



PRAIRIE VIEW A&M UNIVERSITY

A Member of the Texas A&M University System

PRAIRIE VIEW A&M UNIVERSITY SALARY TRENDS REPORT

TO: George Brown, Speaker of the Faculty Senate

FROM: Cleo L. Bentley, Jr., Promotion Committee Chairman
PVSalaryTrends Model Maker
Reginald L. Bell, Committee Member
Tyrone Tanner, Committee Member

RE: Faculty Senate "Promotion Committee Report"

DATE: February 18, 2011

GOAL – A long-term systematic and transparent approach to salary equity and fairness.

SALARY INVERSION AND COMPRESSION CHRONOLOGY

The Promotion Committee is a standing committee authorized by the Prairie View A&M University Faculty Senate with the charge of investigating many of the recent concerns over faculty promotion procedures and merit pay increases and fairness brought before the Faculty Senate by Senators representing all the Colleges and Schools. The main charge from the Speaker was for the Committee to take a look at the official numbers on faculty's salaries reported in the Prairie View Operating Budget, delivered to the faculty senate from the President's office in 2010. From a cursory initial investigation of faculty's concerns about small raises for faculty promotions, the Promotion Committee found cause for a more thorough and objective investigation of administrator's and faculty's salaries starting in 2005 to the present, as well as Prairie View A&M University historical raise trends. The following few passages is a summary of the Promotion Committee's findings.

PROMOTION COMMITTEE FINDINGS

In the 1980s raises were tied to inflation as measured from the then newly invented national average Consumer Price Index (CPI) with a 1982-1984 average base starting at 100. The difference in CPI from one point in time to another, gives the amount of inflation for the time period. Starting in the 1990s raises began to be given based on "merit" rather than cost of living, which only works well when an average merit raise is comparable to, or in excess of, inflation. Cumulative raises of faculty serve to reward a faculty member for his contributions and experience compared to a new hire. Moreover, a faculty member may be able to achieve a higher rank as a significant goal or milestone only twice in an academic career. The achievement and value to Prairie View by an assistant, associate or full-professor ideally is noticed in a significant salary increase. Nevertheless, a new hire can

command a higher salary just by previously working elsewhere at a higher salary, thus, inadvertently causing a growing de-motivating problem of salary inversion/compression.

In a quick reaction to solve a salary inversion problem, a dean or department head might be compelled to look at a specific case at a specific time, and not systemically, thus automatically creating salary imbalances among loyal faculty with many years of service to Prairie View, or worse causing a reverse in merit. There are major concerns of faculty members at Prairie View A&M University now brewing about promotions with insignificant raises, salary inversion-compression, college to college average salary imbalances, and average merit raises much less than inflation, i.e., the trend of giving historically a very small monetary increase for a person granted tenure and then promoted to an associate professor from an assistant professor. Thus, the Promotion Committee of the Faculty Senate offers the Prairie View Salary Trends Model of operating budget data analysis as a long-term solution to addressing those four concerns.

THE PRAIRIE VIEW SALARY TRENDS MODEL

The Six Sections of the Salary Trends Model

Section 1:

The first section lists specific administrative position salaries from 2005 to 2010 from the Prairie View A&M University Operating Budgets which are available in the Coleman Library for those recent years. All salaries are not available, but most are. Even so, trends are readily identified when salary data are plotted based on their linear relationship with other variables. Moreover, the exact listing of positions is clear for the determination of averages and percentages when some salaries are not available, as opposed to non-faculty salaries budget (for administrator salaries) which from one budget source to another (PVAMU or TAMUS) may include some different positions thus giving slightly different values. Average salaries for the listed administrator positions are computed from 2005 - 2010, as well as the calculated % increase in salaries in 2010 compared to 2005.

