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AUTHOR Head, Ronald B.

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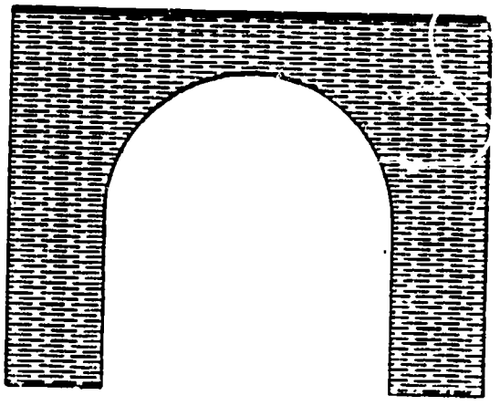
ABSTRACT

In 1992, a study was conducted at Piedmont Virginia Community College (PVCC) to provide a comparative analysis of PVCC salaries and an examination of local cost-of-living data. PVCC salary data were compared internally, examining such factors as sex, rank, degree qualification, and seniority; and externally, looking at appropriate state, regional, and national salary data. Study findings included the following: (1) the average full-time teaching faculty salary at PVCC in 1990-91 was $34,089; (2) a strong correlation existed between salary received and rank, degree held, and years of service; (3) the average, minimum, and maximum salaries for women were lower than those for men, with men earning an average of $3,678 more than women; (4) faculty at PVCC earned on average of $1,308 (3.7%) less than faculty in the Virginia Community College System (VCCS), and $2,834 less than the national average; (5) the average administrative faculty salary in 1990-91 was $43,713; (6) a strong correlation existed between administrative faculty salary and administrative level, rank, and highest degree earned, while the correlation between salary and years of service at PVCC was weak; (7) PVCC's average administrative faculty salary was $4,386 (9.1%) lower than the VCCS administrative faculty salary average and $8,733 (16.7%) lower than the school with the highest average; (8) the average adjunct faculty salary at PVCC in fall 1990 was $384 per credit hour; (9) the average classified staff salary at PVCC in 1990-91 was $20,349; and (10) through analysis of housing costs, tax bills, and other cost-of-living indices, the Charlottesville/Albemarle County area was shown to be one of the more expensive in the state. (JMC)

PIEDMONT VIRGINIA COMMUNITY COLLEGE



PVCC Salaries and Cost-of-Living

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Piedmont Virginia
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Ronald B. Head (Author)
Coordinator of Institutional
Research and Planning
Piedmont Virginia
Community College

PVCC Institutional Research Brief May 1992

PVCC SALARIES AND COST-OF-LIVING

This brief highlights the findings of *PVCC Salaries and Cost-of-Living* (PVCC Institutional Research Report No. 4-92, May 1992), a study designed to provide a comparative analysis of PVCC salaries, as well as an examination of local cost-of-living data. PVCC salary data were compared internally according to such factors as sex, rank, degree qualification, and seniority and externally to appropriate state, regional, and national salary data. Living expenses in the Charlottesville/Albemarle County area were compared to living expenses in other regions of the state. Please note that the methodology of the study is not presented in this brief, and without a proper understanding of the methodology, some of the conclusions are subject to misinterpretation.

TEACHING FACULTY SALARIES. The average (or mean) full-time teaching faculty salary at PVCC in 1990-91 was $34,089. The lowest salary was $24,459, the highest $47,119, and the median (or mid-point) $34,161. The distribution of salaries was fairly normal, with over 40% of all salaries between $30,000 and $35,000. Only one faculty member received less than $25,000, and only one received more than $45,000.

As might be expected, given the fact that salaries are based to a large extent upon these factors, a strong correlation existed between salary received and (1) rank, (2) degree held, and (3) years of service. A strong correlation also existed between salary and age. The one variable with a low correlation to salary was sex. The faculty member earning the lowest salary was a woman, and the one earning the highest a man. Furthermore, the average, minimum, and maximum salaries for women were lower than those for men. Men earned an average of $3,678 more than women, and for the most part, were clustered in higher salary brackets.

Although, for the most part, women held lower rank than men, had not earned as high degrees, and had fewer years of service, these factors alone do not explain the disparity in salaries. Generally, women with equivalent rank, degree, and seniority earned lower salaries than men. What does seem to be true is that any inequities in salary between men and women are the results of decisions made many years ago. Female faculty hired during the past 5 to 10 years earned approximately the same salaries as their male counterparts with similar qualifications.

Within the VCCS, the average full-time faculty teaching salary in 1990-91 was $35,392 and the median was $34,382. PVCC's average salary ($34,089) was in the lower half of all VCCS salaries. Thirteen institutions had higher average salaries than PVCC and 9 had lower average salaries. Faculty at PVCC earned on average $1,308 (3.7%) less than faculty in the VCCS and $1,142 (3.4%) less than faculty in all Virginia two-year colleges. PVCC faculty were even further behind the national average than they were the state average. The PVCC average faculty salary was $2,834 less than the national average. It was only in comparison to two-year faculty salaries in other southern states that PVCC fared well. The average PVCC faculty salary was $2,211 higher than the average faculty salary in the southern region.

ADMINISTRATIVE FACULTY SALARIES. The average (or mean) administrative faculty salary in 1990-91 was $43,713. The lowest salary was $33,679, the highest $61,702, and the median (or midpoint) $43,580. The distribution of salaries was skewed slightly to the right (or positively) along a normal curve. Only one faculty member earned less than $35,000, and only 3 earned over $50,000. Nearly half earned between $40,000 and $50,000.

While a strong correlation existed between administrative faculty salary and (1) administrative level (dean, division chair, coordinator, counselor, etc.), (2) rank, and (3) highest degree, the correlation between salary and years of service at PVCC was weak. One reason for this is that a number of PVCC administrators hired during the past 5 years had previous experience at other VCCS institutions, and accordingly, their salaries reflected this prior experience.

As was the case with teaching faculty, a negative correlation existed between salary and sex. For the most part, female administrators were classified at lower levels, held lower ranks, possessed lesser degrees, and had fewer years of service. While female administrators earned less than male administrators at the same level and less than males with equivalent degrees, they earned more than male administrators holding the same rank.

Only 4 VCCS schools had lower administrative faculty salary averages than PVCC. PVCC's average administrative faculty salary was $4,386 (9.1%) lower than the VCCS administrative faculty salary average and $8,733 (16.7%) lower than the school with the highest faculty salary average. PVCC administrative salaries were also below national averages. PVCC deans earned 1.3% less than their national counterparts, division chairs earned 6.5% less, coordinators earned 1.8% less, and librarians and counselors earned 7.5% less.

ADJUNCT FACULTY SALARIES. The average (or mean) adjunct faculty salary at PVCC in Fall Semester 1990 was $384 per credit hour. The lowest amount per credit hour was $360, the highest $480, and the median (or midpoint) $375. The distribution of salaries was skewed positively with a sharper than normal peak. What this indicates is that most adjunct salaries were grouped at the lower end of the distribution range. Sixty percent of all adjunct faculty earned $360, $365, $370, or $375 per credit hour, while the remainder were paid an amount ranging from $380 to $480 per credit hour.

With respect to sex, there seemed to be little difference between the salaries of men and women. Because virtually all adjunct faculty were classified as Lecturer II's, no comparison of salaries by rank was possible. Similarly, no comparative salary data exist with respect to community college part-time faculty. However, an examination of PVCC Lecturer II salaries in relation to the VCCS pay scale revealed that the average Lecturer II salary at PVCC ranked at the 17th percentile of the VCCS scale. Eighty-two and three-tenths per cent of all salaries were grouped in the bottom quartile (0-25%) of the scale; another 14.3% were grouped in the next quartile (25-50%); less than one percent of the salaries were above the mid-point of the pay scale: and none fell into the top quartile (75-100%).

CLASSIFIED STAFF SALARIES. The average (or mean) classified staff salary at PVCC in 1990-91 was $20,349. The lowest salary was $10,806, the highest $37,613, and the median (or midpoint) $20,165. The distribution of salaries was fairly normal, with 22% of all salaries between $15,000 and $20,000, and 48% between $20,000 and $25,000.

