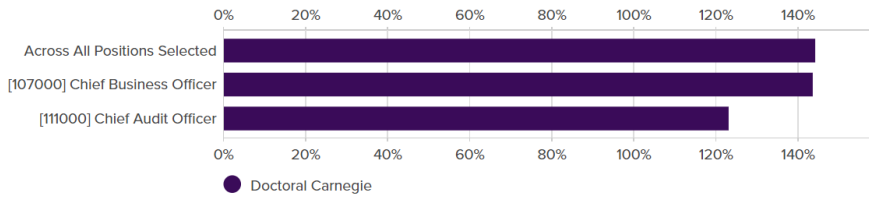
Code/Title	Focus Salary			Comparison Group Statistics						Focus Median Salary as Percentage of Comp Group Median Salary	
				Doctoral Carnegie							
	NP	Median	Average	Median	Average	Std. Dev.	Additional Percentiles		NP	NI	CG 1
						5	95				

**Chart A: Median Salaries by Position**



[Download as Image](#)

**Chart B: Focus Institution Average Salaries as Percentage of Comparison Group 50 Percentile Salaries**



[Download as Image](#)

## APPENDIX

This appendix contains additional information about certain statistical procedures used in DataOnDemand, and a glossary of important statistical concepts to help you to interpret and understand your data reports more effectively.

### Aging Salary Data

DataOnDemand allows you to prorate salary survey reports to see estimated results had the data been collected at a later point in time (the aging date). You can age the data from the day after the "report as of" date (i.e., November 2) to as far ahead as March 1 of the year following the end year of the survey's academic year (i.e., roughly the time when a new year's worth of survey data will be released, providing more accurate information).

Aging is based on a projected annual rate of increase for the survey year and a portion of the subsequent year without compounding. A default aging factor for each survey is provided by CUPA-HR. **If you have access to salary increase projections more specific to your institution and positions of interest, you can manually input a different rate instead.**

This is an example of how aging works in DataOnDemand:

Current salary = \$119,000

Aging Factor = 2%

Effective Date of the Data 11/1/2020

Aging Date = 7/1/2021

Aged Salary = \$120,785

1. The monthly aging percentage is calculated. Using the example above, divide 2% by 12 months ( $0.02/12$ ) = 0.001667, this is the monthly aging rate.
2. The monthly aging rate is multiplied by the number of months the data is being aged. Our aging date is 7/1/2021, which equals 9 months. In the example ( $0.001667 \times 9$ ) = 0.015
3. The salary that is being aged is multiplied by the rate calculated in the previous step. This will determine the amount that needs to be added to the salary. In the example  $\$119,000 \times 0.015 = \$1,785$
4. The aged salary is the current salary plus the amount calculated in the previous step. In the example  $\$119,000 + \$1,785 = \$120,785$

### Outliers

Outliers are data points that exist far outside of the range of what is considered "normal" in a dataset.

For example, say that a department has 5 professors. One is an endowed chair paid much more than her counterparts. If her salary is excluded from the analysis, the mean (average) salary is a much better reflection of pay in the department than when her salary is included. You might want to consider her salary to be an outlier when setting the salary for a new hire and offer \$87.5k instead of \$98k to your applicant.

Incumbent	Salary
Professor A	\$85k
Professor B	\$90k
Professor C	\$80k
Professor D	\$95k
Professor E	\$175k

Excluding Professor E	Including Professor E
Mean: \$87.5k	Mean: \$98k
Std. Dev.: \$6,454	Std. Dev.: \$24,135

Notice also in this example that the *standard deviation* is much smaller when Professor E is excluded. This is a statistical measure used to calculate the variance between values in a data set. A statistical principle called the Central Limit Theorem finds that values more than 2 standard deviations above or below the mean (average) are statistically rare, occurring less than 5% of the time. These rare values can significantly bias a mean (making it inaccurate).

If you suspect that a few highly-paid or low-paid individuals (or institutions) are detrimentally impacting the mean, you have two options. The first is to use the median instead of the mean, which is a more robust measure of the center of a dataset's distribution. The second is to try to **Filter Outliers** option in DataOnDemand to exclude any statistically rare cases and obtain a more accurate mean.

### Medians and Means

Medians and means (averages) are among the most common statistics generated and are calculated in most DataOnDemand reports.