Section 1 - Specific administrative position salaries							
Spring Semester							
	2010	2009	2008	2007	2006	2005	% increase
President	349000	349000	312000	312000	285000	285000	22.5
Provost & Senior VP for Academic Affairs	155318	152273	142152	142152	139365	134005	15.9
VP Student Affairs & Institutional Relations	136749	134067	121758	121758	119370	115000	18.9
Assoc Provost & Assoc VP for Acad Affairs	113968	110648	102300	102300	100000	88500	28.8
Senior VP Business Affairs	174384	170965	158100	158100	155000	130000	34.1
Asst VP for Human Resources	99489	97329	92500	79400	79400	75600	31.6
VP Administration & Auxiliary Services	147562	144669			135000	108000	36.6
Dean Col Agriculture & Human Sciences	132600	130000	134995	134995	vacant	119321	11.1
Dean School of Architecture	152668	149674	140353	140353			

Dean Col of Arts & Sciences	133956	131328	123191	123191	119025	115000	16.5
Dean Col of Business	161000	157073	146633	146633	139650	133000	21.1
Dean Col of Education	132600	130000	121404	121404	119023	115566	14.7
Dean Col of Engineering	152968	149768	127908	127908	125400	120000	27.5
Dean Col of Juvenile Justice & Psychology	150,645	147690					
Dean Col of Nursing	144919	141384	131670	131670	126000	120000	20.8
Average salaries of above administrators	155855.1	153058	142690	141682	136853	127615	22.1

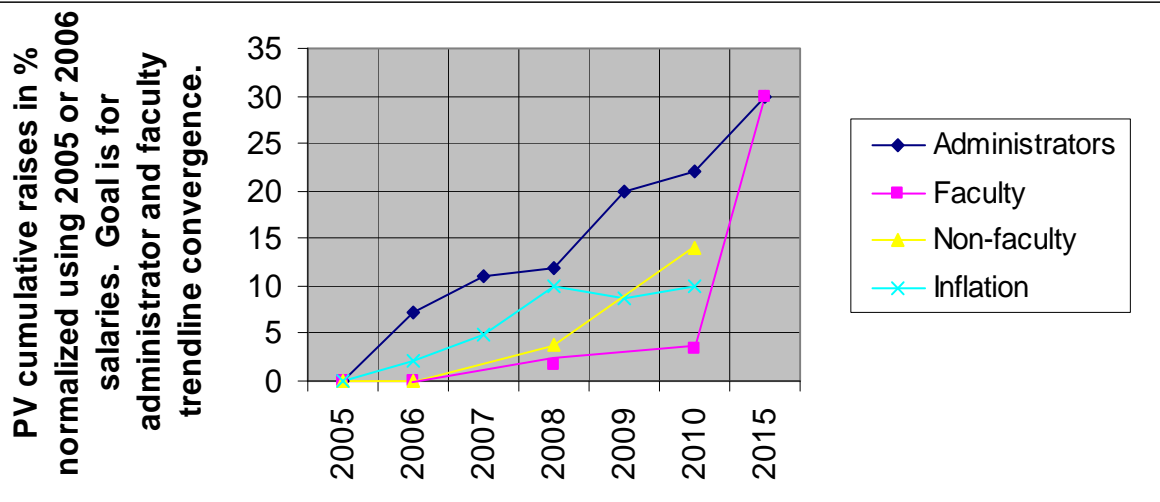
Section 2:

The Model provides values for two large budget groups called Functional and General Faculty Salaries (tenure and tenure-track faculty total salaries) and Functional and General Non-Faculty Salaries (administrator salaries) from 2006 - 2010. Those values are then normalized, or scaled, based on initial values. Then percent increases are calculated and compared with percent increases in inflation from 2005 to 2010. The results are plotted so that the salary trends may be seen graphically.

The administrative cumulative raises are then projected to increase modestly by 2015, while the faculty salary raises pronouncedly increases to catch-up with administrator's by 2015, or however long it takes for the presently divergent trend-lines initiated in 2005 to converge with no gap. The amount of funds over time needed to close the current gap is computed two ways, by using PV Operating budget data in section 2 for 2006 and 2010, and by using the latest TAMUS data in section 4 for 2007 and 2011, as can be seen in Table 2 below.