Because classified salaries are determined by grade, the correlation between salary and grade was quite high, and because both salary and grade, to a large extent, are dependent upon seniority, the correlation between salary and years of service was also high. A negative correlation existed between salary and sex, but unlike male faculty, male classified staff earned less than female classified staff. The reason for this is that most of the men were employed in maintenance positions at low

grades. The average salary for males was $18,750, $2,285 less than the $21,035 average salary for females.

The average classified staff salary at PVCC was approximately $3,000 lower than the average classified salary throughout the Commonwealth. This is easily explained by the fact that the highest position at the college is classified as grade 12, and the highest in the state as grade 23. In fact, because classified staff salaries are set at the state, not college, level, it is meaningless to draw comparisons between PVCC and VCCS (or other state agency) classified staff salaries. State employee salaries can be compared to salaries in the private sector, however, and such comparisons are periodically done by the Virginia Department of Personnel and Training. The latest salary survey, which included 40 job classes and 169 private industry firms throughout the state, found that state employees earn 11.6% less than their counterparts in the private sector.

COST-OF-LIVING. It is difficult to compare living expenses in the Charlottesville/Albemarle County area with those in other regions of the state, because Charlottesville is not included in any of the recent cost-of-living studies conducted during the last 8 years. The last study which included Charlottesville utilized data collected in 1984. At that time, the cost-of-living index for the state as a whole was 100. Three areas had indices below this--Lynchburg (93), Petersburg (93), and Roanoke (93)--and four had indices slightly higher--Charlottesville (104), Norfolk/Virginia Beach/Portsmouth (104), Newport News/Hampton (101), and Richmond (101). One area, Northern Virginia, had an index significantly higher than the statewide average. Northern Virginia's index was 117. From these figures, it is easy to see why faculty and staff at NVCC are paid a cost-of-living differential.

Of course, since 1984, prices in the Charlottesville/Albemarle County area may have risen at a much faster rate than in other areas of the state. Because housing plays such a major role in determining the overall cost-of-living index, one way to help determine whether expenses in the Charlottesville/Albemarle County area have risen at a higher rate than in other areas of the state is to compare house prices in 1984 with house prices today. The average home sales price in Virginia in 1984 was $84,830. In 1990, the average price was $133,819, an increase of $48,989, or 57.7%. In the Charlottesville area, the average home sales price in 1984 was $81,468, and in 1990, $129,434. Between 1984 and 1990 the average home sales price in Charlottesville rose by $47,966, or 58.9%. In other words, the average home sales price in the Charlottesville/Albemarle County area is slightly below the statewide average and has risen at about the same rate as the statewide average between 1984 and 1990.

What is particularly revealing about these figures is that while homes in Charlottesville were the second highest in the state, they still lagged behind the statewide average. The reason for this quickly becomes apparent when the average home price in Northern Virginia is examined. Homes in Northern Virginia are so much more expensive than in other areas of the state, that Northern Virginia is the only area with an average sales price above the statewide average. In 1990, Homes in Northern Virginia were 33.7% higher than the statewide average, and they cost 38.3% more than in Charlottesville.

Another way to determine whether expenses in the Charlottesville/Albemarle County area are higher than in other areas of the state is to examine local tax bills. Such an examination reveals that while taxes in both the City of Charlottesville and Albemarle County are among the highest in the state, they pale in comparison to those in Northern Virginia and are similar to those in Richmond and the Tidewater area.

What all of this indicates is that the Charlottesville/Albemarle County area is, indeed, one of the more expensive in the state. However, costs are similar to those in the Richmond metropolitan and the Tidewater areas, and *much* cheaper than those in Northern Virginia.

PVCC SALARIES AND COST-OF-LIVING

Ronald B. Head (Author)
Coordinator of Institutional Research and Planning
Piedmont Virginia Community College

Office of Institutional Research and Planning
Piedmont Virginia Community College
Charlottesville, Virginia 22901
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INTRODUCTION

This study was undertaken in response to one of the priorities established for Piedmont Virginia Community College (PVCC) in 1991-92 by its president, Dr. Deborah M. DiCroce. Concerned about the compensation and living exepenses of college personnel, Dr. DiCroce set as one of her annual goals

> To conduct a comparative analysis of PVCC full-time and part-time faculty salaries using national and state data; to conduct a cost-of-living analysis to determine if college teaching, professional, and administrative faculty warrant a high cost of living differential likened to that of faculty in Northern Virginia; to make appropriate recommendations to the chancellor and State Board for Community Colleges.

This study, then, presents the results of the comparative analysis envisioned by Dr. DiCroce. PVCC salary data were compared to appropriate state, regional, and national salary data, and living expenses in the Charlottesville-Albemarle County area were compared to living expenses in other areas of the state. Not only were teaching faculty salaries examined, but so, too, were administrative faculty salaries and classified staff salaries.

Salaries were also examined in terms of equity. What this means essentially is that salaries within the college were analyzed to determine whether equal pay was received for equal work. Did, for example, male and female employees with the same years of

experience, holding similar ranks or grades, possessing equivalent academic degrees, and performing the same roles, receive equivalent salaries?

It should be noted that the emphasis in the study in analyzing salary data was upon salaries alone and not total benefits. The Virginia Department of Personnel and Training has estimated that state employee benefit costs as a percentage of salary are approximately 42%.[1] In other words, if benefits were added to a state employee salary of $23,000, that employee would receive $32,672 in total compensation.

All salary data used in the study are 1990-91 figures. More recent figures were not used, in order that meaningful comparisons could be drawn between PVCC salary data and state, regional, and national salary data. This is hardly a major limitation of the study, though, since all state salaries--including those at PVCC--have been frozen since 1990.

[1] *Report on Salary Survey to the Governor and the General Assembly* (Virginia Department of Personnel and Training, Office of Compensation Management, December 1990), p. 3.

TEACHING FACULTY

As can be seen in Figure 1, the average (or mean) teaching faculty salary at PVCC in 1990-91 was \$34,089.[2] The lowest salary was \$24,459, the highest \$47,119, and the median (or midpoint) \$34,161. The distribution of salaries was fairly normal, with over 40% of all salaries be-

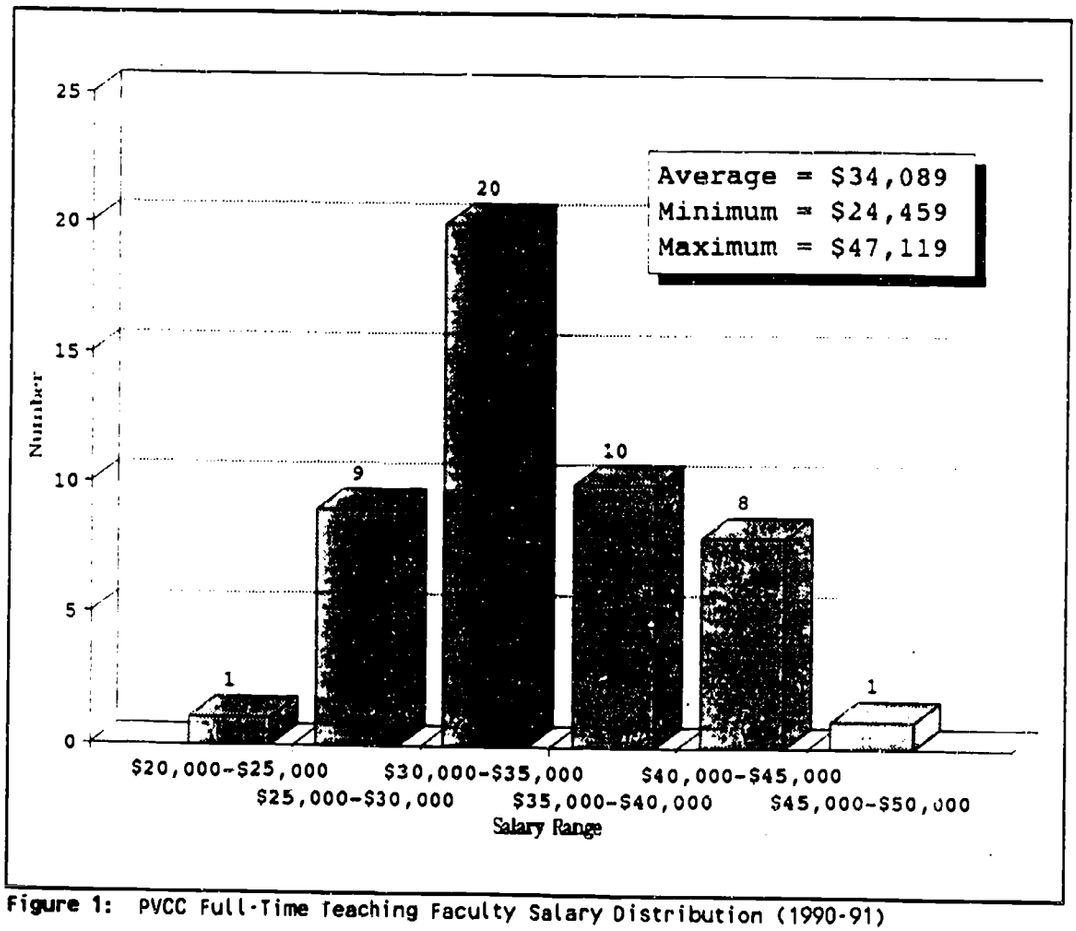

Figure 1: PVCC Full-Time Teaching Faculty Salary Distribution (1990-91)

