

University of Tennessee

SYSTEM-WIDE MARKET COMPENSATION ASSESSMENT

Executive Staff and Faculty Results

June 21, 2018

Introduction

- The University of Tennessee System engaged Sibson Consulting to conduct an external market competitiveness assessment across the system. This assessment includes the following populations:
 - **Board-Elected Executive Staff:** System-wide administrators (e.g., President, Chancellors)
 - **Chief Executive / Executive Staff:** President's staff and other senior-level positions (e.g., Vice Chancellors, Associate Vice Chancellors, Associate Vice Presidents, Deans, and Executive Directors)
 - **Faculty**
 - **Staff**
- The market assessment was conducted using the peer and aspirant groups approved by the Board of Trustees on August 4, 2017¹
- The staff assessment will be conducted in the second half of 2018. Additionally, UTHSC faculty will be assessed separately due to the complexity of their compensation packages and market surveys sources
- This report presents the market assessment results for the executive staff and faculty

¹ Peer and aspirant group details can be found in Appendix IV. Given the lack of participation of System peers (for University Administration), each System's flagship was used to gather CUPA-HR market data.

Interpreting Market Data Results

- Many institutions target the market median *in the aggregate* in order to remain “competitive”
- However it is important to keep in mind that market data are often a guide to be used when making compensation decisions

WHAT MARKET DATA TELL US

- | | |
|---|--|
| ✓ Indicate a range for the value of a job in the identified market | ✗ Are not a precise number |
| ✓ Represent the cost to hire an employee in the market from which the organization recruits talent | ✗ Do not represent changes to the cost of living within a market |
| ✓ Illustrate trends in compensation year-over-year | ✗ Do not represent the appropriate pay rate for every individual in a job |

- Individual relationships to the market may also vary based on the characteristics of the individual such as skills, knowledge, experience, and performance
- Our analysis does not assess appropriateness of competitiveness at an individual level. It may or may not be appropriate for someone to be paid at or near the 25th, 50th, or 75th percentile based on the factors noted above

Understanding Percentiles

- Sibson uses percentiles in reviewing market pay ranges as these values are less affected by outliers on the high- and low-ends (as opposed to the average)
- A percentile is a measurement indicating the relative positioning within a group of observations
 - As an example, the 20th percentile is the value below which 20% of the observations may be found
 - If a value is at the 86th percentile, for example, it is higher than 86% of the data points
 - Percentiles do **not** signify a percent of the target market position (e.g., 75% of target)
- While analyzing percentiles, it is important to keep in mind that a number of factors that may affect pay levels at other institutions are unknown, including compensation philosophy and demographic breakdown. A competitive range from the 25th to 75th percentiles typically provides a strong comparison of competitiveness despite unknown circumstances. Another way to look at a competitive range might be plus or minus 15% of a specific target (e.g., plus or minus the 50th percentile)

An illustrative example is included on the following slide for more clarification on percentiles.

Understanding Percentiles

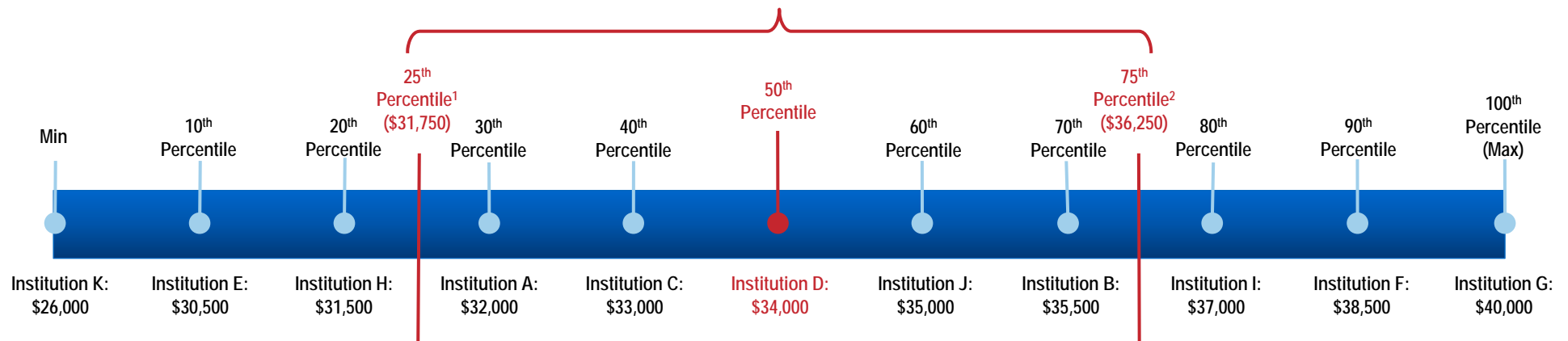
Illustrative Example

Consider eleven raw data points for a single position at eleven institutions. Note that the hypothetical salary points provided below could represent a single individual at an institution or an average of multiple incumbents in the same role:

ILLUSTRATIVE EXAMPLE

Institution	Salary Data Point	Institution	Salary Data Point
Institution A	\$32,000	Institution F	\$38,500
Institution B	\$35,500	Institution G	\$40,000
Institution C	\$33,000	Institution H	\$31,500
Institution D	\$34,000	Institution I	\$37,000
Institution E	\$30,500	Institution J	\$35,000
		Institution K	\$27,000

COMMONLY USED COMPETITIVE MARKET RANGE



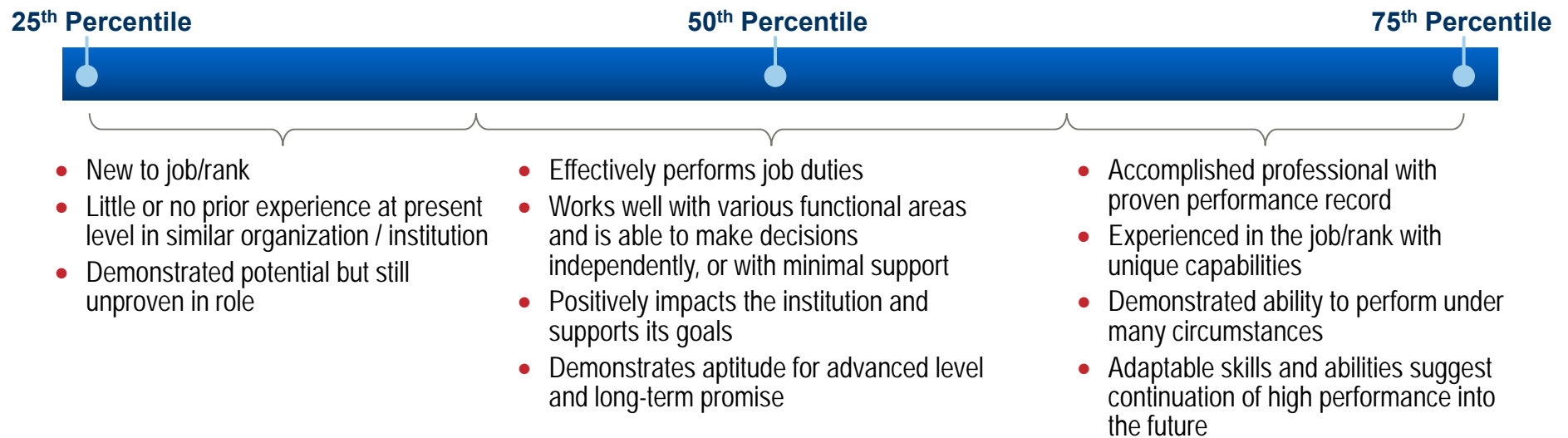
¹ Calculated as the average of the 20th and 30th percentiles

² Calculated as the average of the 70th and 80th percentiles

Understanding Percentiles

General Guidelines for Placement within Range

Our analysis does not assess appropriateness of competitiveness at an individual level. It may or may not be appropriate for someone to be paid at or near the 25th, 50th, or 75th percentiles based on the following general guidelines:



Executive Summary

Population	Findings
Board-Elected Executive Staff	<ul style="list-style-type: none"> ➤ The President's base salary is 97% of the market median, with total remuneration at 110% of the median ➤ The UTK Chancellor's competitiveness for base salary and total remuneration are similar for both the peer (92% and 86% of the median) and aspirant groups (91% and 87% of the median) ➤ The most prevalent perquisites / benefits include housing and/or automobile use / allowance ➤ Individual competitiveness varies by position, but many Board-elected executives are between the market 25th and 75th percentiles compared to the peer group and peer & aspirant group
Chief Executive / Executive Staff	<ul style="list-style-type: none"> ➤ In the aggregate, chief executive / executive staff are at 99% of both the peer group and peer & aspirant group market median ➤ Chattanooga is the most competitive in both comparison groups while Martin is the least competitive in both comparison groups ➤ Knoxville's competitiveness remains the same when including aspirants in the comparison group, but Martin's competitive decreases slightly while Chattanooga's competitiveness decreases more significantly ➤ Over half of in-scope positions are below the market median of both comparison groups
Faculty	<ul style="list-style-type: none"> ➤ In the aggregate, faculty are at 102% of the peer group and 100% of the peer & aspirant group ➤ Aggregate competitiveness varies by entity, with all entities between 93% (Institute of Agriculture) and 109% (Chattanooga) of the median for the peer group ➤ Adding the aspirants into the comparison group has limited impact on market competitiveness in the aggregate, which decreases from 102% to 100%; competitiveness for each entity changes by zero to five percentage points ➤ There is less variability in competitiveness by rank (as compared to entity); Professors and Instructors are the most competitive to market at 104% of the median for the peer group. As with the results by entity, competitiveness for each rank only changes by two to three percentage points when adding aspirants ➤ While aggregate competitiveness is very close to the market median, individual distribution tends to be bifurcated, with a group of individuals below the 25th percentile and a group of individuals above the 75th percentile



1. Board-Elected Executive Staff Market Assessment

2. Chief Executive / Executive Staff Market Assessment

3. Faculty Market Assessment

4. Appendix



Board-Elected Executive Staff Market Assessment

Methodology—System President and UTK Chancellor

- Data for the System President and UTK Chancellor market assessment were gathered from The Chronicle of Higher Education Executive Compensation database¹ (“the Chronicle”) for Fiscal Year 2015-2016, which reports multiple compensation elements including base salary, bonus / incentive, and retirement and deferred compensation
- Market data were annualized (for partial-year incumbents) and aged to July 1, 2018 using a 2.7% annual update factor for base salary, incentives, other compensation, and retirement & deferred compensation, and an 8% update factor for non-taxable benefits.² UT salaries are effective July 1, 2017 with several updates effective May 1, 2018

Key Compensation Terms Presented

- **Total Cash Compensation (TCC):** Reflects the sum of base salary and bonus / incentive compensation
- **Total Remuneration (TR):** Reflects the sum of total cash compensation, other taxable compensation, retirement and deferred compensation, and nontaxable benefits

Analyses Presented

- 1. Total Remuneration Summary:** Market levels for all components of pay; includes medians as well as other percentiles
- 2. Pay Mix:** Mix of cash and non-cash compensation in the market

¹ The Chronicle database includes public doctoral universities in the United States and all state college and university systems or governing boards with at least three campuses and 50,000 total students.

² Source: Sibson’s Annual Compensation Planning Survey analyzing salary increase budgets by industry and job classification.

Board-Elected Executive Staff Market Assessment

System President

TOTAL REMUNERATION - PEER GROUP DATA DETAILS¹

Institution	Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
UT System President– Joseph DiPietro	\$539,011	\$101,816	\$640,827	\$48,530 ²	\$40,403	\$15,096	\$744,856
Louisiana State University at Baton Rouge	\$632,837	\$0	\$632,837	\$0	\$70,714	\$12,002	\$715,554
Rutgers University at New Brunswick	\$691,495	\$0	\$691,495	\$131,682	\$22,360	\$3,013	\$848,550
Texas Tech University System	\$534,202	\$0	\$534,202	\$2,793	\$36,216	\$0	\$573,212
University of Alabama System	\$702,353	\$109,281	\$811,634	\$14,363	\$0	\$0	\$825,996
University of Colorado System	\$378,753	\$0	\$378,753	\$0	\$0	\$13,453	\$392,206
University of Illinois System	\$632,837	\$0	\$632,837	\$0	\$33,289	\$13,697	\$679,824
University of Massachusetts System	\$557,993	\$0	\$557,993	\$0	\$93,466	\$32,513	\$683,972
University of Missouri System	\$500,387	\$105,473	\$605,860	\$0	\$42,453	\$13,281	\$661,593
University of Nebraska System Office	\$506,270	\$0	\$506,270	\$21,095	\$68,346	\$12,345	\$608,056
25th Percentile	\$506,270	\$0	\$534,202	\$0	\$22,360	\$3,013	\$608,056
Median	\$557,993	\$0	\$605,860	\$0	\$36,216	\$12,345	\$679,824
75th Percentile	\$632,837	\$0	\$632,837	\$14,363	\$68,346	\$13,453	\$715,554
90th Percentile	\$693,667	\$106,235	\$715,523	\$43,212	\$75,265	\$17,460	\$830,507
% to Median	97%	N/A	106%	N/A	112%	122%	110%
Percent Rank	40 th	87 th	77 th	91 st	58 th	88 th	78 th

¹ Data were gathered from The Chronicle of Higher Education Executive Compensation database for Fiscal Year 2015-2016. Data was aged, annualized, and adjusted (if appropriate) by Sibson.