Table 2
Faculty to Non-Faculty Salary Repair Strategy 2005-2015

Section 2 - faculty and non-faculty operating budget analysis							
	2006		2008		2010	% increase	
Functional and Gen. Faculty Salaries	25511531		25966999		26361834	3.3	
Functional and Gen. Non-Faculty Salaries	24788172		25753364		28239039	13.9	
	2005	2006	2007	2008	2009	2010	2015
Scaled administrators salaries	1	1.07239	1.110231	1.118127	1.199374	1.221293	
Scaled faculty salaries		1		1.017853		1.03333	
Scaled non-faculty salaries		1		1.038938		1.139214	
% increase administrator salaries	0	7.239	11.02	11.81	19.93	22.13	30
% increase faculty salaries		0		1.785		3.333	30
% increase non-faculty salaries		0		3.894		13.92	
% increase in inflation	0	2.06	4.87	10.05	8.64	9.88	



The Goal in the next 5 years or so is to close the gap between the administrators and faculty raise % trend lines starting in 2005 by

proportioning funds now needed to close the gap to address the following additional faculty needs:

- (1) 25% - for giving retroactive significant promotion raises to faculty, (2) 25% -for reversing salary inversion/compression, (3) 25% - for leveling college ave. salary imbalances, and (4) 25% - for back to 2005 cost-of-living and merit raises.

How much would close the gap at 2010 in the chart above?

Pink- Yellow =

2600564

From 2006,'10 salary data in this section2

Pink - Dark Blue =

5099706

From Section 4 TAMUS PV budget data

* Data for sections 1, 2, 3 is from Prairie View Operating Budgets mostly from 2006, 2008 and 2010 in the Coleman Library

The PV data reflects a 13.9% increase in non-faculty budget at PV, while the TAMUS data of section 4 from 2007 - 2011 reflects a 20% increase in non-faculty budget at PV (28946247 - 24025251 = 4,920,946) which compares well with the 22% administrative raise computed from Section 1, and compares well even with the department head raise of 20% computed in section 3. The 20% faculty/non-faculty raise gap of 20% equates to \$ 5 million. The 5 million should be strategically placed to solve four major faculty concerns: (1) giving significant retroactive promotion raises to faculty back to 2005, (2) reversing salary inversion/compression, (3) leveling college average salary imbalances created administratively, but not necessarily meritoriously, from 2000 - 2005, and (4) giving on-going merit/cost-of-living raises, retroactive 5 years.

Section 3:

The Model provides a table of specific department head position salaries from 2005 to 2010. Most departments at PV are included for most of the time period. Average salaries of the listed department head positions give a 20.1% increase from 2005 to 2010.

Section 3 - specific department head position salaries

Department Heads	Spring Semester						% increase
	2010	2009	2008	2007	2006	2005	
Music & Drama	91800	90000	58000	vacant		86768	5.8
Biology	98940	97000	90000	90000	93728	93728	5.6
Chemistry	110943	108470	101764	101764	98800	95000	16.8
Language & Communication	94954	91920	85687	85687	82392	77001	23.3

Mathematics	106233	102831	96144	96144	90702	89361	18.9
Physics	119821	117472	111814	111814	110161	108000	10.9
Soc and Political Science	96165	93442			85539	79943	20.3
Social Work			71601	71601	70543	68488	
Chemical Engineering			102322	102322	98386	95059	7.6
Civil Engineering	116420	113029	104030	104030	103000	100000	16.4
Electrical Engineering	129540	127625	123272	123272	119681	112983	14.7
Mechanical Engineering	113083	111411	118195	118195	117001	110379	2.4
Engineering Technology	118473	115022	111101	111101	vacant	87606	35.2
Computer Science	vacant		111200	111200	71817	70308	
Curriculum and Instruction	102,446	101431	92901	92901	86726	84200	21.7
Health & Human Performance			87616	87616	86321	83001	
School Services			82500	82500	110000	110000	
Teacher Certification			96659	96659			
Accounting Finance Admin Info Systems	110314	106810	100049	100049	97028	90301	22.2
Management & Marketing	110413	106916	100064	100064	97114	91860	20.2
Nursing Instruction			110001	110001			
Ag Nutrition & Human Ecology	109608	106415	123912	123912	116267	116267	-5.7
Architecture Assoc Prof & Director			90821	90821			
Art P & Dir	90308		83020	83020			
Justice Studies							
Psychology							
Average salaries of above dept. heads	108234.8	105804.4	97942.3	99757.86	93914.07	90114.06	20.1