[2]The average salary used in this study is that reported by the VCCS Human Resources Office to SCHEV as of December 31, 1990. It should be noted that due to such factors as salary increases and personnel changes, salary figures are seldom constant throughout a school year. Rather, salary data represent a "snapshot in time." To illustrate this point, using data supplied by PVCC's personnel office, the average salary during 1990-91 was \$34,184, a difference of nearly \$100 from the figure reported by the VCCS.

tween $30,000 and $35,000.[3] Only one faculty member received less than $25,000, and only one received over $45,000.

Full-time teaching faculty salaries are shown in Figure 2 for all instructional divisions of the college.[4] Average salaries ranged from $31,475 in the Division of Health Technologies to $35,787 in the Division of Science and Engineering Technologies. Minimum salaries ranged from $24,459 in the Division of Humanities and Social Sciences to $27,093 in the Division of Health Technologies, and maximum salaries ranged from $34,245 in the Division of Health Technologies to $47,119

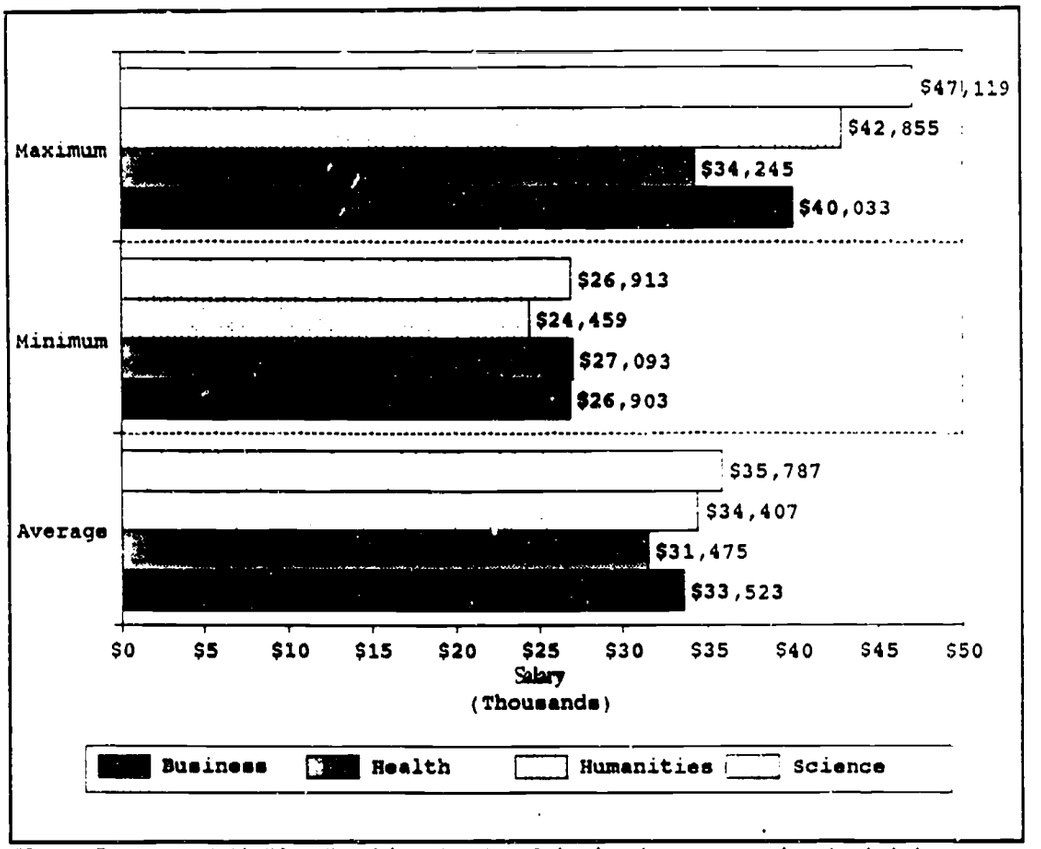

Figure 2: PVCC Full-Time Teaching Faculty Salaries by Instructional Division (1990-91)

[3]When a histogram, or distribution of data values, is nonsymetric, or not shaped like a bell curve, it is skewed. When the data show a pattern with a right tail, the historgram is skewed positively. This occurs when the mean, or average, is higher than the median, or midpoint. The degree of skewness can be calculated using the Pearsonian coefficient of skewness, which yields values ranging from -3 (totally skewed left) to +3 (totally skewed right). A value of 0 indicates perfectly symmetric data. In the case of salaries reported in this study, the Pearsonian coefficient of skewness was 0.289337. Please note that this statistic was derived comparing the mean salary calculated from internal PVCC data ($34,184) and not that reported by the VCCS to SCHEV ($34,089). The mean salary was slightly higher than the median salary ($34,161). The *kurtosis* of the salaries was 2.47176, indicating that salaries are fairly spread out, rather than being grouped in one or two salary brackets, and resulting in a slightly "flatter" than normal curve.

[4]The Division of Health Technologies, shown in the figure, is no longer a separate instructional division but has been combined with the Division of Science and Engineering Technologies to form the new Division of Science and Technology.

in the Division of Science and Engineering Technologies. Salaries varied least from the mean (average salary) in the Division of Health Technologies--one faculty member earned between $25,000 and $30,000 and the remaining 6 earned less than $35,000--and most in the Division of Humanities and Social Sciences--one faculty member earned less than $25,000, 5 earned between $25,000 and $30,000, 3 earned between $30,000 and $35,000, 3 earned between $35,000 and $40,000, and 5 earned over $40,000.