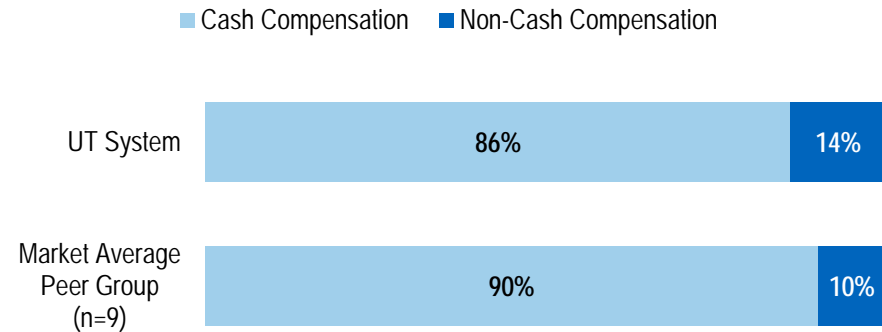
² Includes non-accountable expense allowance.

Board-Elected Executive Staff Market Assessment

System President continued

- The President's base salary is 97% of the peer group median and total remuneration is at 110% of the peer group median
- Two out of the nine peers offered incentives at an average of 18% of base salary, which is aligned with the President's incentive
- Two out of the nine peers also offered deferred compensation at an average value of approximately \$76,000

PAY MIX: CASH VS. NON-CASH



Board-Elected Executive Staff Market Assessment

UTK Chancellor

TOTAL REMUNERATION - PEER GROUP DATA DETAILS¹

Institution	Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
UTK Chancellor	\$585,000	\$87,775 ²	\$672,775	\$41,550 ³	\$24,900 ⁴	\$10,284	\$749,509
Auburn University	\$567,449	\$0	\$567,449	\$0	\$298,066	\$8,505	\$874,020
Clemson University	\$823,186	\$0	\$823,186	\$0	\$125,833	\$15,504	\$964,524
Iowa State University	\$554,963	\$0	\$554,963	\$0	\$280,220	\$21,096	\$856,279
Louisiana State University at Baton Rouge	\$632,837	\$0	\$632,837	\$0	\$70,714	\$12,002	\$715,554
North Carolina State University	\$622,290	\$211,737	\$834,027	\$0	\$48,475	\$6,399	\$888,901
University of Alabama at Tuscaloosa	\$681,023	\$110,011	\$791,034	\$0	\$0	\$0	\$791,034
University of Kentucky	\$833,236	\$0	\$833,236	\$0	\$492,031	\$52,340	\$1,377,607
University of Missouri at Columbia	\$664,479	\$60,120	\$724,599	\$0	\$171,432	\$13,195	\$909,226
University of Nebraska at Lincoln	\$388,648	\$0	\$388,648	\$0	\$21,375	\$0	\$410,023
University of South Carolina at Columbia	\$684,877	\$105,473	\$790,350	\$0	\$166,236	\$0	\$956,585
Virginia Tech	\$542,746	\$26,368	\$569,114	\$0	\$236,490	\$26,447	\$832,051
25th Percentile	\$561,206	\$0	\$568,281	\$0	\$59,595	\$3,199	\$811,543
Median	\$632,837	\$0	\$724,599	\$0	\$166,236	\$12,002	\$874,020
75th Percentile	\$682,950	\$82,796	\$807,110	\$0	\$258,355	\$18,300	\$932,906
90th Percentile	\$823,186	\$110,011	\$833,236	\$0	\$298,066	\$26,447	\$964,524
% to Median	92%	N/A	93%	N/A	15%	86%	86%
Percent Rank	33 rd	76 th	44 th	Highest	11 th	45 th	14 th

¹ Data were gathered from The Chronicle of Higher Education Executive Compensation database for Fiscal Year 2015-2016. Data was aged, annualized, and adjusted (if appropriate) by Sibson.

² Incentive compensation is not guaranteed.

³ Includes non-accountable expense allowance.

⁴ Deferred compensation is limited by Tennessee state law.

Board-Elected Executive Staff Market Assessment

UTK Chancellor continued

TOTAL REMUNERATION - ASPIRANT GROUP DATA DETAILS¹

Institution	Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
UTK Chancellor	\$585,000	\$87,775 ²	\$672,775	\$41,550 ³	\$24,900 ⁴	\$10,284	\$749,509
Michigan State University	\$791,047	\$105,473	\$896,520	\$0	\$79,105	\$11,895	\$987,519
Purdue University at West Lafayette	\$442,986	\$119,606	\$562,592	\$0	\$27,950	\$26,161	\$616,704
University of Florida	\$910,542	\$0	\$910,542	\$75,319	\$230,261	\$21,177	\$1,237,300
University of Georgia	\$624,254	\$0	\$624,254	\$0	\$247,599	\$5,312	\$877,164
University of Minnesota-Twin Cities	\$659,469	\$0	\$659,469	\$1,266	\$194,545	\$0	\$855,280
University of Wisconsin at Madison	\$527,312	\$0	\$527,312	\$0	\$84,859	\$20,375	\$632,546
25th Percentile	\$551,547	\$0	\$578,008	\$0	\$80,543	\$6,958	\$688,229
Median	\$641,862	\$0	\$641,862	\$0	\$139,702	\$16,135	\$866,222
75th Percentile	\$758,152	\$79,105	\$837,257	\$949	\$221,332	\$20,977	\$959,931
90th Percentile	\$850,795	\$112,540	\$903,531	\$38,292	\$238,930	\$23,669	\$1,112,410
% to Median	91%	N/A	105%	N/A	18%	64%	87%
Percent Rank	32 nd	Lowest	61 st	91 st	Lowest	35 th	31 st

¹ Data were gathered from The Chronicle of Higher Education Executive Compensation database for Fiscal Year 2015-2016. Data was aged, annualized, and adjusted (if appropriate) by Sibson.

² Incentive compensation is not guaranteed.

³ Includes non-accountable expense allowance.

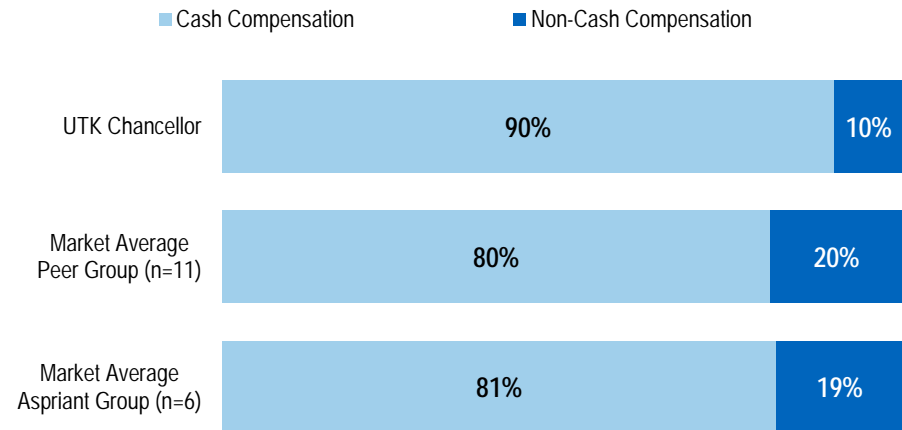
⁴ Deferred compensation is limited by Tennessee state law.

Board-Elected Executive Staff Market Assessment

UTK Chancellor continued

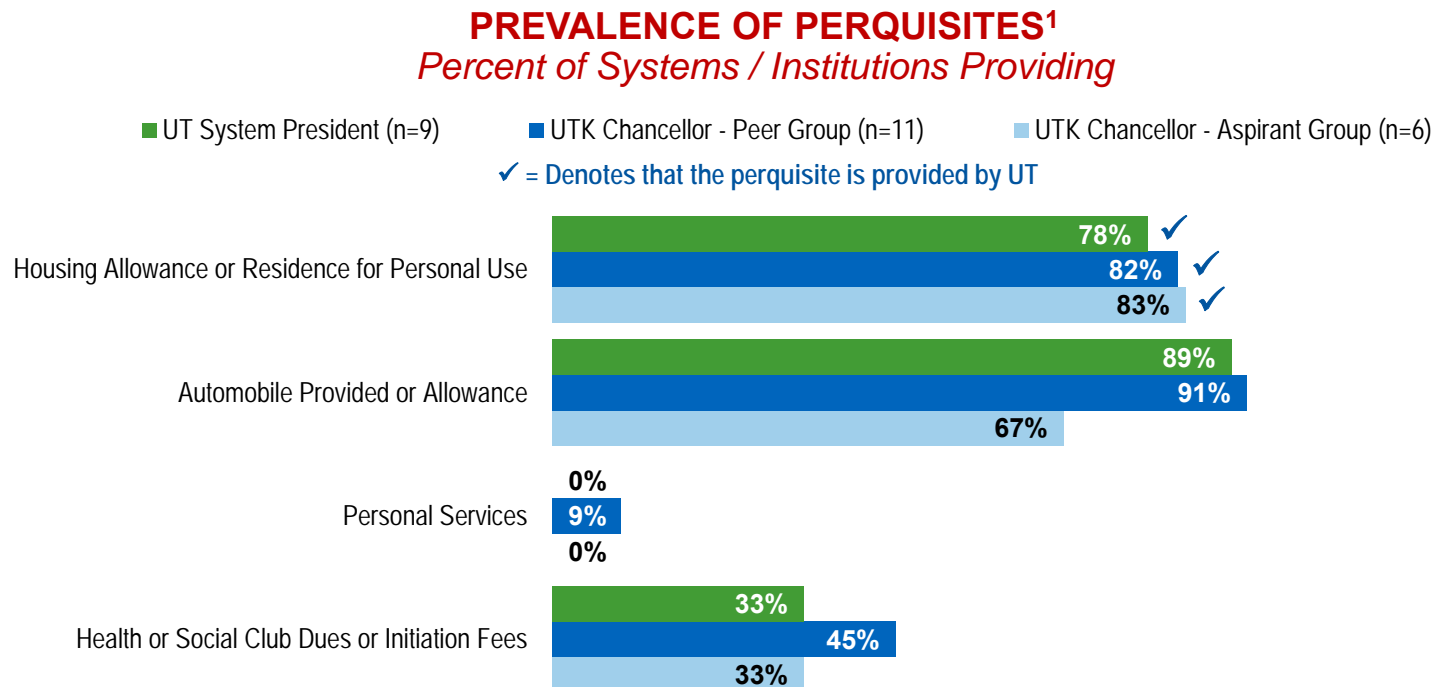
- The Chancellor's competitiveness for base salary and total remuneration are similar for both the peer (92% and 86% of the median) and aspirant groups (91% and 87% of the median)
- However, due to the small size of the aspirant group, the Chancellor's pay positioning is higher than the peer group for Total Remuneration (14th vs. 31st percentile)
- Five out of the eleven peers offered incentives at an average of 16% of base salary; two out of six aspirants offered incentives at an average of 20% of base salary
- Six out of eleven peers also offered deferred compensation at an average value of approximately \$208,000; three out of six aspirants offered deferred compensation at an average value of approximately \$181,000

PAY MIX: CASH VS. NON-CASH



Board-Elected Executive Staff Market Assessment

Perquisite Prevalence—System President and UTK Chancellor



- The most prevalent perquisites/benefits include housing and automobile use or allowance; the System President and the UTK Chancellor are provided with a housing allowance
- The Board-Elected Executive Staff are also provided a non-accountable expense allowance and other perquisites (e.g., cell phone allowance)

¹ The perquisites reported above only include categories reported by The Chronicle of Higher Education. The value of these and other benefits and perquisites (both taxable and non-taxable) is now reported for the first time by the Chronicle, and is included as part of Total Remuneration in this report. However, based on our review of the data, and our experience conducting similar studies, we believe that many respondents are not reporting the full value of these perquisites in their data submissions to the Chronicle.