Average 2010 salaries of above administrators	VPs (4) 149762.8	Asst VPs 106728.5	Deans (8) 146965.1	Dept Heads 108234	9 mo. Fulltime Faculty-340 59625
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Section 4:

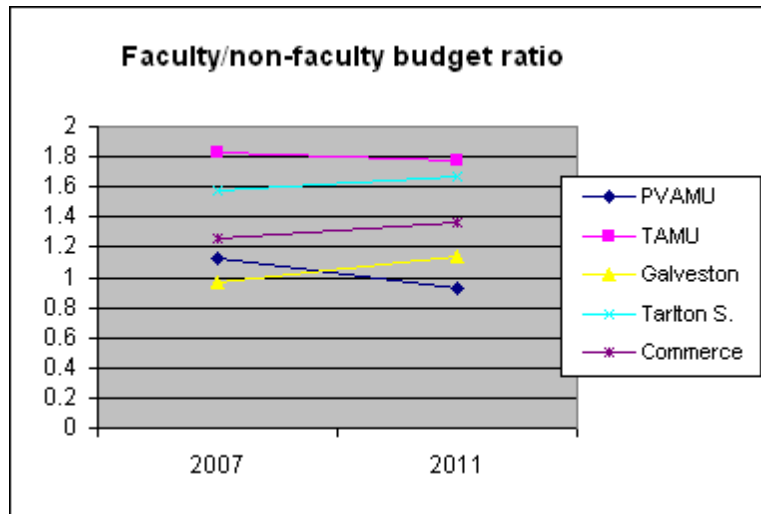
The Model gives TAMUS 12 campus data and analysis for faculty and non-faculty budgets. It shows the budgets for faculty and non-faculty salaries for ten universities in 2007 and twelve in 2011. TAMU - San Antonio and TAMUS - Central Texas were recently added to the TAMUS. In viewing the data for PVAMU, faculty salaries budget in 2007 was \$26,980,179, but in 2011 is slightly reduced by \$ 178,760 to \$ 26,801,469. Non-faculty salaries budget for 2007 was \$24,025,251 and \$28,946,247 for 2011, a \$ 4,920,996 increase. That result according to System budget data indicates that it would take about \$5 Million (\$ 4,920,996 + \$178,760 = \$5,099,756) to eliminate the current gap in non-faculty over faculty budgets which started 5 years ago. Interestingly when one derives ratios of the faculty to non-faculty budgets of 2007, the 1.129 result gives a 12.9% increase in the faculty compared to the non-faculty budget, but in 2011 a 0.926 ratio gives a 7% decrease, reflecting a 20% overall change.

For 2011 PV is the only university in the TAMUS with a smaller faculty budget than a non-faculty budget. By noticing the graph of faculty to non-faculty ratios, one finds a value of 1.8 for TAMU with the largest budgets in TAMUS indicating that its faculty budget is 80% higher than its non-faculty budget. One finds comparable ratio values of 1.6 for Tarlton State, 1.3 for TAMU-Commerce, and the like. TAMU-Galveston (a much smaller school than PVAMU) had a dramatic reversal of trend from a lesser to a greater faculty salary budget than non-faculty salary budget from 2007 - 2011. In general, some universities within TAMUS had a gain, some had a reduction, in faculty to non-faculty salaries budgets. For 2011 all other system universities have a significantly higher Faculty budget than non-faculty. PVAMU has a significantly lower faculty budget than non-faculty budget.