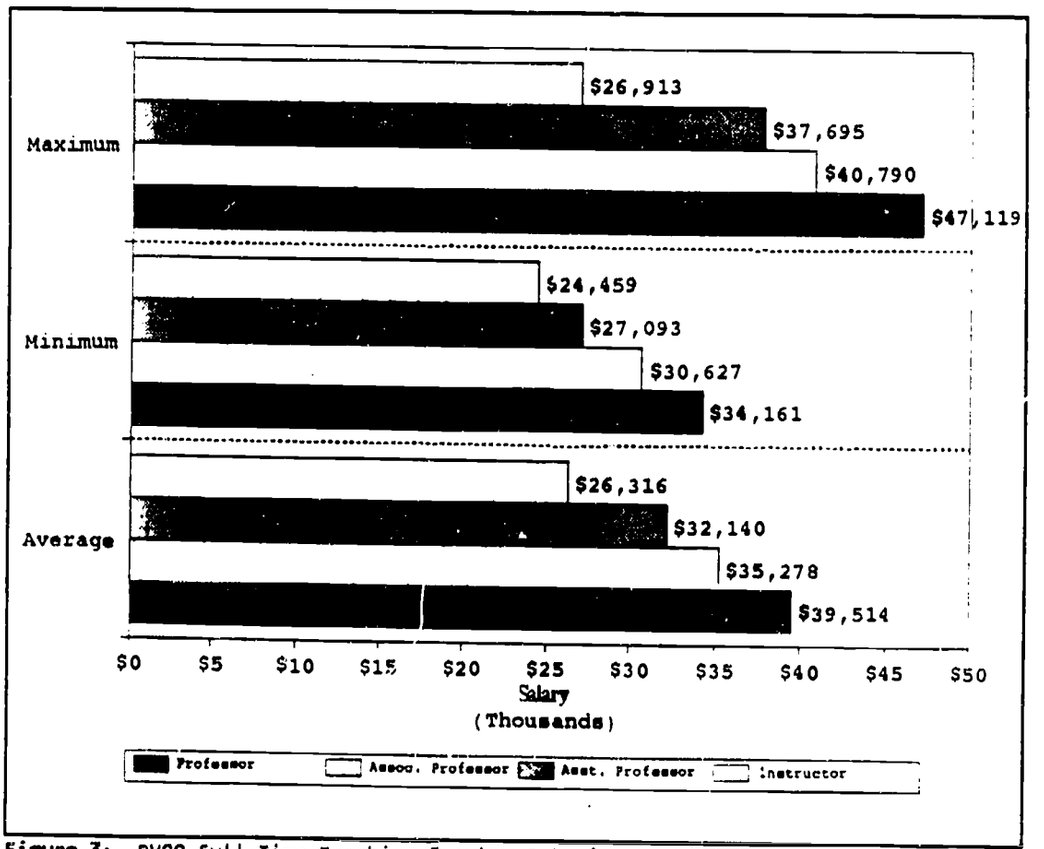

Figure 3: PVCC Full-Time Teaching Faculty Salaries by Division (1990-91)

Of the 49 full-time teaching faculty employed at PVCC in 1990-91, 12 were professors, 13 were associate professors, 19 were assistant professors, and 5 were instructors. Average salary, minimum salary, and maximum salary are displayed in Figure 3 for all ranks. As might be expected, given the fact that salaries are based to a great extent upon rank, a correlation between rank and salary

existed. The correlation coefficient between rank and salary was 0.73579, and average, minimum, and maximum salaries were higher for each successive rank.[5]

For instructors, salaries ranged from $24,459 to $26,913, with 4 of the 5 instructors earning over $25,000 per year. The average salary of instructors was $26,316. For assistant professors, salaries ranged from $27,093 to $37,695, with 5 assistant professors earning between $25,000 and $30,000, 10 earning between $30,000 and $35,000, and 4 earning over $35,000. The average salary of assistant professors was $32,140. For associate professors, the average salary was $35,278, and the range was $30,627 to $40,790. Seven associate professors earned between $30,000 and $35,000, 3 earned between $35,000 and $40,000, and 3 earned more than $40,000. For professors, salaries ranged from $34,161 to $47,119, with 3 professors earning between $30,000 and $35,000, 3 earning between $35,000 and $40,000, 5 earning between $40,000 and $45,000, and one earning over $45,000. The average salary for professors was $39,514.

While not as strong as the relationship between rank and salary, the correlation coefficient for degree held and salary (0.51724) suggests that the higher the degree held by a faculty member, the more he or she earns. The one faculty member holding a bachelor's degree earned $26,903, the 28 holding master's degrees earned an average of $32,195, the 5 holding educational specialist degrees earned an average of $36,049, and the 15 holding doctorate degrees earned an average of $37,761. The range of salaries for those holding master's degrees was $24,459 to $40,790; the range for those

[5]Correlation coefficients used in this study were obtained by means of either a Pearson's Product Moment Correlation test for ordinal data or a Spearman Rank Order Correlation test. Using either test, correlation coefficients range from -1.0 to +1.0. A coefficient of 0 indicates no relationship between the two variables. A coefficient of +1 indicates that, as one variable increases, so, too, does the other. A coefficient of -1 indicates that as one variable increases, the other decreases. In this instance, the Spearman Rank Order Correlation Coefficient of 0.73579 signifies that as rank increases, salary also increases.

holding specialist degrees was $33,799 to $36,049; and the range for those holding doctorate degrees was $29,387 to $37,760.

In terms of statistical figures, the strongest correlation coefficient between salary and another variable was that between salary and years of service (0.79779). This is not really surprising, as one would expect that those with the most years teaching at an institution would earn the most money. At PVCC, the faculty member earning the lowest salary had been with the college only 2 years, while the one earning the highest salary had 19 years of service. The average salary for those with less than 5 years of service at PVCC was $28,525; the average for those with between 5 and 10 years was $31,501; the average for those with between 10 and 15 years was $34,624; and the average for those with over 15 years was $38,772.

Of course, those with the longest service tend to be older, and one might assume that older faculty members receive higher salaries than younger faculty members. The correlation coefficient between age and salary for full-time teaching faculty at PVCC was 0.54327, suggesting that, indeed, older faculty members do earn more than younger ones. The one faculty member with the lowest salary was also the youngest faculty member, while the faculty member with the highest salary was one of 4 faculty members 60 years of age or older. The average salary for faculty members 25 to 30 years of age was $24,459; for those 30 to 35, $27,093; for those 35 to 40, $29,887; for those 40 to 45, $33,152; for those 45 to 50, $34,777; for those 50 to 55, $35,328; for those 55 to 60, $37,100; and for those 60 or over, $39,752.

The one variable in this study with a low correlation to salary was sex. The correlation coefficient was -0.31902, implying that salaries for female full-time teaching faculty were lower at PVCC than those for male full-time teaching faculty. To support this contention, an independent t-test between salary and sex was significant at the .01 level, suggesting that differences in salary between males and females were not due merely to rand chance.

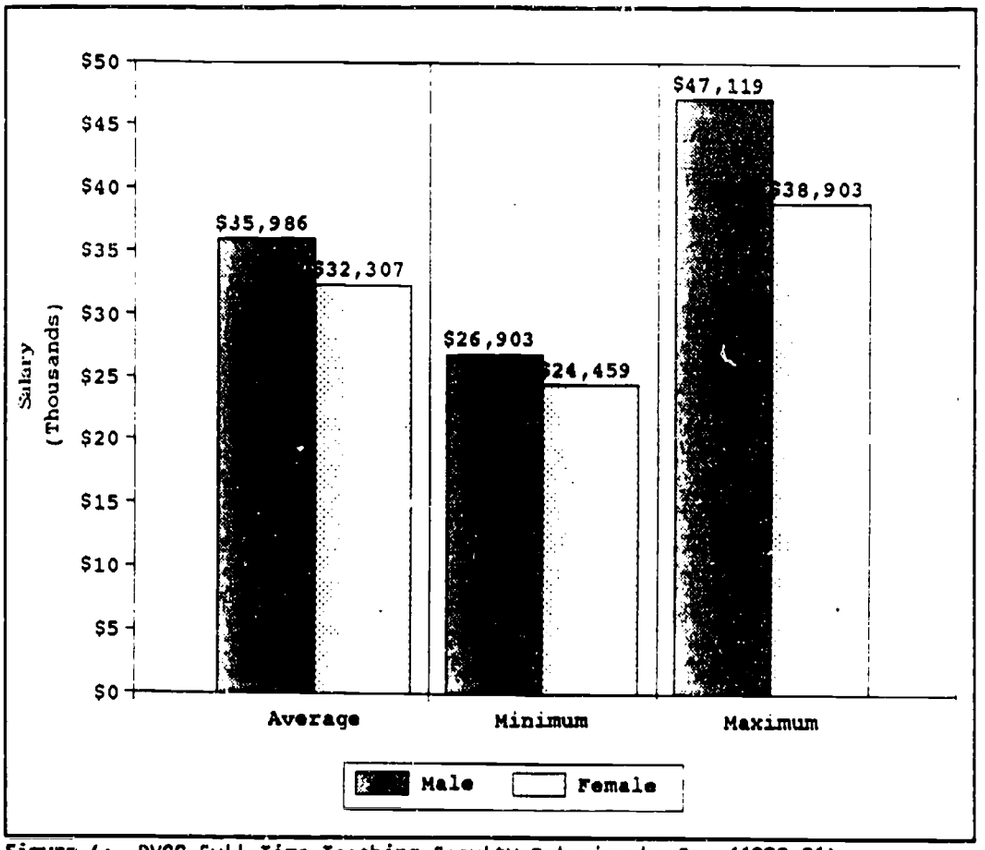

Figure 4: PVCC Full-Time Teaching Faculty Salaries by Sex (1990-91)

The faculty member earning the lowest salary was a woman, and the one earning the highest a man. Furthermore, as can be seen in Figure 4, the average, minimum, and maximum salaries for women were lower than those for men. Men earned an average of $3,678 more than women, and for the most part, were clustered in higher salary brackets. Four males earned less than $30,000; 8 earned between $30,000 and $35,000; 4 earned between $35,000 and $40,000; 8 earned between $40,0000 and $45,000; and one earned over $45,000. Six females earned less than $30,000; 12 earned between $30,000 and $35,000; 6 earned over $35,000; and none earned $40,000 or more.