Board-Elected Executive Staff Market Assessment

Methodology

- 1. Survey Sources:** Selected quality, credible survey sources that have appropriate scope cuts to reflect appropriate talent markets, and sufficient data points for survey matches selected. Data were gathered from the 2017-18 CUPA-HR (College and University Professional Association for Human Resources) National Administrator Salary Survey
- 2. Comparison Markets:** The assessment incorporates several different comparison markets, including peer and aspirant institutions approved by the Board of Trustees
- 3. Match Selection:** UT selected survey matches based on the content of the job, not the title. As there is little likelihood of a perfect match, a survey match is considered appropriate if approximately 70% of the job content and requirements align
- 4. Data Adjustments:** Market data were aged to July 1, 2018 using an aging factor of 2.7%¹. UT Board-elected executive staff salaries are effective July 1, 2017 with several updates effective May 1, 2018
- 5. Benchmark and Non-Benchmark Jobs:** Many of the jobs provided by UT were matched to survey data; these are referred to as benchmark jobs. In some cases, there is not reliable data in the market for particular jobs; these are referred to as non-benchmark jobs

¹ Source: Sibson's Annual Compensation Planning Survey analyzing salary increase budgets by industry and job classification.

Board-Elected Executive Staff Market Assessment

CUPA-HR Peer Group

Incumbent	Job Title	Entity	UT Annual Salary	Matched?	Data Available?	Market Aggregate Spend			UT as a % of Market			
						25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.	Positioning
Steve Angle	Chancellor-UTC	Chattanooga	\$336,728	Y	Y	\$294,235	\$326,067	\$343,232	114%	103%	98%	Between 50 th and 75 th
Steve Schwab	Chancellor-UTHSC	Health Science Center	\$631,630	Y	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tim Cross	Chancellor-UTIA	Institute of Agriculture	\$333,000	Y	Y	\$342,021	\$356,691	\$397,722	97%	93%	84%	Below 25 th
Keith Carver	Chancellor-UTM	Martin	\$300,000	Y	Y	\$280,233	\$298,454	\$330,992	107%	101%	91%	Between 50 th and 75 th
Tonja Johnson	EVP & COO	University Administration	\$344,328	Y	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
David Miller	CFO	University Administration	\$340,000	Y	Y	\$284,827	\$346,093	\$453,585	119%	98%	75%	Between 25 th and 50 th
Stacey Patterson	VP-Research	University Administration	\$300,000	Y	Y	\$310,720	\$328,172	\$332,663	97%	91%	90%	Below 25 th
Catherine Mizell	Secretary-Board of Trustees	University Administration	\$250,380	N	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Matthew Scoggins	General Counsel	University Administration	\$285,000	Y	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ron Maples	Treasurer	University Administration	\$221,000	N	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vacant	VP-Dev & Alumni Affrs	University Administration	\$318,324 ¹	Y	Y	\$290,219	\$320,848	\$341,358	110%	99%	93%	Between 25 th and 50 th

¹ Represents prior incumbent's salary.

Board-Elected Executive Staff Market Assessment

CUPA-HR Peer & Aspirant Group

Incumbent	Job Title	Entity ¹	UT Annual Salary	Matched?	Data Available?	Market Aggregate Spend			UT as a % of Market			
						25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.	Positioning
Steve Angle	Chancellor-UTC	Chattanooga	\$336,728	Y	Y	\$297,986	\$342,590	\$361,616	113%	98%	93%	Between 25 th and 50 th
Steve Schwab	Chancellor-UTHSC	Health Science Center ²	\$631,630	Y	Y	\$515,047	\$767,311	\$883,669	123%	82%	71%	Between 25 th and 50 th
Tim Cross	Chancellor-UTIA	Institute of Agriculture	\$333,000	Y	Y	\$323,815	\$366,660	\$396,716	103%	91%	84%	Between 25 th and 50 th
Keith Carver	Chancellor-UTM	Martin	\$300,000	Y	Y	\$282,982	\$330,824	\$351,501	106%	91%	85%	Between 25 th and 50 th

Peer Group Findings

- All of the executives with market data are close to the 50th percentile; all are between 91-103% of the median

Peer & Aspirant Group Findings

- The UTHSC Chancellor is at 82% of the market median
- When adding the aspirants to the market group, competitiveness decreases somewhat for the Chattanooga and Institute of Agriculture Chancellors, and more significantly for the Martin Chancellor

¹ University Administration positions are excluded from this exhibit since the entity does not have a CUPA-HR Peer & Aspirant Group.

² Market results average CUPA-HR Peer & Aspirant Group data and AAHC survey data.



1. Board-Elected Executive Staff Market Assessment

2. Chief Executive / Executive Staff Market Assessment

3. Faculty Market Assessment

4. Appendix



Chief Executive / Executive Staff Market Assessment

Methodology

- 1. Survey Sources:** Selected quality, credible survey sources that have appropriate scope cuts to reflect appropriate talent markets, and sufficient data points for survey matches selected. Data were gathered from the 2017-18 CUPA-HR (College and University Professional Association for Human Resources) National Administrator Salary Survey
- 2. Comparison Markets:** The assessment incorporates several different comparison markets, including peer and aspirant institutions approved by the Board of Trustees
- 3. Match Selection:** UT selected survey matches based on the content of the job, not the title. As there is little likelihood of a perfect match, a survey match is considered appropriate if approximately 70% of the job content and requirements align
- 4. Data Adjustments:** Market data were aged to July 1, 2018 using an aging factor of 2.7%¹. UT chief executive / executive staff salaries are effective February 1, 2018 with several updates effective May 1, 2018
- 5. Benchmark and Non-Benchmark Jobs:** Many of the jobs provided by UT were matched to survey data; these are referred to as benchmark jobs. In some cases, there is not reliable data in the market for particular jobs; these are referred to as non-benchmark jobs

¹ Source: Sibson's Annual Compensation Planning Survey analyzing salary increase budgets by industry and job classification.

Chief Executive / Executive Staff Market Assessment

CUPA-HR Peer Group

- The overall aggregate relationship to market median (50th percentile) provides a high-level perspective on competitiveness but does not necessarily mean that specific entities and/or individual staff members are paid appropriately
- Aggregate competitiveness varies with Martin at 91% of the median, Knoxville at 95% of the median, and Chattanooga at 133% of the median

AGGREGATE MARKET COMPETITIVENESS BY ENTITY

Entity	# of Incs.	# of Incs. Priced ¹	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Chattanooga	25	13	52%	\$2,329,745	\$1,586,039	\$1,752,276	\$1,929,393	147%	133%	121%
Health Science Center	28	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Institute for Public Service	3	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Institute of Agriculture	4	1	25%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knoxville	37	30	81%	\$7,147,021	\$6,571,151	\$7,493,457	\$8,159,958	109%	95%	88%
Martin	21	13	62%	\$1,506,492	\$1,515,933	\$1,648,700	\$1,728,413	99%	91%	87%
University Administration	13	3	23%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	131	60	46%	\$11,667,993	\$10,476,663	\$11,801,060	\$12,860,537	111%	99%	91%

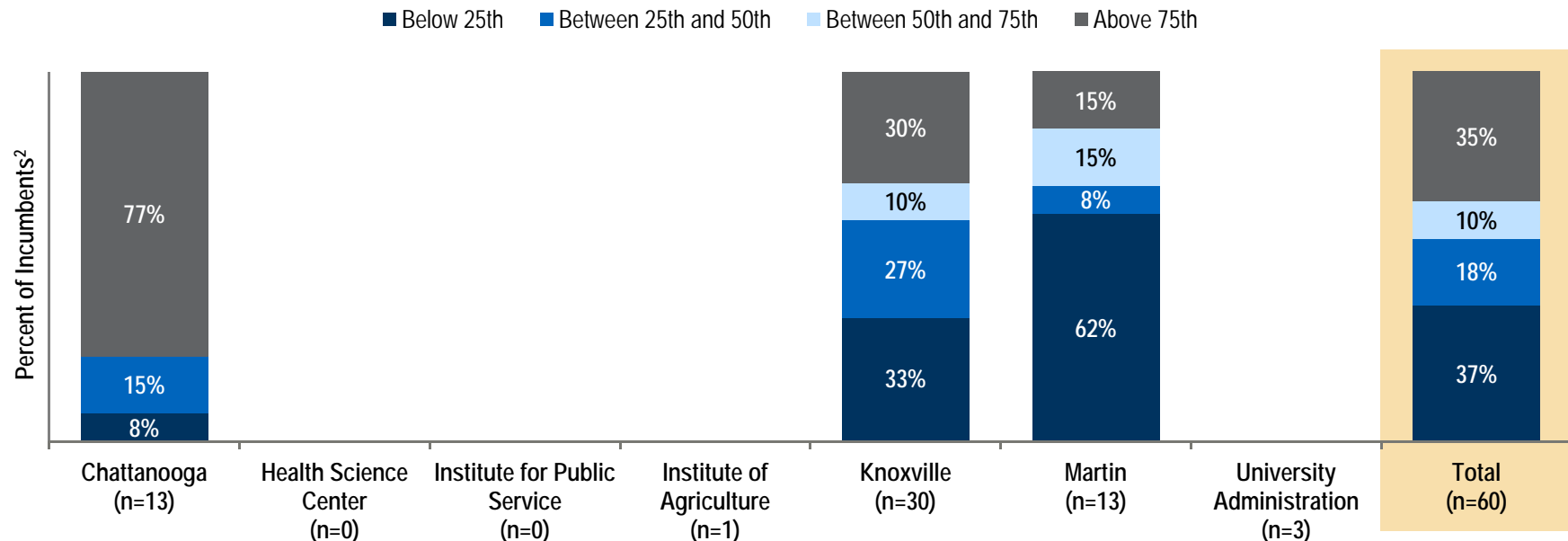
¹ Results not displayed if fewer than five incumbents benchmarked.

Chief Executive / Executive Staff Market Assessment

CUPA-HR Peer Group

- The exhibit below shows the percent of incumbents at various market percentiles by entity; individual positioning is dependent upon the characteristics of each incumbent such as experience, length of service, contribution, performance, etc.
- In alignment with aggregate competitiveness, Chattanooga has the majority of its incumbents above the 75th percentile (77%)
- Knoxville is more evenly distributed across the different percentiles, while Martin has the majority of its incumbents below the 25th percentile (62%)

INDIVIDUAL DISTRIBUTION OF COMPETITIVENESS BY ENTITY¹



¹ Results not displayed if fewer than five incumbents benchmarked.

² Percentages may not add up to 100% due to rounding.

Chief Executive / Executive Staff Market Assessment

CUPA-HR Peer & Aspirant Group

- Aggregate competitiveness for all entities together is the same for both the peer and peer & aspirant groups at 99% of the median
- The Health Science Center is at 100% of the median
- Knoxville competitiveness remains the same when including aspirants in the comparison group, but Chattanooga's competitiveness decreases from 133% to 120% of the market median and Martin's competitiveness decreases from 91% to 89% of the market median

AGGREGATE MARKET COMPETITIVENESS BY ENTITY

Entity ¹	# of Incs.	# of Incs. Priced ²	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Chattanooga	25	16	64%	\$2,788,580	\$2,064,163	\$2,332,434	\$2,698,912	135%	120%	103%
Health Science Center ³	28	8	29%	\$2,242,929	\$1,769,231	\$2,250,117	\$2,865,974	127%	100%	78%
Institute of Agriculture	4	2	50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knoxville	37	31	84%	\$7,325,066	\$6,852,735	\$7,686,633	\$8,548,236	107%	95%	86%
Martin	21	18	86%	\$2,049,107	\$2,113,330	\$2,297,918	\$2,450,099	97%	89%	84%
TOTAL	131	70	53%	\$13,396,617	\$12,036,426	\$13,565,034	\$15,181,907	111%	99%	88%

¹ Institute for Public Service and University Administration positions are excluded from this exhibit since the entities do not have a CUPA-HR Peer & Aspirant Group.

² Results not displayed if fewer than five incumbents benchmarked.