Section 4 - TAMUS 12 campus faculty and non-faculty analysis

** TAMUS Budget DATA

	PT 109 FTF 340							PT 9 FTF 2648
	PVAMU	WTAMU	Texarkana	Kingsville	Corpus C	Commerce	Galveston	College S
Faculty salaries 2007	26980179	15593458	4868055	20226168	22766535	20378401	6376797	206171228
Non-Faculty salaries 2007	24025251	12231571	3391504	15808927	15810803	16158019	6551540	112620090
Faculty salaries 2011	26801469	18757652	5667358	18972587	23863274	24341221	7061173	232821071
Non-Faculty salaries 2011	28946247	15389640	4184519	16659803	19671315	17761048	6182911	131151550
Ratio F/N 2007	1.122993	1.274853	1.435368	1.279414	1.439935	1.261194	0.97333	1.8306789
Ratio F/N 2011	0.925905	1.218849	1.354363	1.138824	1.2131	1.370483	1.14205	1.7752064
Ratio F2011/F2007	0.993376	1.202918	1.164194	0.938022	1.048173	1.194462	1.10732	1.1292607
Ratio N2011/N2007	1.204826	1.25819	1.233824	1.053823	1.244169	1.09921	0.94373	1.1645484
2011 Ave. salary	59691.47							87625.544
Texas K-12 ave. teacher salary	58325							
		FTPT 492 Tarlton SU						
	TAMIU		San Antonio	Central TX				
Faculty salaries 2007	12813179	20216382						
Non-Faculty salaries 2007	8867114	12855148						
Faculty salaries 2011	15509381	20260466	7329607	5507185				
Non-Faculty salaries 2011	11375684	12142942	4574462	3104013				
Ratio F/N 2007	1.445022	1.572629						
Ratio F/N 2011	1.36338	1.668497	1.602288	1.774215				
Ratio F2011/F2007	1.210424	1.002181						
Ratio N2011/N2007	1.282907	0.944598						

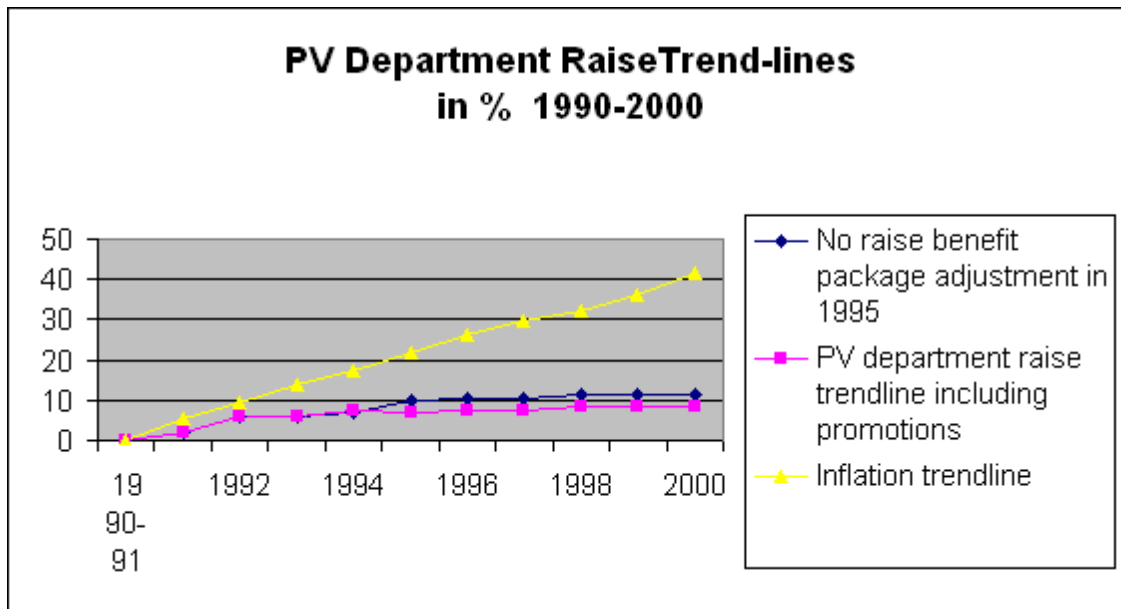


** Data from <http://www.tamus.edu/offices/budget-acct/budget/operating/>

Section 5:

The Model looks at PV department raise trend-lines for a typical department group of professors with some of whom attaining promotions compared to inflation from 1990 to 2000. Generally, professors received a small raise from 1991 to 1992, and a benefits package adjustment, but no raise as it would appear, from 1994 to 1995. While inflation rose 41% in the 1990s, average salaries increased less than 10%. The Texas economy was booming during the 1990s.