One possibility which helps explain why female full-time teaching faculty at PVCC earn less than males is that for the most part they hold lower rank. The correlation coefficient between sex and rank was -0.24846, and an independent t-test between sex and rank was significant at the .05 level. While 64% of all full-time male teaching faculty were in the two upper ranks (associate professor and professor), only 37.5% of all females were. Nevertheless, when one examines salaries by rank *and* sex, women still appeared to earn less than men. Female instructors earned on average $986 less than male instructors, and female assistant professors earned $835 less than male assistant professors. The disparity was even greater in the upper two ranks. Female associate professors earr ed $2,949 less than male associate professors, and female professors earned $3,654 less than male professors.

Another possibility which helps explain why female full-time teaching faculty earn less than males is that males for the most part hold higher degrees. Although the correlation coefficient between sex and degree held was only -0.09618, and an independent t-test between the two variables was not statistically significant, 40% of all male full-time teaching faculty possessed earned doctorates, while only 20.8% of all females did. Again, however, when one examines salaries by degree *and* sex, women still appeared to earn less than men. Women with master's degrees earned on average $4,064 less than men with master's degrees, and women with doctorates earned $2,479 less than men with doctorates.

Still another possibility for helping to explain the difference in salary between men and women is that female full-time teaching faculty tend to have fewer years of service at

PVCC than male full-time teaching faculty. The correlation coefficient between sex and years of service was -0.40831, and an independent t-test was significant at the .01 level. Eighty-four percent of all males had 10 years or more of service at the college, while only 37.5% of all females did. Interestingly enough, in 4 of the 5 age categories used in this study, female salaries were higher than male salaries. Women with less than 5 years of service earned $84 more than men; women with between 5 and 10 years earned $999 more than men; and women with between 10 and 15 years earned $1,642 more than men. Men with 15 years or more of service, however, earned $3,199 more than women.

A final possibility to help explain the disparity in male and female salaries is that female full-time teaching faculty are generally younger than male full-time teaching faculty. The correlation coefficient for sex and age was -0.2352, but an independent t-test between the two variables was not statistically significant. The average age for men, however, was three years higher than that for women (48 for men; 45 for women). Sixty-eight percent of all males were 45 years of age or older, while only 54.2% of all females were. While women in younger age brackets tended to earn slightly higher salaries than men, the opposite was true for women in older age brackets. The only two faculty members younger than the age of 35 were women. Female faculty between 35 and 40 earned $2,508 more than male faculty. However, women between 40 and 45 earned $708 less than men; women between 45 and 50 earned $3,210 less than men; and women between 50 and 55 earned $5,888 less than men. The 4 faculty members 60 years of age or older were all males.

What all of this suggests is that the disparity in male and female salaries at PVCC can be explained to a large extent by factors such as rank, degree, seniority, and age. While *singly*, none of these factors fully explains the disparity, in *combination* they do indicate why females on the whole earn less than males. What seems to be the case at PVCC is that any inequities in salary between men and women are the result of decisions made many years ago. Female faculty hired in the past 5 to 10 years earn approximately the same salaries as their male counterparts with similar qualifications.[6]

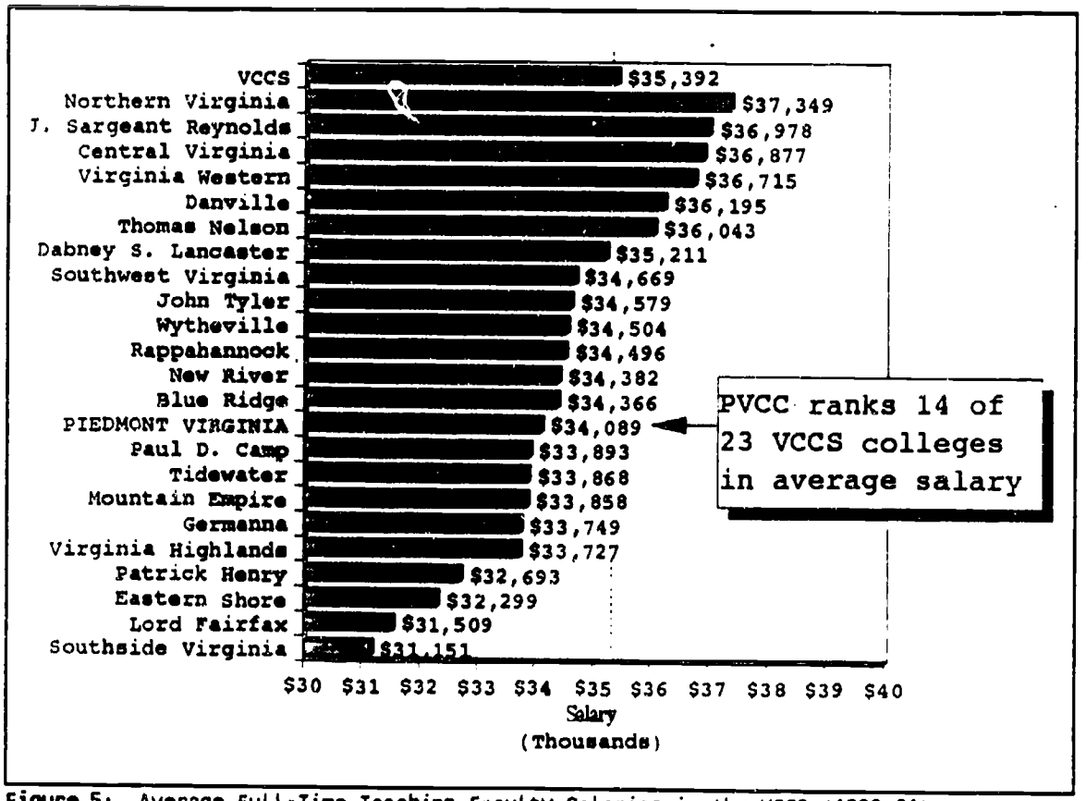

Figure 5: Average Full-Time Teaching Faculty Salaries in the VCCS (1990-91)

Now that full-time teaching faculty salaries within the college have been examined, one may wonder how these salaries compare to those within the system, state, region, and nation. Within the VCCS, the average full-time faculty teaching salary in 1990-91 was $35,392 and the median was $34,382. PVCC's average salary ($34,089) was $1,303 less than the VCCS average and $293 less than the VCCS median. It was also in the lower

[6]One reason for this is that, in more recent years, the method for determining entry-level salaries has been more consistent and more formula-driven throughout the VCCS.

half of all VCCS salaries. Thirteen institutions had higher average salaries than PVCC and 9 had lower average salaries (see Figure 5). In terms of average salary, faculty members at PVCC earned $3,260 less than faculty members at Northern Virginia Community College, the institution with the highest average salary, and $2,938 more than faculty members at Southside Virginia Community College, the institution with the lowest average salary.[7]

As can be seen in Figure 6, since 1985-86, the average full-time teaching salary at PVCC has risen from $24,057 to $34,089, a 41.7% increase. During the same time period, the average VCCS salary has risen by 37.5%. During 4 of these 5 years, the PVCC average salary rose at a higher rate than the VCCS average. Between 1989-90 and 1990-91, for instance, the average salary at PVCC increased by 4.8% while the System average salary increased by only 3%. PVCC has