A mean (average) is calculated by adding together a list of values, then dividing by the total number of values. They are also commonly referred to as averages. In DataOnDemand, you might see a mean salary reported for a position. An institution's average salary might be calculated by adding up the salaries of all incumbents, then dividing by the total number of incumbents, like so:

$$(\text{Incumbent A Salary}) + (\text{Incumbent B Salary}) + (\text{Incumbent C Salary}) / 3$$

By default, on most DataOnDemand reports, an institution's average salary is calculated in this way. Summary statistics (usually at the top of the report) "roll up" these averages. These statistics are reported as Across All Positions and take the average of each institution's average, like so:

$$(\text{Mean Salary at Inst. A}) + (\text{Mean Salary at Inst. B}) + (\text{Mean Salary at Inst. C}) / 3$$

A median is calculated by first rank-ordering a list of values from least to greatest, then finding the value that falls precisely in the middle of this ranking. A median is the same as the 50<sup>th</sup> percentile. If the list has an odd number of values, the middle value is the median. If



the list has an even number of values, the two middle-most values are averaged to get the median, like so:

{10, 12, 13, **15**, 19, 25, 40} Median = 15

{10, 12, 13, **15, 16**, 19, 25, 40} Median = 15.5

You should choose between a mean or median based on the data you are analyzing. When deciding which to use, you should compare them both. Often a mean and median are very close to each other, but when they are not the median is a better choice.

The mean has the advantage of being easy to calculate and understand and is sometimes slightly more precise when a dataset is normally distributed (e.g., roughly the same number of values above and below the mean). The disadvantage of a mean is that it is not robust (i.e., it is easily biased) and can become very inaccurate in many circumstances, such as when outliers are present, when a dataset is skewed (i.e., not normally distributed), or when there are a small number of cases.

A median has the advantage of being robust, and for this reason is often preferable to the mean in real-world data. The disadvantage of a median is that some find it more difficult to explain and may be difficult to use in more complex calculations.

### Percentiles

Percentiles are calculations of how a value compares to other values within the same dataset and are often used to set ranges. A percentile is interpreted to mean (average) that a certain value is greater than X% of other values in the dataset. For example, if the 75<sup>th</sup> percentile for a position is \$50,000 then approximately 75% of salaries fall below \$50,000, and 25% of salaries fall above \$50,000.

With salary data, percentiles can be used to set salary ranges – for example to set a salary range within the middle 40% of salaries you would set the salary between the 30<sup>th</sup> and 70<sup>th</sup> percentiles.

Some percentiles have special names. For example, the 50<sup>th</sup> percentile is also called the median. The 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles are sometimes called quartiles.

Percentiles are calculated by multiplying the desired percentile, expressed as a percent of 1 (e.g., 80<sup>th</sup> percentile would use 0.80), times the total number of values. This value is rounded to the nearest whole number and is called the index value. Next, all values are ranked from least to greatest. Starting at the bottom of the ranking, count up to the index value to find the number that corresponds with that position. For example, with 20 salaries, the index for the 80<sup>th</sup> percentile would be  $20 \times 0.80$ , or the 16<sup>th</sup> highest value. This value is your percentile.

*Note: Optional additional percentiles are not shown for positions with fewer than **ten** incumbents.*

### Incumbent versus Institutional Average Data (Weighted Salaries)

Incumbent-level data collects anonymous information about everyone who holds a given position. Since 2015-16, CUPA-HR has collected incumbent-level data to allow the creation of demographic reports (e.g., age, race, sex, time in position). Prior to this time data was collected as aggregated (or position-level) data, meaning that all positions at a single institution were reported as an average salary and number of incumbents (e.g., 12 academic advisors, average salary \$35k).

Previously, CUPA-HR used weighting (referred to as “weighted salaries”) to estimate incumbent-level data from the reported institutional averages. However, incumbent-level data collection makes weighting unnecessary since actual incumbent-level data is now available. Institutional averages, however, are still calculated from these incumbent salaries since the average pay per institutions is still a useful benchmarking metric.

### **Across All Positions Selected Statistics**

On certain reports (e.g., Multi-Position Reports, Multi-Position Graphical Reports, Trend Reports, Multi-Discipline Report), additional statistics are calculated. These positions provide a summary row across all positions (or disciplines/ranks) you select. These are calculated first by creating an average across positions (or disciplines/ranks) per institution weighted by number of incumbents, then calculating an unweighted average of those institutional averages. The Min and Max reported on this line is not the minimum/maximum salary of incumbents, but rather the minimum/maximum salary of institutions based on the first weighted calculation.

### **Salary Factor**

The salary factor is the ratio of the average salary for a given academic rank and discipline to the average salary across all disciplines. It estimates a relative “market value” for each discipline. A salary factor of 1.00 indicates that professors of that rank and discipline are paid relatively similarly to all other disciplines. A salary factor of below 1.00 indicates that faculty at that rank and discipline are paid less than faculty at that rank in other disciplines. A salary factor of over 1.00 indicates that faculty at that rank and discipline are paid more than other faculty at that rank in other disciplines. Essentially, a salary factor of above 1.00 is indicating that faculty in that discipline are being paid a premium for teaching in that discipline, and a salary factor of below 1.00 is indicating that faculty in that discipline are being paid less for teaching in that discipline.