Section 5 - 1990-2000 department raise trend-lines



*** Data from Prairie View Operating Budgets 1991-2000

Section 6:

The Model shows other comparisons of salaries. Raises for teachers were announced loud and clear at the public school level: HISD average salary raise from 1991 – 2000 was 32.9% and from 1999 to 2008 was 61%. From calling HISD on Friday 1/21/11 (#713-556-6005,) the average starting salary is \$45000, \$52,900 at 5 years service, and \$ 61000 at 10 years? (perhaps, this should have been 10 steps.) Moreover, University of Houston publishes over 5,000 salaries by name and position on the Texas Tribune web page in descending salary order. Three universities in the TAMUS universities table have average salaries slightly below that of PVAMU. Economies may be different in different locations in Texas. Most faculty members at PV live in the Houston area and have a long commute. Yet the average salary is considerably lower than that in other universities in the Houston area, as well as the average salary in the TAMUS. PVAMU is one of three universities of the First Class in Texas.

Section 6 - other salary comparisons

Other Teaching-Related Salary Comparisons

HISD # teachers = 12500
 Salary raise 1991 - 2000 = 32.9%
 Salary raise 1999 - 2008 = 61%
 * HISD ave. beginning teacher salary 45,000
 * HISD ave. salary at 10 years? = 61000 probably 10 Steps
 HISD 10 mo. Teacher Salary- \$44987-\$72920 - 2010-11
 HISD 12 mo. Teacher Salary- \$53984-\$87504 - 2010-11
 Texas teacher ave.salary now=58325
 * Section 6 data from HISD headquarters on 1/21/11 (#713-556-6005)

210,000
 students

*5 University of Houston
 All (about 5000) salaries at UH are listed -Texas Tribune
 Web page over 500 above \$ 100,000
 Chancellor/President Renu Khator - \$425,000 - 1
 E Dir-Stu. Finan. Aid Salvador Loria - \$395,200 - 2
 Physics Professor Ching Wu Chu- \$298,438 - 9
 Head Coach Thomas Penders- \$255,000 -13

*4 2010 data				
	Ave Salary	FT#	PT#	Enrollment
TAMU	84272	2648	9	48039
International	62175	181	13	5856
Corpus Christi	69071	251	217	9007
Commerce	58191	267	6	8725
Kingsville	61589	302	32	7133
Galveston	61820	93	10	1612
Tarleton State	58759	359	213	9633
West TAMU	57030	250	90	7535
Texarkana	Not enough data			
San Antonio	Not enough data			
Central Texas	Not enough data-according to website			
TAMUS ave FT Faculty Salary from above				
	75151			
PVAMU	59625	340	109	8203

*4 - Full Time Faculty	
Average Salary	
PV	59625
TSU	69481
St	
Thomas	70851
TAMU	84272
UH	85690
Rice	111068

	Asst. Prof	Assoc. Pr.	Full Prof.	Approx. Ave. sal.	Col Ave Sal Compared to PV Ave Sal.	Compared to Nat Median S	Compared to Nat. Discipline	% of Col. Sal. Imbalance Fund
**National median salary	63827	76147	108749	82907.7	8726.33	0.00		
***PVAMU Ave. salary	62382	74362	85800	74181.3	0.00	-8726.33		
Col. A&S salary	48277	55370	69143	57596.7	-16584.67	-25311.00	ArtDrMu -11413	12.14%
2009-2010 data								
							English -7443	7.92%
							History -13623	14.49%
							Math -14723	15.66%
							Sci. -28723	30.56%
							Sociology -14463	15.39%
Sch. Of Architec. Salary	55167	90347	78669	74727.7	546.33	-8180.00	-5992	0
Col. Edu. Salary	57010	73236	78560	69602	-4579.33	-13305.67	7302	0
Sch. Juv. Jus. Psy salary	59163	71024	80397	70194.7	-3986.67	-12713.00	Crim Jus 5825	0
							Psyc. -3615	3.85%
Col. Agr & Human S sala.	62884		88399	75641.5	1460.17	-7266.17	-7279	0
Col. Of Nursing salary	66331	80376	97402	81369.7	7188.33	-1538.00	15580	0
Col of Engineering sal.	66593	74212	92127	77644	3462.67	-5263.67	-17796	0
Col. Of Business sal.	83629	76095	101707	87143.7	12962.33	4236.00	-3596	0
			Average	74240	Diff. National	-8667.69		
								100.00% \$1,250,000