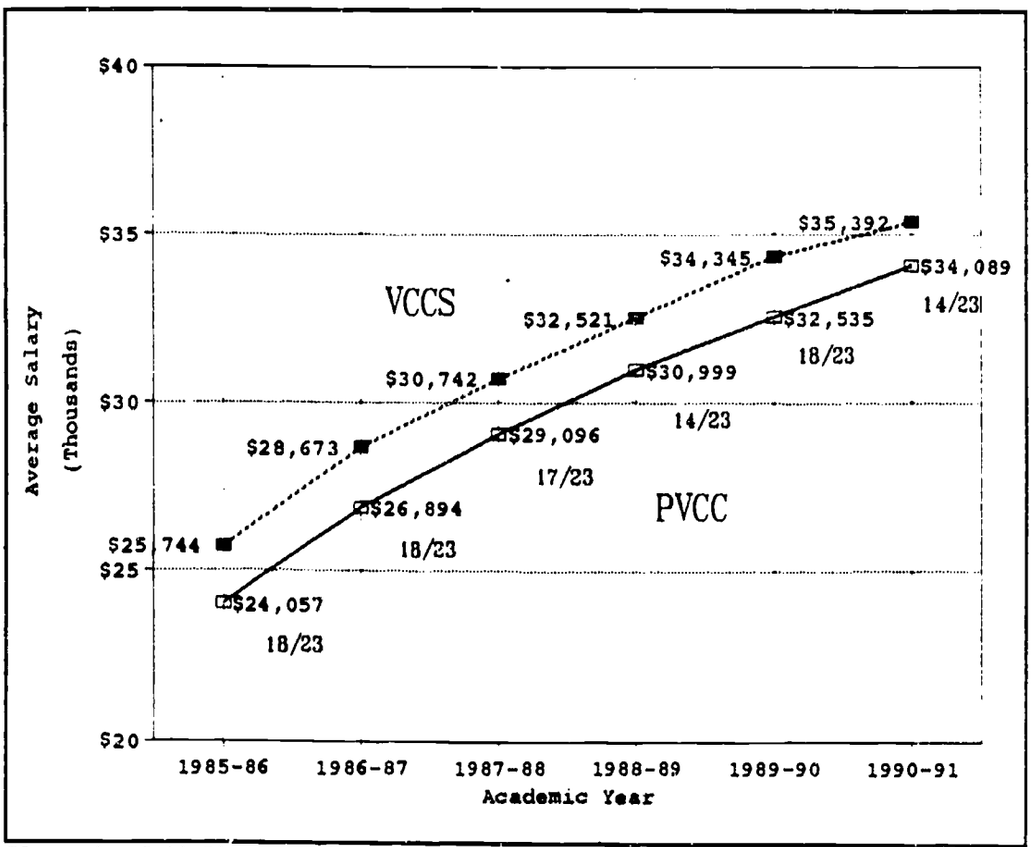

Figure 6: Full-Time Teaching Faculty Average Salaries within the VCCS and at PVCC (1985-86 to 1990-91)

[7] It should be noted that faculty members at Northern Virginia Community College receive an 8% cost-of-living salary differential. If this were subtracted, the average salary would be only $272 more than that at PVCC.

also moved in average salary rank within the VCCS from 18 of 23 in 1985-86 to 14 of 23 in 1990-91. What all of this indicates is that PVCC has made progress within the VCCS with respect to full-time teaching faculty salaries, but still lags behind the System as a whole.

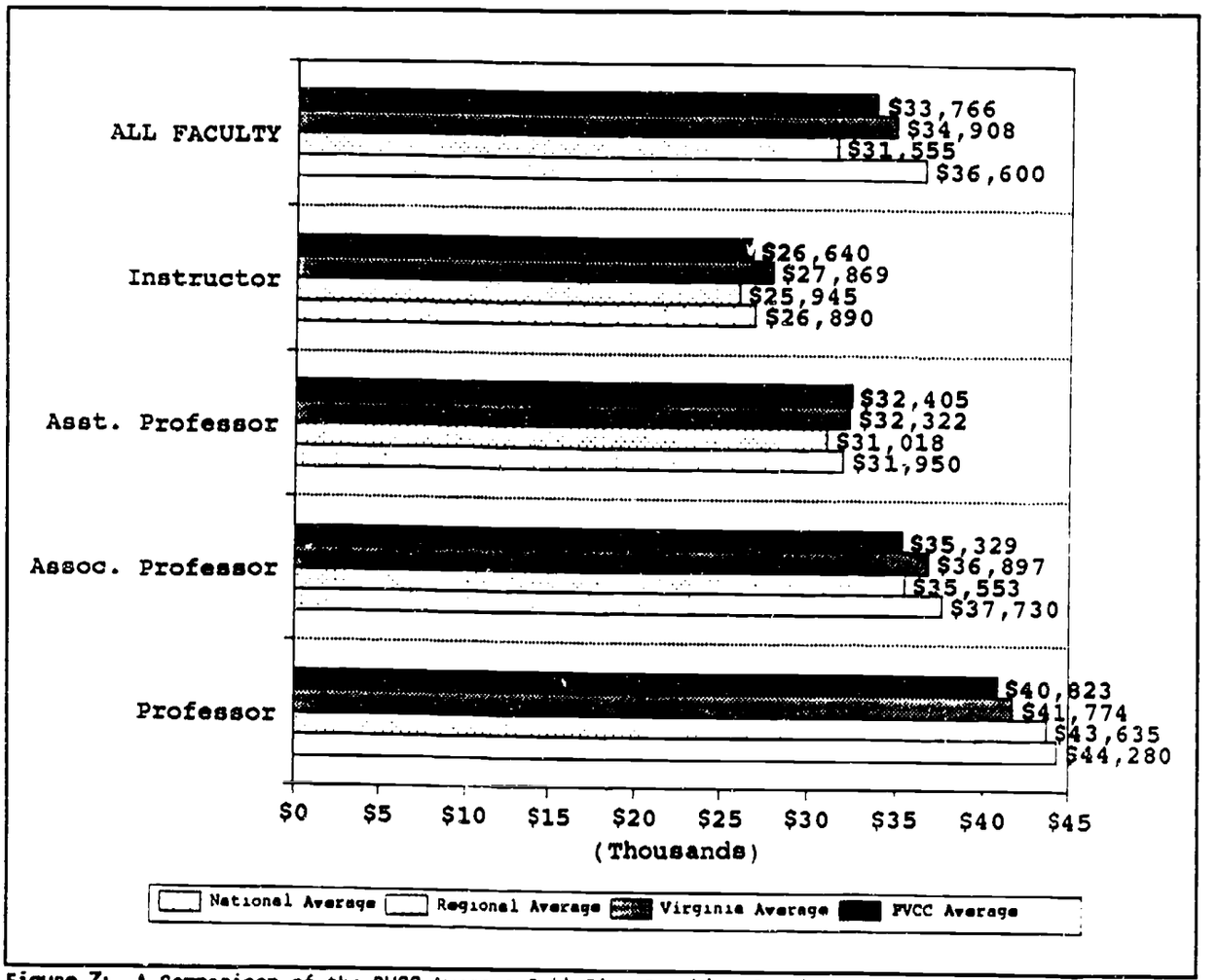

Figure 7: A Comparison of the PVCC Average Full-Time Teaching Faculty Salary with State, Regional, and National Data

A comparison of PVCC's full-time teaching faculty average salary with those at the state, regional, and national level is shown in Figure 7. Before examining the data, a few words of explanation are in order. First, the average salary shown for PVCC, $33,766, differs from the average salary shown in previous figures. In effect, three different figures

have been used in this study. The first, $34,089, as noted earlier, is the official 1990-91 figure reported by the VCCS to SCHEV as of December 31, 1990. The second, $34,184, as also noted earlier, is the figure derived from internal faculty records provided by the PVCC Personnel Office. The third, $33,766, is based upon Integrated Postsecondary Education Data Service (IPEDS) data provided by SCHEV to the American Association of University Professors (AAUP) for their annual salary study.[8] The reason it is used here is to insure consistency in figures among college, state, regional, and national data. Data in Figure 7 are AAUP salary figures, as reported to PVCC by the Southern Education Regional Board (SREB).

Second, the average state salary shown in Figure 7 differs from the VCCS average, shown in Figure 5 and Figure 6. The reason for this is twofold. First, the state average faculty salary is that reported by the AAUP, and second, other two-year colleges exist in Virginia besides VCCS institutions.