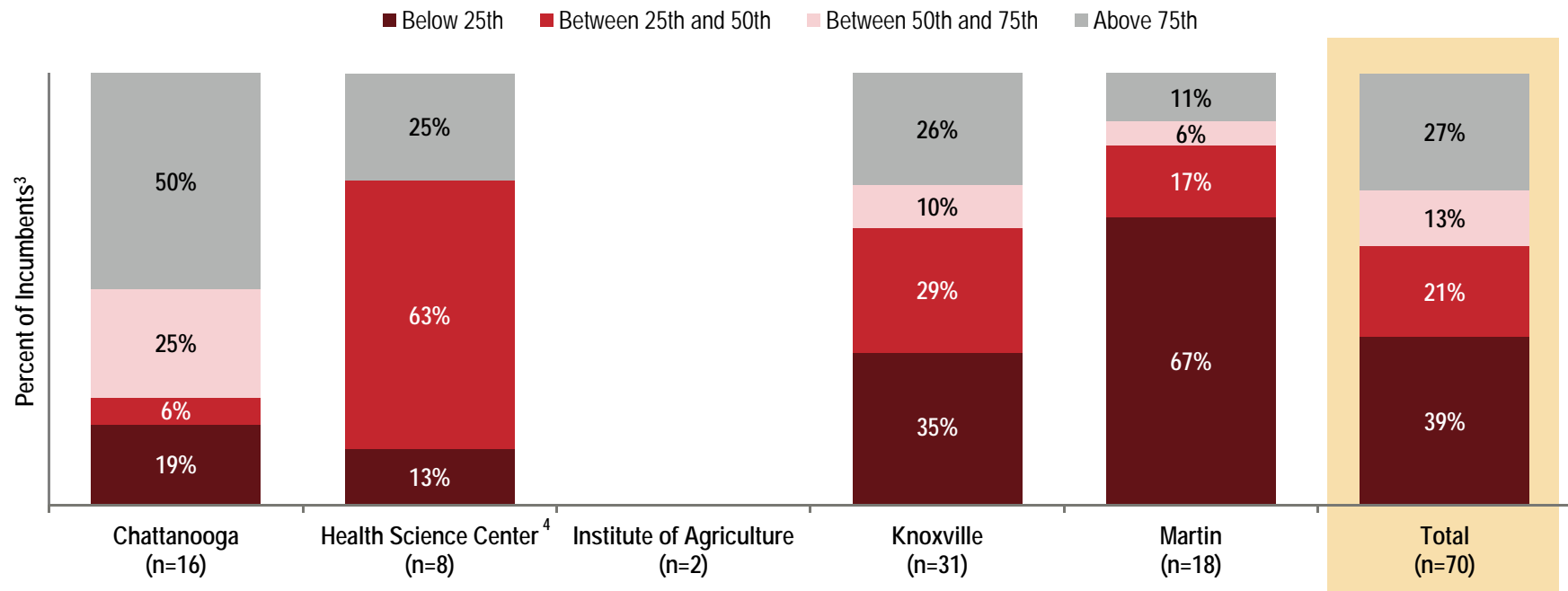
³ Market results average CUPA-HR Peer & Aspirant Group and AAHC survey data.

Chief Executive / Executive Staff Market Assessment

CUPA-HR Peer & Aspirant Group

- Competitiveness varies by entity; however, the majority of incumbents fall below the market median (60%)
- Aggregate individual distribution is similar for both comparison groups

INDIVIDUAL DISTRIBUTION OF COMPETITIVENESS BY ENTITY^{1,2}



¹ Institute for Public Service and University Administration positions are excluded from this exhibit since the entities do not have a CUPA-HR Peer & Aspirant Group.

² Results not displayed if fewer than five incumbents benchmarked.

³ Percentages may not add up to 100% due to rounding.

⁴ Market results average CUPA-HR Peer & Aspirant Group and AAHC survey data.



1. Board-Elected Executive Staff Market Assessment
2. Chief Executive / Executive Staff Market Assessment
3. Faculty Market Assessment
4. Appendix



Faculty Market Assessment

Methodology

- 1. Survey Sources:** Selected quality, credible survey sources that have appropriate scope cuts to reflect talent markets, and sufficient data points for any survey match selected. Data were gathered from the 2017-18 CUPA-HR (College and University Professional Association for Human Resources) National Four-Year Faculty Salary Survey
- 2. Comparison Markets:** Survey comparison markets were selected that align with the talent pool or labor market for each entity at UT. The assessment incorporates talent markets identified by UT and approved by the Board of Trustees, including Peer Groups and Peer & Aspirant Groups
- 3. Tenure-Status Data:** CUPA-HR offers data that is tenure-specific (i.e., tenured and tenure-track vs. non-tenure track teaching) or combined (i.e., tenured and tenure-track *plus* non-tenure track teaching together). The assessment uses combined data in order to increase market coverage and based on the fact that the average combined data is very similar to the tenure-specific data for each CUPA-HR comparison market and tenure status¹

¹ Additional details on tenure-status data can be found in Appendix V.

Faculty Market Assessment

Methodology continued

- 4. Match Selection:** Faculty were matched using their rank¹ and Classification of Instructional Programs (CIP) code published by the U.S. Department of Education's National Center for Education Statistics using the 4-digit code (which define intermediate groupings of programs that have comparable content and objectives). If data were not available using the 4-digit code for the *combined tenure-status* peer groups, the 2-digit (i.e., aggregate) CIP code was used

Example: 01.04 Agricultural and Food Products Processing: A program that prepares individuals to receive, inspect, store, process, and package agricultural products in the form of human food consumables, animal or plant food, or other industrial products

01 Agriculture, Agriculture Operations, and Related Sciences: Instructional programs that focus on agriculture and related sciences and that prepare individuals to apply specific knowledge, methods, and techniques to the management and performance of agricultural operations

- 5. Data Adjustments:** The following adjustments were made to the survey data:
- Market data were aged to July 1, 2018 using an aging factor of 2.7%.² UT's faculty salaries are effective August 1, 2017
 - CUPA-HR data reports base salary for a 9- to 10-month term; data were adjusted by a factor of 1.22 as recommended by CUPA-HR to account for any UT faculty members with 11- to 12-month terms
- 6. UT Pay Components:** This assessment includes only faculty salaries provided by UT; administrative pay, stipends, etc. were excluded to the extent possible

¹ Note: Lecturers are excluded from this assessment given the high degree of variability in experience and responsibilities at that rank.

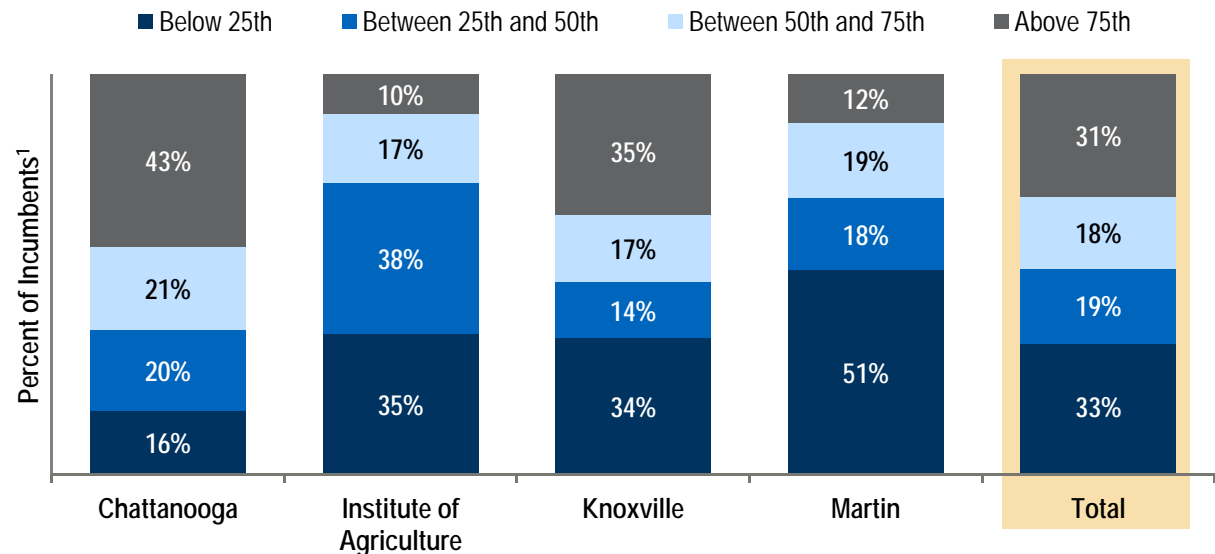
² Source: Sibson's Annual Compensation Planning Survey analyzing salary increase budgets by industry and job classification.

Faculty Market Assessment

Aggregate Results by Entity: CUPA-HR Peer Group

- In the aggregate for all entities, UT is at 102% of the median
- Aggregate competitiveness varies by entity, with all entities between 93% (Institute of Agriculture) and 109% (Chattanooga) of the median
- Individual competitiveness varies, with approximately 20-30% of faculty in each percentile grouping

COMPARISON OF BASE SALARY



Entity	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Chattanooga	384	336	88%	\$27,712,370	\$24,082,805	\$25,454,153	\$26,936,794	115%	109%	103%
Institute of Agriculture	261	261	100%	\$29,273,576	\$28,558,746	\$31,585,240	\$34,326,444	103%	93%	85%
Knoxville	1,217	1,126	93%	\$121,451,507	\$108,628,307	\$116,551,886	\$125,803,213	112%	104%	97%
Martin	237	169	71%	\$11,679,166	\$11,689,815	\$12,192,011	\$13,125,410	100%	96%	89%
TOTAL	2,099	1,892	90%	\$190,116,620	\$172,959,673	\$185,783,290	\$200,191,860	110%	102%	95%

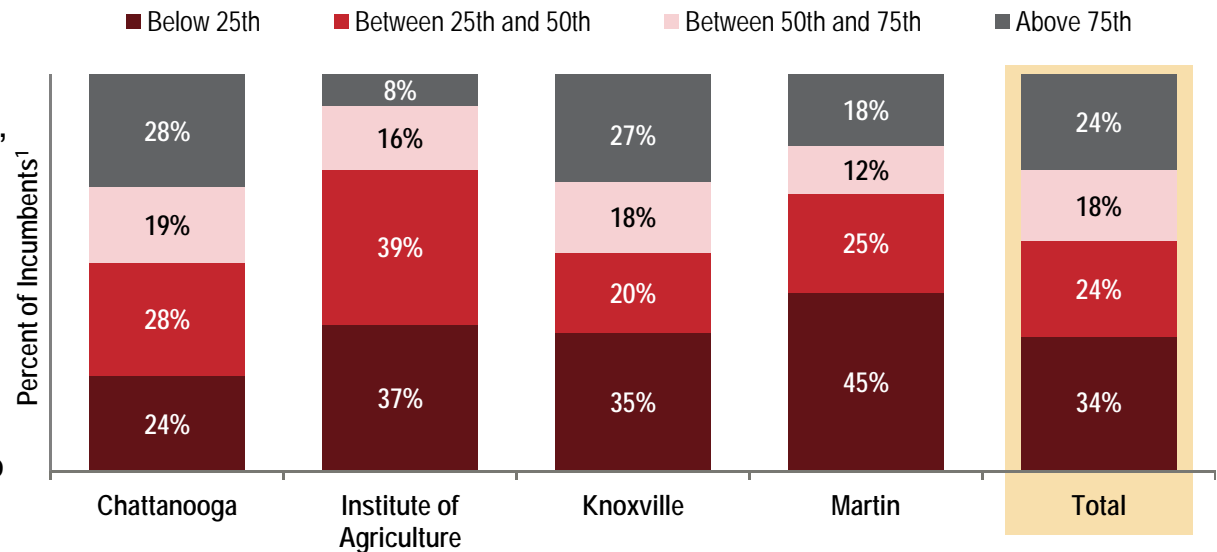
¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Aggregate Results by Entity: CUPA-HR Peer & Aspirant Group

- Adding the aspirants into the comparison group has limited impact on market competitiveness in the aggregate, which decreases from 102% to 100%
- Competitiveness for each entity only changes by zero to five percentage points
- Aggregate distribution of competitiveness is fairly similar to the peer group for most entities; however, individual competitiveness does decrease in some instances

COMPARISON OF BASE SALARY



Entity	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Chattanooga	384	359	93%	\$30,192,233	\$27,074,872	\$29,110,066	\$31,402,437	112%	104%	96%
Institute of Agriculture	261	261	100%	\$29,273,576	\$28,418,652	\$31,642,611	\$34,643,410	103%	93%	84%
Knoxville	1,217	1,173	96%	\$127,215,105	\$115,118,567	\$125,910,251	\$136,680,771	111%	101%	93%
Martin	237	223	94%	\$15,631,299	\$15,331,388	\$16,318,238	\$17,264,129	102%	96%	91%
TOTAL	2,099	2,016	96%	\$202,312,213	\$185,943,480	\$202,981,166	\$219,990,746	109%	100%	92%