Arbitrarily assigned a 0 if a positive number is in the previous 3 columns.

If 25% of \$5 Million for closing non-faculty budget over faculty budget in 2010 is used to fund a college salary imbalance adjustment, then one possible way of distribution is by the above percentages, erroneously assuming that all the above categories have the same number of professors-May be adjusted when more data is available. See below for new data as of 2/15/11.

**Faculty earned \$77009 average salary in 2- and 4-year public institutions in 2008-09

**Median Assistant Professor Salary = \$63827, Associate = \$76147 -19.3% over Assistant Prof.

Full Professor Salary = \$108749 - 70.4% over Assistant Prof.

**Other common professor benefits - tuition waivers for dependents, housing, travel allowance, paid leave for sabbaticals, campus facilities access.

**Post-secondary teacher annual mean wage in 2008-09 by discipline in college/university, junior college, Industries needing

Law teachers	112320	67990	11780
Engineering	95440	77210	30340
Biol. Science	91440	66000	42380
Business	90740	69130	51830
Physics	86320	67560	10570
Space Science	85660	73900	7480
Computer Science	84150	65690	17990
Agriculture	82920	65360	8980
Architecture	80720	60740	5630
Chemistry	79840	67440	15490
Anthropology-Archeology	76080	73150	4710
Social Science	75460	79840	3130
Psychology	73810	67790	24270
Mathematical Science	72320	68380	26790
Sociology	72060	71780	11410
History	71220	64460	15820
Geography	70250	68690	2900
Art-Drama-Music	69010	68720	55590
Philosophy-Religion	68042	65770	16830
Social Work	67200	69130	7400
Nursing	65790	62620	23650
English-Literature	65570	66690	37530
Home Economics	65150	74150	3110
Communications	65040	66120	17200
Criminal Justice	64370	61870	5100
Foreign Language	63260	70700	17790
Education	62300	62300	47630
Recreation-Fitness	56410	68130	10010

** Section 6 data is from

<http://www.bls.gov/oco/ocos066.htm#earnings> (Bureau of Labor Statistics)

*6 - 2010-2011 new data

	No Dept. Heads			Ave. sal.	Col Ave Sal	Compared	Compared	Compared to Nat. Discipline	# in Dept	% of Col. Sal.	Imbalance Fund
	Asst. Prof	Assoc. Prof.	Full Prof.		to PV Ave Sal.	to Nat Median S					
National median salary	63827	76147	108749	82907.7	8726.33	0.00					
PVAMU Ave. salary	60235.366	66808.649	78721.844	68588.6	0.00	-8726.33					
Number in group	71	77	45								
Col. A&S salary	47007	55266	69142	55421.1	-13167.56	-27486.60					
	24	25	15				ArtDrMu				
			64		"	"		-13589	3		3.43%
					"	"	English	-9619	14		11.32%

professor. A combination of regular raises and significant promotion increases separates the three ranks competitively.

Studies have shown that salary inversion is demoralizing, as well. A combination of the number of years employed at a certain rank and number of significant contributions should be formulated, keeping in mind that the number of years of service is unarguable. A good start would be 1% per year above the previous rank average salary as a measure of minimal long-term salary progression of a professor which may identify inversion and compression problems, then a more detailed number of years plus number of significant contributions tally. On the college-to-college basis in the last data above, one finds that the assistant professor average salary is more than the associate professor salary in Business and Nursing.