PVCC's average faculty salary lagged behind the Virginia two-year college average faculty salary by about the same amount it lagged behind the average VCCS average faculty salary. Faculty at PVCC earned on average $1,308 (3.7%) less than faculty in the VCCS and $1,142 (3.4%) less than faculty in state two-year colleges. Professors received $951 less than their counterparts in other state schools, associate professors received $1,568 less, and instructors received $1,229 less. Assistant professors, on the other hand, received $83 more than their counterparts. To raise the salaries of professors to the state two-year average would require a 2.3% increase; to raise salaries of associate

[8]See *Academe* (March-April 1991).

professors would required a 4.4% increase; and to raise salaries of instructors would require a 4.6% increase.

Although faculty at PVCC earn less than faculty in other Virginia two-year colleges, they earn more than faculty in many other two-year colleges in the South. The average PVCC faculty salary was $2,211 higher than the average faculty salary in the SREB.[9] While instructors received $695 more than their counterparts in the SREB, and assistant professors received $1,387 more, associate professors were paid $224 less than their SREB counterparts, and professors were paid $2,812 less. In this respect, senior faculty at PVCC are not compensated as well as senior faculty throughout the South. To raise the salaries of professors to the SREB average would require a 6.9% pay raise. To raise the salaries of associate professors would require a 0.6% pay raise.

Faculty at PVCC are even further behind the national average than they are the state average. The PVCC average faculty salary was $2,834 less than the national average.[10] Professors earned $3,457 less than the national average, associate professors $2,401 less, and instructors $250 less. Assistant professors earned $455 more than the national average. To raise the salaries of professors to the national average would required an 8.5% pay raise. A 6.8% pay raise would be required to raise the salaries of associate professors to the national average, and a 0.9% raise would be required for instructors.

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[9]States within the SREB are Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

[10]PVCC faculty are even further behind the national average in 1991-92. As this study is being written, the AAUP has released 1991-92 salary figures. The national two-year college salary average rose by 3.2% to $37,760. Since PVCC salaries have *not* increased, this means that the PVCC average faculty salary as of this writing is 10.6% ($3,994) below the national faculty average salary.

What all of these data show is that while PVCC faculty are paid well in comparison to faculty in many other southern states, they are not paid as well as their counterparts within the VCCS or in the state as a whole, and they fall far short of the national average. This is especially true for senior faculty at PVCC. While the average salary of instructors at PVCC is only slightly lower than the national average, and the average salary of assistant professors is actually higher, associate professors receive 6.8% less than their counterparts throughout the country, and professors receive 8.5% less. This would indicate that in recent years anyway, PVCC has compensated newly-hired faculty at a competitive rate. Just as any inequities in salary by sex are probably the result of actions taken many years ago, so too are the low salaries of senior faculty.

ADMINISTRATIVE FACULTY

Seventeen faculty members at PVCC were classified as administrative faculty in 1990-91. For the purposes of this study, administrative faculty included (1) deans; (2) division chairs and directors; (3) coordinators; and (4) counselors and librarians. Not included was the president, who is classified separately by the VCCS. The president's salary in 1990-91 was $69,483, 13.6% less than the national two-year college average of $80,400.

One important distinction to bear in mind with respect to administrative, as opposed to teaching faculty salaries, is that administrative faculty salaries are based upon a 12-month contract and teaching faculty salaries are based upon a 9-month contract. If teaching faculty salaries during 1990-91 were based upon 12 months of work, in many cases they would be higher than administrative faculty salaries. Administrative faculty salaries in 1990-91 were 128% of teaching faculty salaries, 8% below the VCCS average.

As can be seen in Figure 8, the average (or mean) administrative faculty salary in 1990-91 was $43,713.[11] The lowest salary was $33,679, the highest $61,702, and the median (or midpoint) $43,580. The distribution of salaries was skewed slightly to the right (or positively) along a normal curve.[12] Only one faculty member earned less than $35,000, and only 3 earned over $50,000. Nearly half earned between $40,000 and $50,000.

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[11] As was the case with teaching faculty, the average salary used in this study is that reported by the VCCS Human Resources Office to SCHEV as of December 31, 1990. Because the administrative salary figures supplied by the PVCC personnel office were those effective December 1, 1990, no discrepancy exists between VCCS and PVCC figures.

[12] The skewness was 0.805675 and the kurtosis was 2.99505 (a kurtosis value of +3.0 indicates a normal curve).

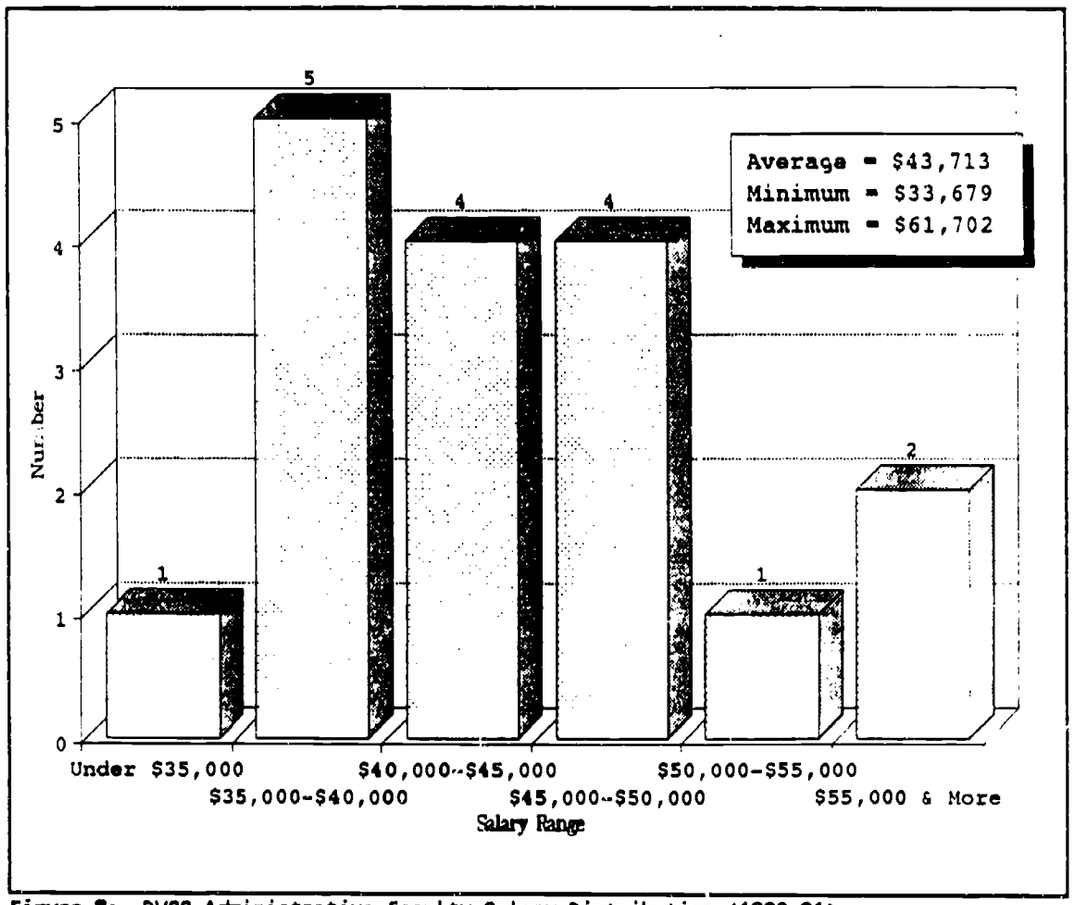

Figure 8: PVCC Administrative Faculty Salary Distribution (1990-91)

PVCC administrative faculty salaries are shown in Figure 9 by administrative level. As might be expected, because salary is to a large extent dependent upon level, average, minimum, and maximum salaries were higher the higher the level. The correlation coefficient between salary and level was 0.91094, indicating a very strong relationship between the two variables.[13]

[13]As was the case with teaching faculty, the Pearson Product Moment Correlation Coefficient is used for interval data (e.g., age, years of service) and the Spearman Rank Order Correlation Coefficient is used for ordinal data (e.g., rank, sex, administrative level).