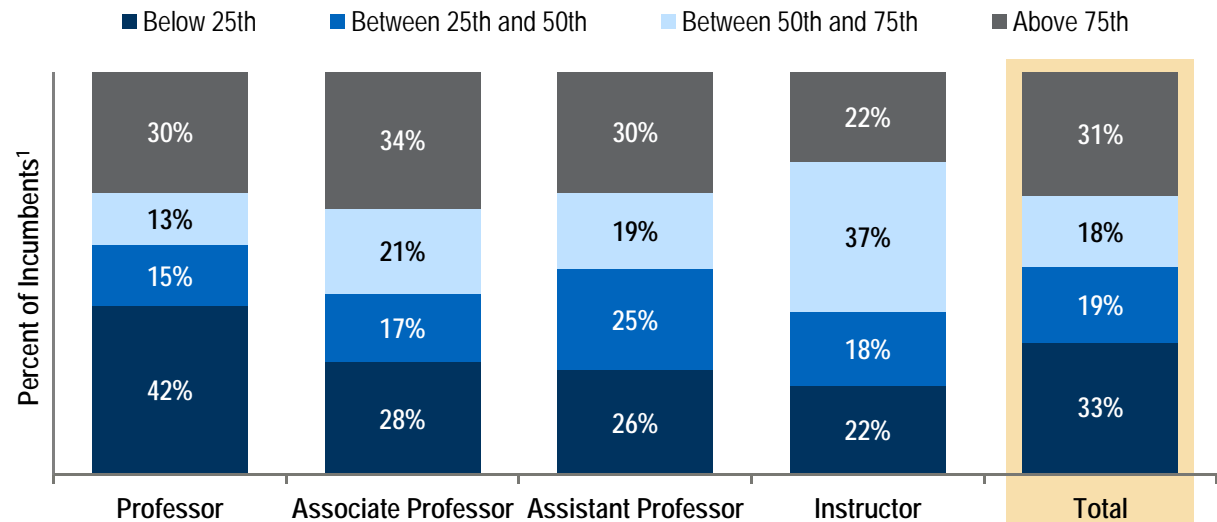
¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Aggregate Results By Rank: CUPA-HR Peer Group

- There is less variability in competitiveness by rank (as compared to entity)
- Professors and Instructors are the most competitive to market at 104% of the median

COMPARISON OF BASE SALARY



Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	769	703	91%	\$90,309,841	\$80,517,642	\$86,664,245	\$94,194,768	112%	104%	96%
Associate Professor	607	544	90%	\$49,449,076	\$45,787,256	\$48,323,261	\$51,263,805	108%	102%	96%
Assistant Professor	654	578	88%	\$46,665,482	\$43,276,582	\$47,244,979	\$50,621,992	108%	99%	92%
Instructor	69	67	97%	\$3,692,222	\$3,378,193	\$3,550,806	\$4,111,296	109%	104%	90%
TOTAL	2,099	1,892	90%	\$190,116,620	\$172,959,673	\$185,783,290	\$200,191,860	110%	102%	95%

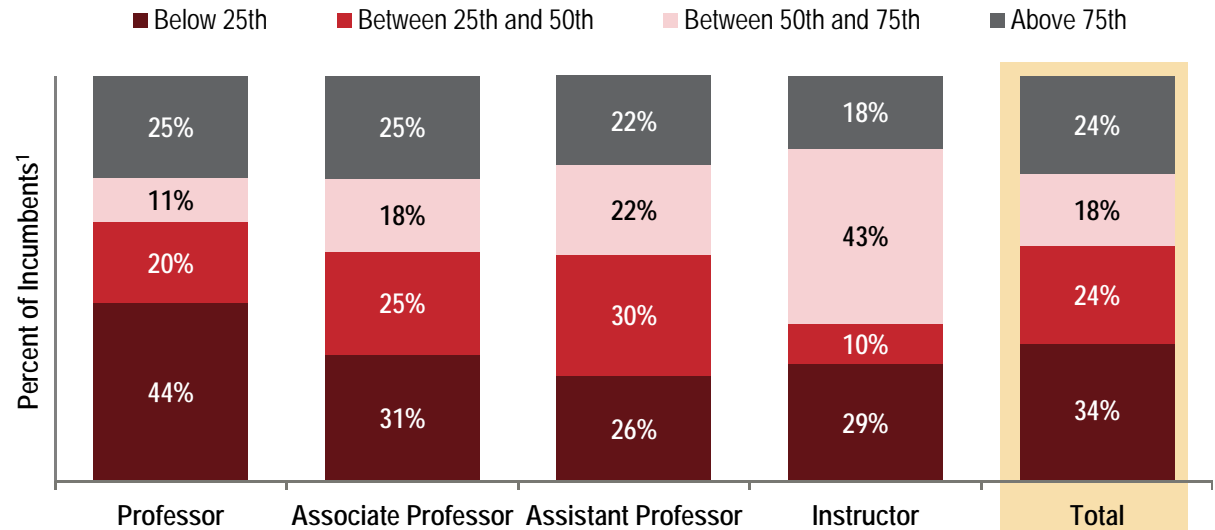
¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Aggregate Results By Rank: CUPA-HR Peer & Aspirant Group

- As with the results by entity, competitiveness for each rank only changed by two to three percentage points by adding aspirants to the comparison group

COMPARISON OF BASE SALARY



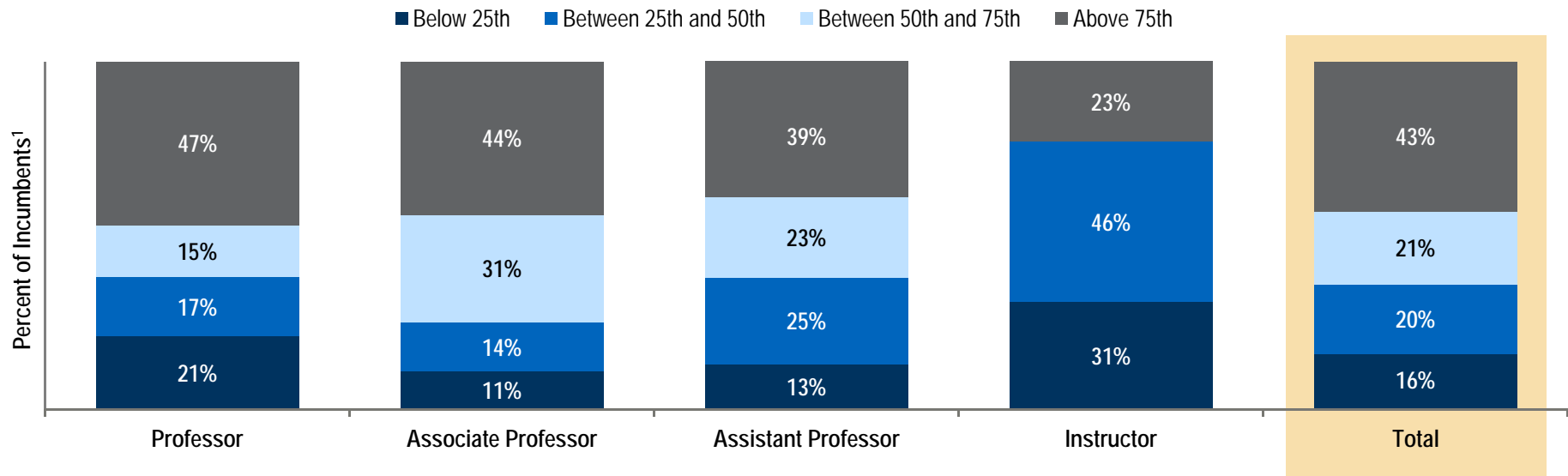
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			UT as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	769	756	98%	\$96,814,135	\$87,260,172	\$95,638,284	\$105,042,039	111%	101%	92%
Associate Professor	607	581	96%	\$52,829,133	\$49,688,919	\$53,220,038	\$56,882,486	106%	99%	93%
Assistant Professor	654	611	93%	\$48,946,121	\$45,570,363	\$50,458,913	\$53,942,153	107%	97%	91%
Instructor	69	68	99%	\$3,722,825	\$3,424,025	\$3,663,931	\$4,124,068	109%	102%	90%
TOTAL	2,099	2,016	96%	\$202,312,213	\$185,943,480	\$202,981,166	\$219,990,746	109%	100%	92%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer Group

CHATTANOOGA—COMPARISON OF BASE SALARY



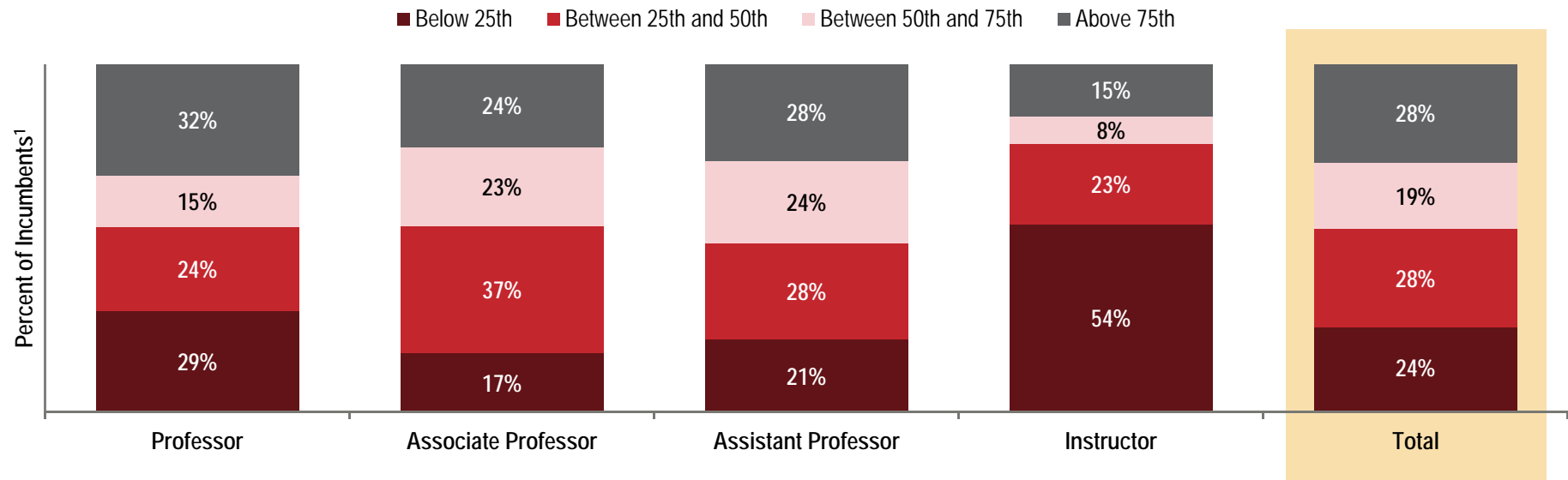
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Chattanooga as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	137	125	91%	\$12,742,284	\$10,799,738	\$11,333,693	\$12,056,160	118%	112%	106%
Associate Professor	91	84	92%	\$6,394,101	\$5,541,073	\$5,872,810	\$6,170,114	115%	109%	104%
Assistant Professor	142	114	80%	\$7,886,838	\$7,084,608	\$7,532,523	\$7,942,283	111%	105%	99%
Instructor	14	13	93%	\$689,148	\$657,386	\$715,127	\$768,236	105%	96%	90%
TOTAL	384	336	88%	\$27,712,370	\$24,082,805	\$25,454,153	\$26,936,794	115%	109%	103%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer & Aspirant Group