Salary Compression/Inversion Tool

Assigning points that correspond to % above the average assistant professor salary serves to address at once the salary inequities mentioned above, as well as possible gender salary inequities, in the following manner:

Uniqueness and creativity

1. 1st to do at PV , State = 2 pts
2. 1st to do in Nation, World = 4 pts
3. PI federal/state research grant at PV = 1 pt./yr
4. PI federal/state research grant at PV > \$ 100,000/yr = 2 pts/yr
5. Book written at PV > 100 pages = 2-5 pts
6. Patent = 1-5 pts
7. 1st author of refereed paper while at PV = 1 pt
8. 2nd author of refereed paper at PV = .5 pts
9. 3rd ,or greater, author = .1 pt
10. State, or national, champion performance = 1-2 pts

Service

11. Committee member = .01-.1
12. Committee chairman = .2-.5
13. Director = 1/yr
14. Department Head = 2/yr
15. Dean = 3/yr
16. Other significant volunteer work=.1-1 pt/yr

Additional Teaching/Inspiring

17. Significant teaching award with bonus = .2 pt
18. Significant teaching award without bonus = 1 pt
19. TAMUS teaching award = .1 pt
20. Teaching 3, or more, classes to a student who later gets a PH.D. in rare disciplines =1 pt.
21. Teaching 3, or more, classes to a student who later gets a PH.D./MD/ED =.5 pt.
22. National teaching rating of 4. or more, out of 5= .2-2 pts in 5yrs
23. Mentoring student winners= .1-1 pt/yr

Years at PV

23. Years of longevity at PV = 1 pt/yr

Besides promotion, compression/inversion, and college salary imbalances, a fourth concern is to fill-in those 0% raises over the last 5 years with raises more encouraging, with any remaining funds.

Section 6 references

*Section 6 data from HISD headquarters on 1/21/11 (#713-556-6005)

**Section 6 data-<http://www.bls.gov/oco/ocos066.htm#earnings> (Bureau of Labor Statistics)

***Section 6- data from PV Faculty Senate study on college to college salaries 2009-2010

*4 Section6 data-

http://www.stateuniversity.com/rank/score_rank/7#658

*5 Section 6 data- <http://www.texastribune.org/library/data/g...e-salaries/university-of-houston/>

*6 Section 6 data- from President's Office on Faculty Senate Priorities -02/01/2011

SUMMARY AND RECOMMENDATIONS

For at least 20 years since the advent of the policy of merit raises only, there has been no generally encouraging, effective or systematic approach to faculty raise giving at Prairie View A&M University, unless one has found an administrative position in the last 10 years. Faculty raises seemingly have been given in a virtual world of no inflation. In the 1990s, inflation clocked-in at 130.7 average CPI value and in 2010 at 218.05 average CPI. Inflation went up 87.35 %. That erosion of living standards is unfair to the loyal and dedicated faculty who are most likely here, because either parents, relatives, or themselves went to HBCUs, or future generations will go, because of the encouragement and inspiration given to the ones who may be the most at need for encouragement in a world which is still discouraging and growingly deceptive, more often than not.

Therefore, the goal in the next 5 years or so is to close the gap between the administrator and faculty raise % trend-lines starting in 2005 by proportioning funds which are now needed to close the gap for the purpose of addressing the following additional faculty needs:

- (1) 25% - for giving retroactive significant promotion raises to faculty,
- (2) 25% -for reversing salary inversion/compression,
- (3) 25% - for leveling college average salary imbalances, and (4) 25% - for 5-year retroactive cost-of-living and merit raises.

Since those will not be obtained at the same time, the percentages may be adjusted so that a higher percentage is allocated to the needs area which is most lagging the others.

The Promotion Committee recommends the following: (1) that the PV Salary Trends Model be adopted, continually updated, and used by the Faculty Senate for future tracking of faculty and administrator salary trends; (2) that the Model be updated at least each year with data from two sources – the Prairie View A&M University Operating Budget and the Texas A&M University System Operating Budget; (3) that the PV Salary Trends Model is placed on the web; (4) that the PV Operating Budget “Pie” is sliced when three faculty senate members are present to participate in the discussion, recommendation, and understanding from the faculty's point of view.