CHATTANOOGA—COMPARISON OF BASE SALARY



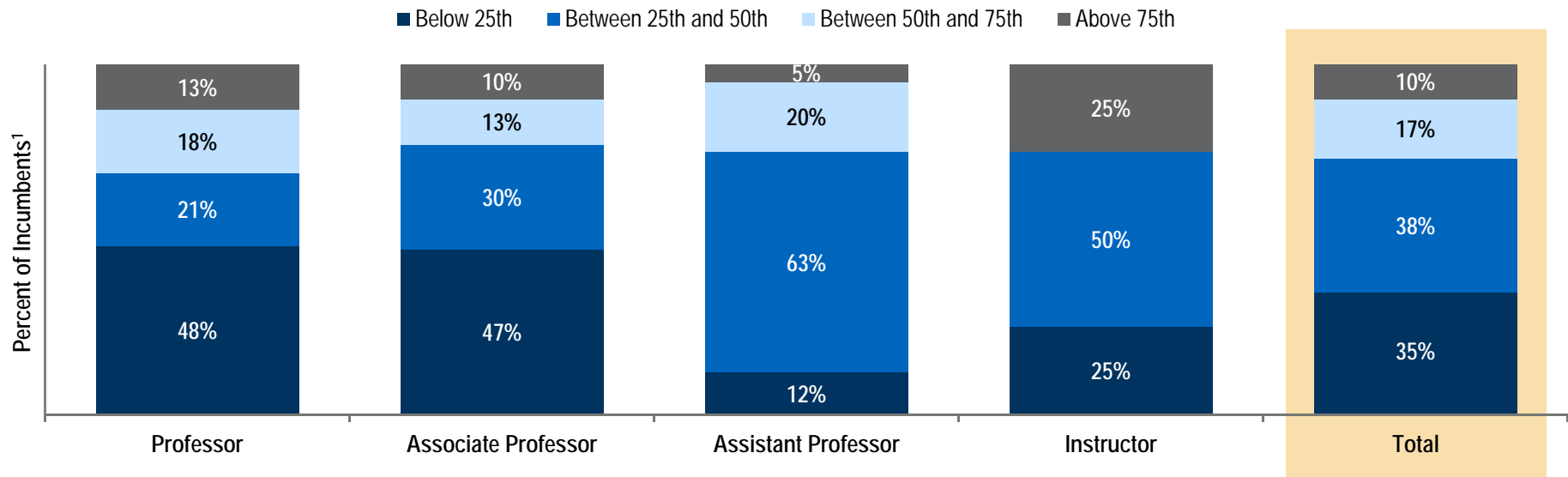
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Chattanooga as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	137	135	99%	\$14,088,595	\$12,342,566	\$13,298,731	\$14,472,357	114%	106%	97%
Associate Professor	91	84	92%	\$6,394,101	\$5,724,711	\$6,180,274	\$6,620,538	112%	103%	97%
Assistant Professor	142	127	89%	\$9,020,389	\$8,332,720	\$8,887,349	\$9,521,569	108%	101%	95%
Instructor	14	13	93%	\$689,148	\$674,874	\$743,713	\$787,974	102%	93%	87%
TOTAL	384	359	93%	\$30,192,233	\$27,074,872	\$29,110,066	\$31,402,437	112%	104%	96%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer Group

INSTITUTE OF AGRICULTURE—COMPARISON OF BASE SALARY



Rank	# of Incs.	# of Incs. Priced ²	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Institute Of Agriculture as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	106	106	100%	\$13,947,041	\$13,750,939	\$15,098,390	\$16,642,618	101%	92%	84%
Associate Professor	60	60	100%	\$6,447,247	\$6,636,009	\$7,006,889	\$7,490,818	97%	92%	86%
Assistant Professor	91	91	100%	\$8,606,763	\$7,915,691	\$9,207,328	\$9,888,918	109%	93%	87%
Instructor	4	4	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	261	261	100%	\$29,273,576	\$28,558,746	\$31,585,240	\$34,326,444	103%	93%	85%

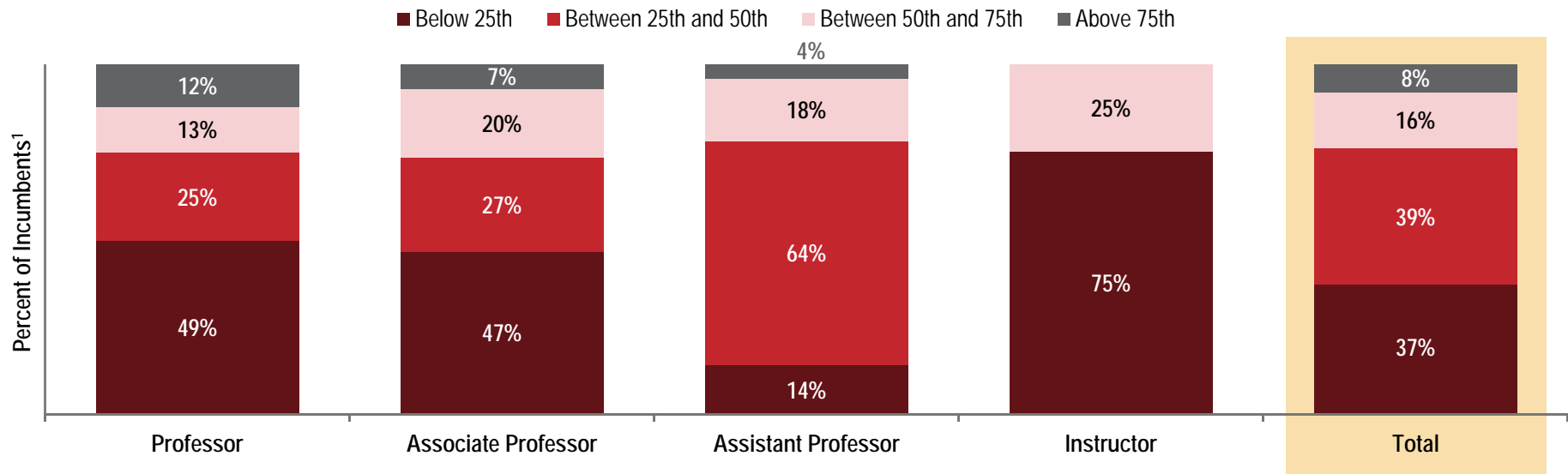
¹ Percentages may not add up to 100% due to rounding.

² Results not displayed if fewer than five incumbents benchmarked.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer & Aspirant Group

INSTITUTE OF AGRICULTURE—COMPARISON OF BASE SALARY



Rank	# of Incs.	# of Incs. Priced ²	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Institute of Agriculture as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	106	106	100%	\$13,947,041	\$13,823,201	\$15,269,559	\$16,866,761	101%	91%	83%
Associate Professor	60	60	100%	\$6,447,247	\$6,479,063	\$6,877,117	\$7,558,230	100%	94%	85%
Assistant Professor	91	91	100%	\$8,606,763	\$7,846,401	\$9,198,315	\$9,858,375	110%	94%	87%
Instructor	4	4	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	261	261	100%	\$29,273,576	\$28,418,652	\$31,642,611	\$34,643,410	103%	93%	84%

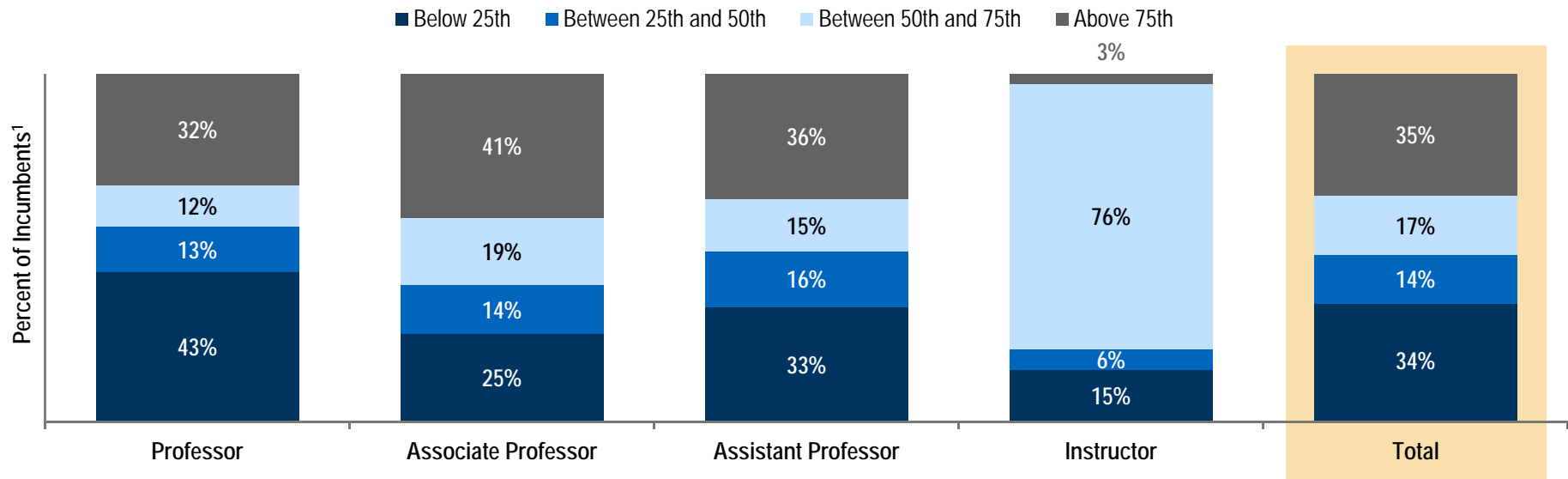
¹ Percentages may not add up to 100% due to rounding.

² Results not displayed if fewer than five incumbents benchmarked.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer Group

KNOXVILLE—COMPARISON OF BASE SALARY



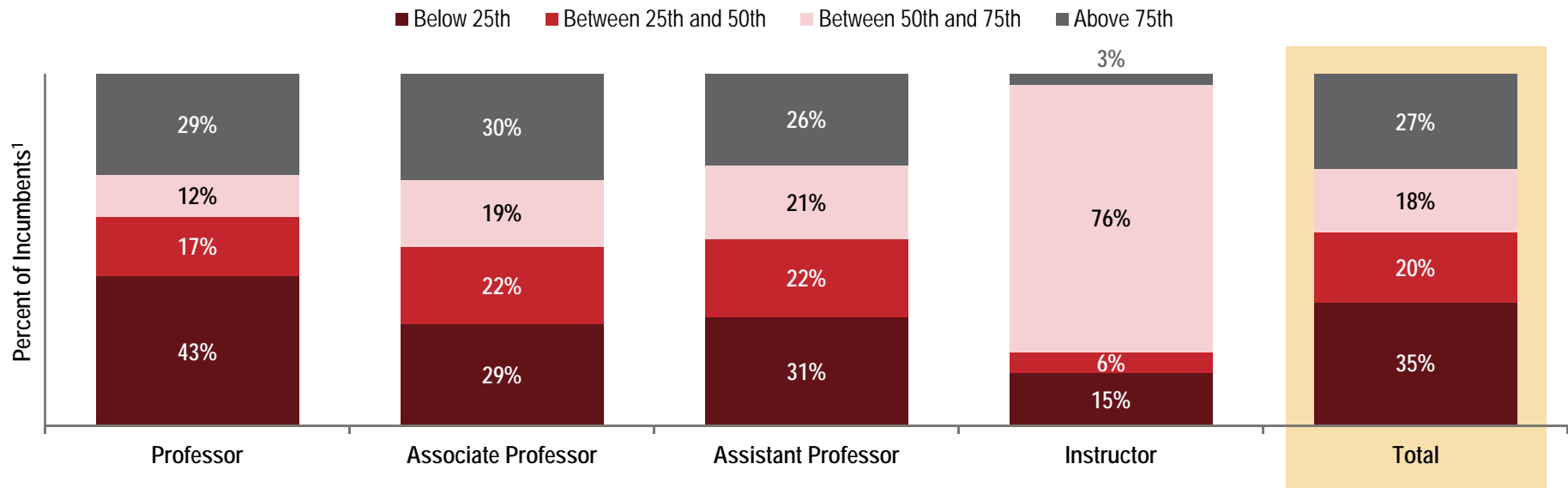
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Knoxville as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	446	415	93%	\$58,998,643	\$51,290,162	\$55,302,486	\$60,205,418	115%	107%	98%
Associate Professor	376	336	89%	\$32,381,243	\$29,333,003	\$31,002,259	\$32,914,492	110%	104%	98%
Assistant Professor	362	342	94%	\$28,124,652	\$26,264,553	\$28,435,059	\$30,434,914	107%	99%	92%
Instructor	33	33	100%	\$1,946,969	\$1,740,589	\$1,812,083	\$2,248,389	112%	107%	87%
TOTAL	1,217	1,126	93%	\$121,451,507	\$108,628,307	\$116,551,886	\$125,803,213	112%	104%	97%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer & Aspirant Group

KNOXVILLE—COMPARISON OF BASE SALARY



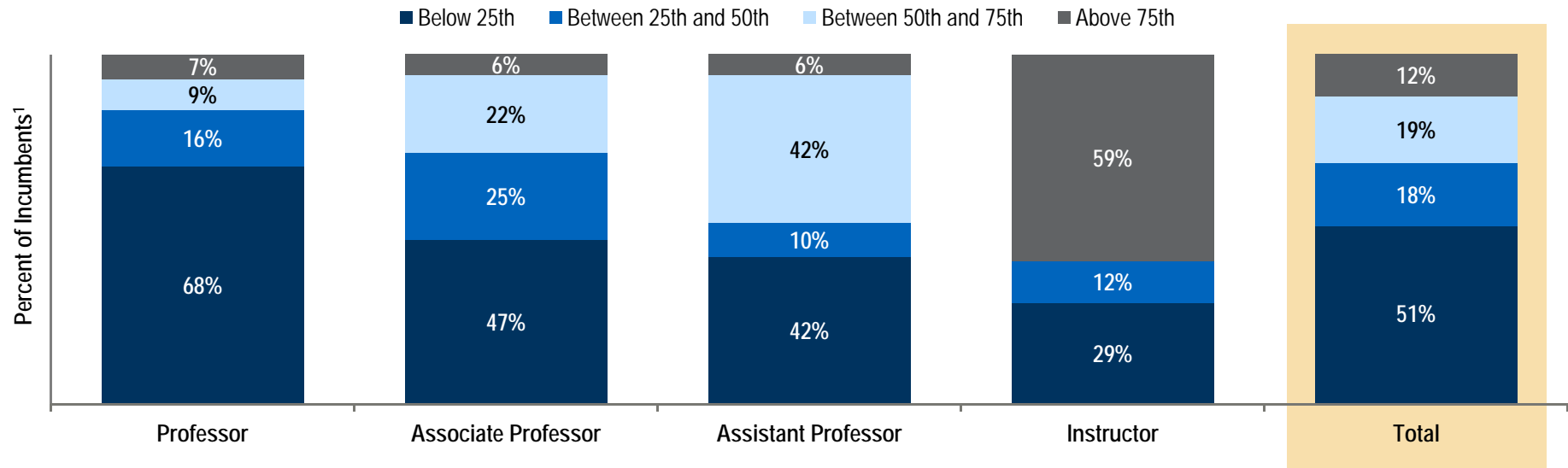
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Knoxville as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	446	440	99%	\$62,575,101	\$54,884,753	\$60,466,793	\$66,791,850	114%	103%	94%
Associate Professor	376	358	95%	\$34,568,382	\$32,215,908	\$34,606,689	\$36,838,855	107%	100%	94%
Assistant Professor	362	342	94%	\$28,124,652	\$26,272,711	\$29,012,030	\$30,912,867	107%	97%	91%
Instructor	33	33	100%	\$1,946,969	\$1,745,195	\$1,824,740	\$2,137,199	112%	107%	91%
TOTAL	1,217	1,173	96%	\$127,215,105	\$115,118,567	\$125,910,251	\$136,680,771	111%	101%	93%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment

Results By Entity & Rank: CUPA-HR Peer Group

MARTIN—COMPARISON OF BASE SALARY



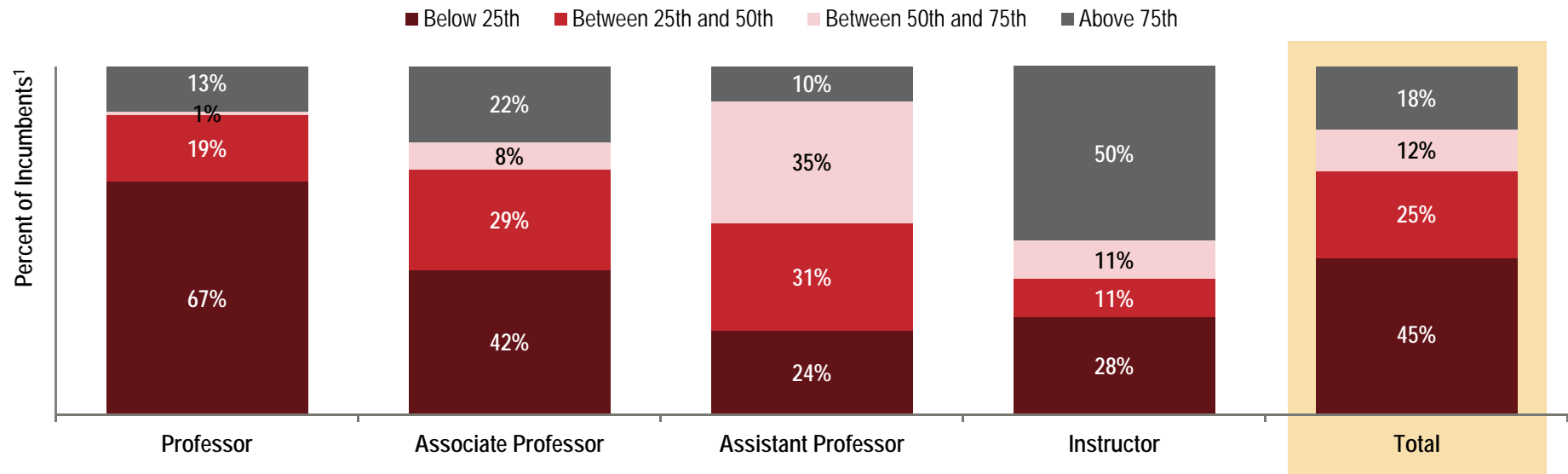
Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Martin as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	80	57	71%	\$4,621,874	\$4,676,803	\$4,929,676	\$5,290,572	99%	94%	87%
Associate Professor	80	64	80%	\$4,226,484	\$4,277,171	\$4,441,304	\$4,688,380	99%	95%	90%
Assistant Professor	59	31	53%	\$2,047,229	\$2,011,730	\$2,070,069	\$2,355,877	102%	99%	87%
Instructor	18	17	94%	\$783,579	\$724,111	\$750,962	\$790,581	108%	104%	99%
TOTAL	237	169	71%	\$11,679,166	\$11,689,815	\$12,192,011	\$13,125,410	100%	96%	89%

¹ Percentages may not add up to 100% due to rounding.

Faculty Market Assessment


Results By Entity & Rank: CUPA-HR Peer & Aspirant Group

MARTIN—COMPARISON OF BASE SALARY



Rank	# of Incs.	# of Incs. Priced	% of Incs. Priced	UT Aggregate Spend	Market Aggregate Spend			Martin as a % of Market		
					25 th PCTL.	50 th PCTL.	75 th PCTL.	% to 25 th PCTL.	% to 50 th PCTL.	% to 75 th PCTL.
Professor	80	75	94%	\$6,203,397	\$6,209,651	\$6,603,202	\$6,911,071	100%	94%	90%
Associate Professor	80	79	99%	\$5,419,403	\$5,269,237	\$5,555,959	\$5,864,864	103%	98%	92%
Assistant Professor	59	51	86%	\$3,194,316	\$3,118,531	\$3,361,219	\$3,649,342	102%	95%	88%
Instructor	18	18	100%	\$814,182	\$733,968	\$797,858	\$838,852	111%	102%	97%
TOTAL	237	223	94%	\$15,631,299	\$15,331,388	\$16,318,238	\$17,264,129	102%	96%	91%

¹ Percentages may not add up to 100% due to rounding.

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1. Board-Elected Executive Staff Market Assessment
 2. Chief Executive / Executive Staff Market Assessment
 3. Faculty Market Assessment
 4. Appendix
 - I. UT President and UTK Chancellor Compensation Details
 - II. How to Read and Interpret Exhibits
 - III. Peer Group Lists
 - IV. Chief Executive / Executive Staff Matching Details
 - V. Faculty Market Assessment: Tenure-Status Data Comparison



I. UT President and UTK Chancellor Compensation Details

Data Sources and Definitions

Compensation Component	Data Source				
	The Chronicle of Higher Education Compensation Database	University of Tennessee System President		University of Tennessee – Knoxville Chancellor	
Base Salary	Total base salary provided to the chief executive, including compensation from private university-related foundations	\$539,011	Contractual Salary for FY 2018	\$585,000	Contractual Salary for FY 2018
Bonus and Incentive Compensation	The value of all bonuses and incentive compensation paid out to the chief executive	\$101,816	Performance-Based (April 2017)	\$87,775	Performance-Based maximum opportunity of \$87,775 not guaranteed
Other Compensation (Taxable)	Miscellaneous pay and benefits, including, tax gross-ups (money an employer provides an employee for taxes paid on benefits), vacation leave cashed out, debt forgiveness, fellowships, employer-provided vehicles and parking, housing payments, travel, meals, moving expenses, entertainment, spending accounts, and club dues. May also include interest accrued on deferred compensation.	\$48,530	Discretionary (Non-Accountable Expense Allowance), Housing Allowance, Imputed Life Insurance Premium, Other (Cell Phone, Other Fringe Benefits-Bowl Game, Clothing)	\$41,550	Discretionary (Non-Accountable Expense Allowance), Housing Allowance, Imputed Life Insurance Premium, Other (Cell Phone)
Retirement and Deferred Compensation	Payments made by the university on behalf of the chief executive to a retirement plan that is available to any university employee during the fiscal year. This can include 401(k) plans, state pension plans, and other retirement plans that are broadly available <i>plus</i> deferred compensation set aside in the fiscal year covered that is to be paid out in future years. This includes contributions to supplemental executive retirement plans and does not overlap with any compensation paid out in the reported year.	\$40,403	Pension / Retirement Contribution, Other Retirement (401k Match)	\$24,900 ¹	Pension / Retirement Contribution, Other Retirement (401k Match)
Nontaxable Benefits	Health and medical benefits, life insurance, housing provided by the employer, personal legal and financial services, dependent care, adoption assistance, tuition assistance, and cafeteria plans.	\$15,096	Employer Provided Benefits incl. Health and Welfare Benefits	\$10,284	Employer Provided Benefits incl. Health and Welfare Benefits

¹ Deferred compensation is limited by Tennessee state law.

II. How to Read and Interpret Exhibits

Relationship to Market

The chart illustrates how an institution's salaries are compared to the market:

1. Total all base salaries for incumbents included in a particular group
2. Total all the market base salaries for incumbents included in that group
3. Divide the total institution salaries from Step 1 by the total market salaries from Step 2 to obtain a percentage (i.e., UT as a percent of market)

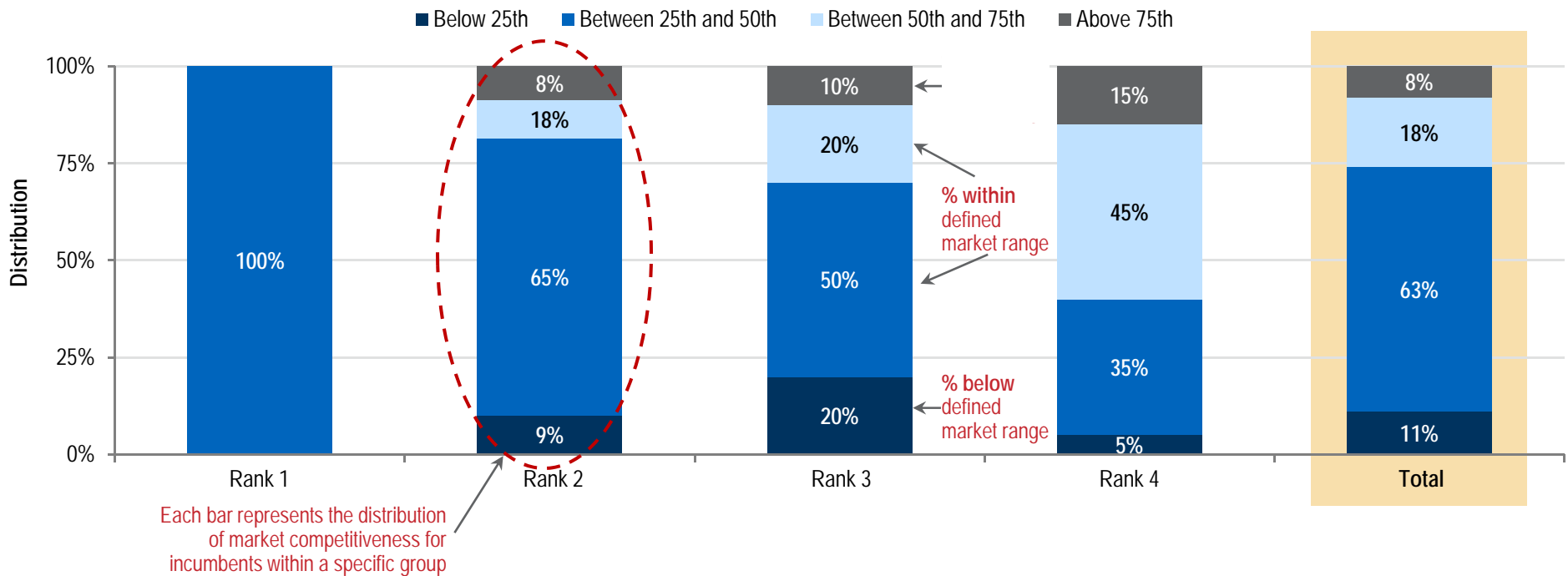
EXAMPLE: There are three incumbents in an institution. Their base salary data, as well as the survey data for their job, are shown in the table below:

		Market Data (\$000)		
Incumbent	Incumbent Base Salary (\$000)	25 th Percentile	50 th Percentile	75 th Percentile
Incumbent A	\$55.0	\$43.0	\$53.0	\$60.0
Incumbent B	\$57.0	\$49.0	\$61.0	\$76.0
Incumbent C	\$62.0	\$57.0	\$60.0	\$72.0
TOTAL	\$174.0	\$149.0	\$174.0	\$208.0
Institution as a % of Market		117%	100%	84%

II. How to Read and Interpret Exhibits

Distribution of Competitiveness

EXAMPLE



- Provides a view of where salaries fall relative to the defined market range (25th – 75th percentile is used as market cutoffs for display purposes)
- Can highlight general concerns within a group (e.g., a large proportion of incumbents are paid below the defined market range, yet the population is highly skilled and experienced)
- Note that this analysis is intended to provide a snapshot of the current state and is not an indicator of whether or not individual salaries are appropriate

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups¹

Chattanooga

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant
Florida Gulf Coast University	Fort Myers, Florida	X	X
Georgia College and State University	Milledgeville, Georgia		X
Jacksonville State University	Jacksonville, Alabama		
Murray State University	Murray, Kentucky	X	X
Northeastern State University	Tahlequah, Oklahoma	X	X
Southeast Missouri State University	Cape Girardeau, Missouri	X	X
Stephen F. Austin State University	Nacogdoches, Texas	X	X
Tennessee Technological University	Cookeville, Tennessee	X	X
University of Central Arkansas	Conway, Arkansas	X	X
University of Nebraska at Omaha	Omaha, Nebraska		X
Valdosta State University	Valdosta, Georgia	X	X
University of West Georgia	Carrollton, Georgia	X	X
Appalachian State University	Boone, North Carolina	X	X
University of Arkansas at Little Rock	Little Rock, Arkansas		X
College of Charleston	Charleston, South Carolina	X	X
University of North Carolina at Greensboro	Greensboro, North Carolina	X	X
University of North Carolina Wilmington	Wilmington, North Carolina	X	X
University of North Florida	Jacksonville, Florida	X	X

¹ Aspirant institutions indicated with yellow highlighting.

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups¹

Health Science Center

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant ²
Louisiana State University Health Sciences Center-New Orleans	New Orleans, Louisiana	X	X
Medical University of South Carolina	Charleston, South Carolina	X	
Texas Tech University Health Sciences Center	Lubbock, Texas	X	
The University of Texas Health Science Center at San Antonio	San Antonio, Texas	X	
University of Arkansas for Medical Sciences	Little Rock, Arkansas		
University of Nebraska Medical Center	Omaha, Nebraska		
University of Oklahoma-Health Sciences Center	Oklahoma City, Oklahoma	X	
Oregon Health & Science University	Portland, Oregon		
The University of Texas Health Science Center at Houston	Houston, Texas	X	
University of Maryland, Baltimore	Baltimore, Maryland	X	X

¹ Aspirant institutions indicated with yellow highlighting.

² UTHSC faculty will be assessed separately due to the complexity of their compensation packages and market surveys sources.

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups continued

Institute for Public Service

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant
Georgia Institute of Technology-Main Campus	Atlanta, Georgia	X	
North Carolina State University at Raleigh	Raleigh, North Carolina	X	X
Purdue University-Main Campus	West Lafayette, Indiana	X	
University of Georgia	Athens, Georgia	X	X
University of Maryland-College Park	Baltimore, Maryland	X	X
University of Missouri-Columbia	Columbia, Missouri	X	
University of North Carolina at Chapel Hill	Chapel Hill, North Carolina	X	
University of North Florida	Jacksonville, Florida	X	X
University of Virginia-Main Campus	Charlottesville, Virginia	X	X

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups¹ continued

Institute of Agriculture			
Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant
Auburn University	Auburn, Alabama	X	X
Clemson University	Clemson, South Carolina	X	X
Louisiana State University and Agricultural & Mechanical College	Baton Rouge, Louisiana	X	X
Mississippi State University	Mississippi State, Mississippi	X	X
Oklahoma State University-Main Campus	Stillwater, Oklahoma	X	
Rutgers University-New Brunswick	New Brunswick, New Jersey	X	
University of Arkansas	Fayetteville, Arkansas		
University of Georgia	Athens, Georgia	X	X
University of Kentucky	Lexington, Kentucky	X	X
University of Maryland-College Park	Baltimore, Maryland	X	X
University of Missouri-Columbia	Columbia, Missouri	X	
University of Nebraska-Lincoln	Lincoln, Nebraska	X	
Virginia Polytechnic Institute and State University	Blacksburg, Virginia	X	X
Michigan State University	East Lansing, Michigan	X	
Ohio State University-Main Campus	Columbus, Ohio	X	
Purdue University-Main Campus	West Lafayette, Indiana	X	
University of Florida	Gainesville, Florida	X	X
University of Illinois at Urbana-Champaign	Champaign, Illinois	X	X
University of Wisconsin-Madison	Madison, Wisconsin	X	

¹ Aspirant institutions indicated with yellow highlighting.

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups¹ continued

Knoxville

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant
Auburn University	Auburn, Alabama	X	X
Clemson University	Clemson, South Carolina	X	X
Iowa State University	Ames, Iowa	X	
Louisiana State University and Agricultural & Mechanical College	Baton Rouge, Louisiana	X	X
North Carolina State University at Raleigh	Raleigh, North Carolina	X	X
University of Alabama	Tuscaloosa, Alabama	X	
University of Kentucky	Lexington, Kentucky	X	X
University of Missouri-Columbia	Columbia, Missouri	X	
University of Nebraska-Lincoln	Lincoln, Nebraska	X	
University of South Carolina-Columbia	Columbia, South Carolina	X	X
Virginia Polytechnic Institute and State University	Blacksburg, Virginia	X	X
Michigan State University	East Lansing, Michigan	X	
Purdue University-Main Campus	West Lafayette, Indiana	X	
University of Florida	Gainesville, Florida	X	X
University of Georgia	Athens, Georgia	X	X
University of Minnesota-Twin Cities	Minneapolis, Minnesota	X	X
University of Wisconsin-Madison	Madison, Wisconsin	X	

¹ Aspirant institutions indicated with yellow highlighting.

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups¹ continued

Martin

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant
Arkansas State University-Main Campus	Jonesboro, Arkansas		
Arkansas Tech University	Russellville, Arkansas	X	X
Auburn University at Montgomery	Montgomery, Alabama	X	X
Austin Peay State University	Clarksville, Tennessee	X	X
Frostburg State University	Frostburg, Maryland	X	
McNeese State University	Lake Charles, Louisiana	X	X
Midwestern State University	Wichita Falls, Texas		
Morehead State University	Morehead, Kentucky	X	X
The University of Texas at Tyler	Tyler, Texas	X	X
West Texas A & M University	Canyon, Texas		
Marshall University	Huntington, West Virginia	X	X
Murray State University	Murray, Kentucky	X	X
Southeast Missouri State University	Cape Girardeau, Missouri	X	X
Stephen F Austin State University	Nacogdoches, Texas	X	X
University of Central Arkansas	Conway, Arkansas	X	X
Western Carolina University	Cullowhee, North Carolina	X	X

¹ Aspirant institutions indicated with yellow highlighting.

III. Peer Group Lists

Board-Approved CUPA-HR Peer & Aspirant Groups continued

University Administration¹

Institution Name	Location	CUPA-HR Administrators Survey Participant	CUPA-HR 4-Yr. Faculty Survey Participant ²
Rutgers University-New Brunswick	New Brunswick, New Jersey	X	
Texas Tech University	Lubbock, Texas	X	X
University of Alabama	Tuscaloosa, Alabama	X	
University of Colorado Boulder	Boulder, Colorado	X	
University of Illinois at Urbana-Champaign	Champaign, Illinois	X	X
Louisiana State University and Agricultural and Mechanical College	Baton Rouge, Louisiana	X	X
University of Massachusetts	Amherst, Massachusetts	X	X
University of Missouri - Columbia	Columbia, Missouri	X	
University of Nebraska-Lincoln	Lincoln, Nebraska	X	

¹ Given the lack of participation of System peers (for University Administration), each System's flagship was used to gather CUPA-HR market data.

² The University Administration peer & aspirant group was not used for the faculty assessment as no faculty exist in this entity.

IV. Chief Executive / Executive Staff Matching Details

The following CUPA-HR matches were used for each of the Chief Executive / Executive Staff members in scope for the assessment:

Incumbent	Job Title	Entity	CUPA-HR Job Title (Market Match)
Steve Angle	Chancellor-UTC	Chattanooga	Chief Executive Officer, Single Institution or Campus within a System
Steve Schwab	Chancellor-UTHSC	Health Science Center	Chief Executive Officer, Single Institution or Campus within a System
Tim Cross	Chancellor-UTIA	Institute of Agriculture	Dean Agriculture ¹
Keith Carver	Chancellor-UTM	Martin	Chief Executive Officer, Single Institution or Campus within a System
Tonja Johnson	EVP & COO	University Administration	Executive Vice President/Vice Chancellor
David Miller	CFO	University Administration	Chief Business Officer
Stacey Patterson	VP-Research	University Administration	Chief Research Officer
Catherine Mizell	Secretary-Board of Trustees	University Administration	N/A
Matthew Scoggins	General Counsel	University Administration	Chief Legal Affairs Officer
Ron Maples	Treasurer	University Administration	N/A
Vacant	VP-Dev & Alumni Affrs	University Administration	Chief Development /Advancement Officer

¹ 20% premium applied to market data for scope and level.

V. Faculty Market Assessment

Tenure-Status Data Comparison

The summary statistics below were used to assess current market coverage for 4-digit CIP code market data and the relationship between the tenure-specific (i.e., tenured and tenure-track **vs.** non-tenure track teaching) and combined (i.e., tenured and tenure-track **plus** non-tenure track teaching together) CUPA-HR data

CUPA-HR PEER GROUP

Entity	# of Incs.	% of Incs. Priced (Tenure-Specific)	% of Incs. Priced (Combined)	Tenured/Tenure-Track		Non-Tenure Track	
				# of Incs. Priced (in both data sets)	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.	# of Incs. Priced (in both data sets)	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.
Chattanooga	384	67%	70%	245	101%	14	98%
Institute of Agriculture	261	70%	90%	182	105%	0	N/A
Knoxville	1,217	55%	60%	665	101%	2	99%
Martin	237	49%	51%	107	100%	9	100%
TOTAL	3,583	34%	38%	1,199	101%	25	99%

CUPA-HR PEER & ASPIRANT GROUP

Entity	# of Incs.	% of Incs. Priced (Tenure-Specific)	% of Incs. Priced (Combined)	Tenured/Tenure-Track		Non-Tenure Track	
				# of Incs. Priced (in both data sets)	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.	# of Incs. Priced (in both data sets)	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.
Chattanooga	384	75%	78%	274	101%	14	98%
Institute of Agriculture	261	91%	96%	200	105%	38	101%
Knoxville	1,217	72%	82%	878	102%	2	99%
Martin	237	77%	79%	173	101%	10	99%
TOTAL	3,583	44%	48%	1,525	102%	64	100%

EXAMPLE

Tenured/Tenure-Track Assistant Professor at Chattanooga			Non-Tenure Track Assistant Professor at Chattanooga		
Tenure-Specific 50th PCTL.	Combined 50th PCTL.	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.	Tenure-Specific 50th PCTL.	Combined 50th PCTL.	Tenure-Specific 50th PCTL. as a % of Combined 50th PCTL.
\$99,513	\$98,602	101%	\$57,577	\$60,121	96%