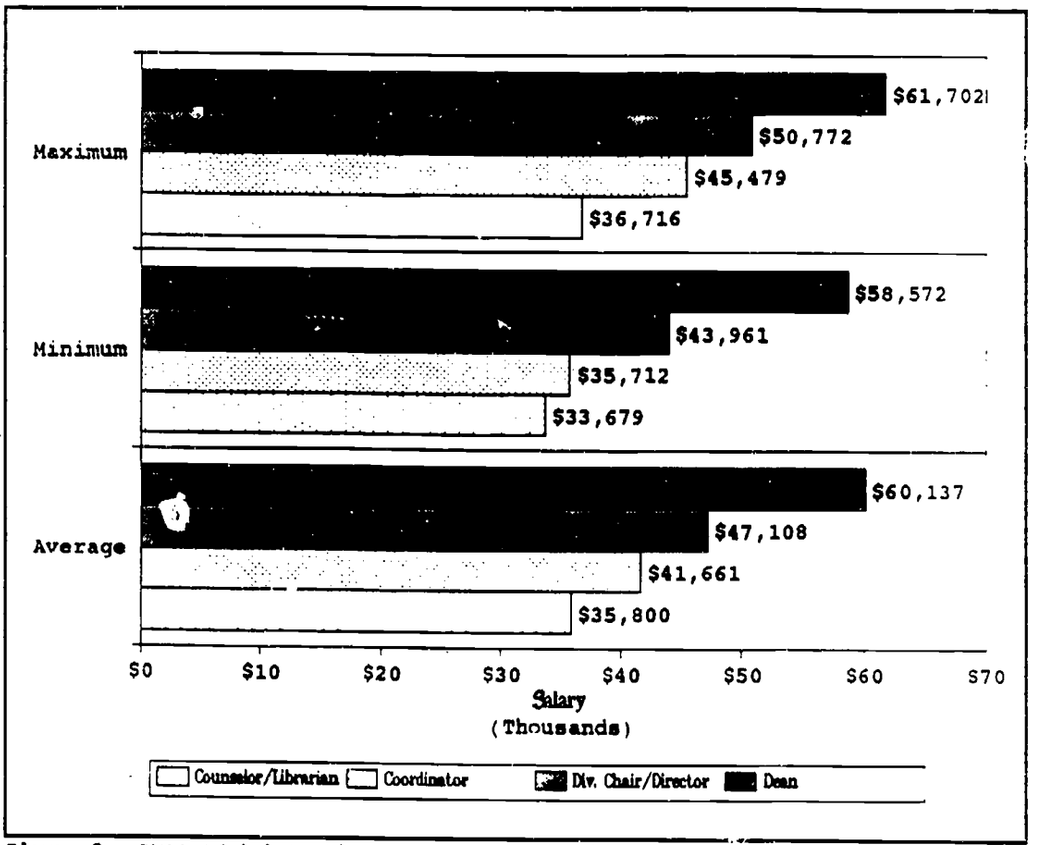

Figure 9: PVCC Administrative Faculty Salaries by Administrative Level (1990-91)

Counselors and librarians received the lowest average salaries ($35.800), followed by coordinators ($41,661), and division chairs/directors ($47,108). Deans received the highest average salaries ($60,137). Not surprisingly, the lowest salary was earned by a counselor or librarian ($33,679), and the highest by a dean ($61,702). Salary ranges within levels were tightest at both the lowest and highest levels--$3,037 for counselors/librarians and $3,130 for deans--and more spread out in the middle two levels--$9,767 for coordinators and $6,811 for division chairs/directors.

Of the seventeen administrative faculty employed at PVCC in 1990-91, 2 were professors, 9 were associate professors, 2 were assistant professors, and 4 were instructors. Average , minimum, and maximum salaries are displayed in Figure 10 for administrative faculty at all ranks. Although the correlation between salary and rank (0.83926) was not as high as between salary and level, it was still quite high, indicating a positive relationship between the two. This should come as no surprise because, although salary is largely dependent upon administrative level, it is also dependent upon rank.

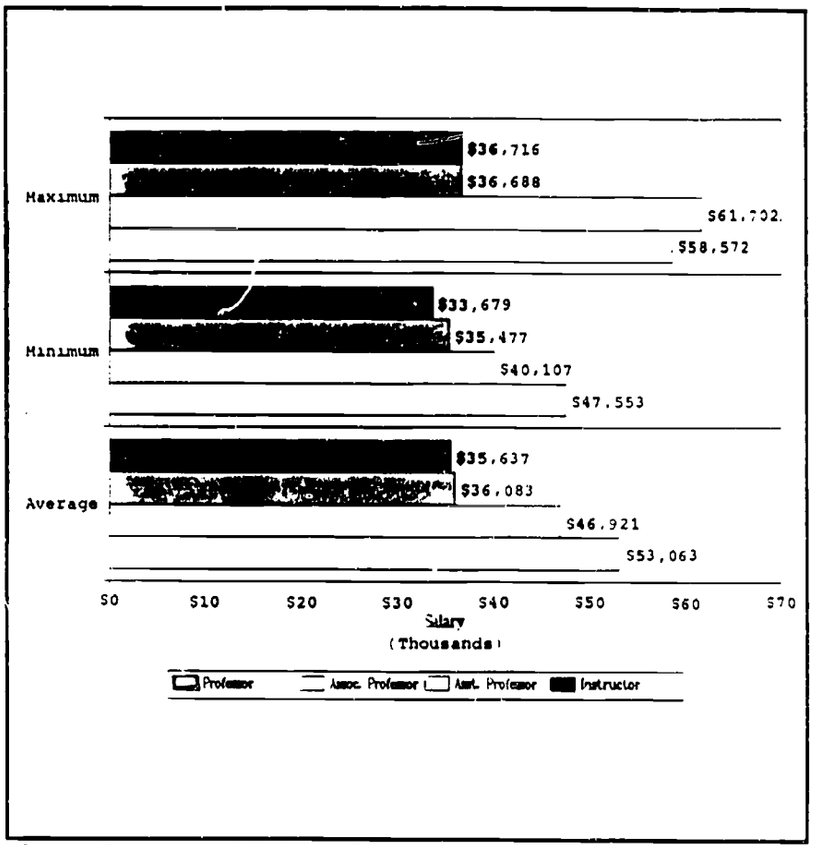

Figure 10: PVCC Administrative Faculty Salaries by Rank (1990-91)

In terms of average salary, the lowest was at the lowest rank--instructors earned $35,637--and the highest at the highest rank--professors earned $53,063. Interestingly, the highest salary was earned not by a professor but by an associate professor. Also of interest is the fact that the maximum salary of instructors exceeded the maximum salary of assistant professors.

The third highest correlation between salary and another variable was that for degree held (0.76384). Again, this should come as little surprise, because to a certain extent, administrative level, rank, *and* salary are all dependent upon degree. The 7

administrators holding master's degrees earned an average salary of $36,877, and the 10 holding doctorates earned $48,498. The lowest salary was earned by an administrator whose highest degree was a master's, and the highest was earned by an administrator holding a doctorate degree.

Somewhat surprising was the fact that a strong correlation did not exist between salary and years of service at PVCC. The correlation coefficient was only 0.2634. Although the highest average salary by age bracket was earned by those administrators with over 15 years of service, those with 10 to 15 years of service at the college earned lower average salaries ($42,578) than those with 5 to 10 years ($45,052) or even those with less than 5 years ($42,857). One reason for this is that several administrators hired at PVCC within the past 5 years had previous experience at other VCCS colleges. Because of this prior service, their salaries were based upon total years of service within the System, and not just the college..

The correlation coefficient between salary and age was 0.38282. The mean age of administrative faculty at PVCC in 1990-91 was 47, the median 44, with a range between 38 and 67. While for the most part, average salaries increased as age increased, this was not true in all cases. Administrators between 35 and 40 years of age earned an average salary of $38,398; between 40 and 45, the average was $40,340; between 45 and 50, $46,119; between 50 and 55, $52,226; between 55 and 60, $61,702; yet over the age of 60 the salary was only $39,719. The lowest salary at the college ($33,679) was earned by an administrator between 40 and 45 years of age, and the highest ($61,702) was earned by an administrator between 55 and 60.

As was the case with teaching faculty, a negative correlation existed between salary and sex (-0.48113). However, unlike teaching faculty, an independent t-test between salary and sex was not statistically significant at the .05 level. What this means is that while salaries of female administrators at PVCC were generally lower than those of male administrators, the causes are more difficult to pinpoint than those for teaching faculty.

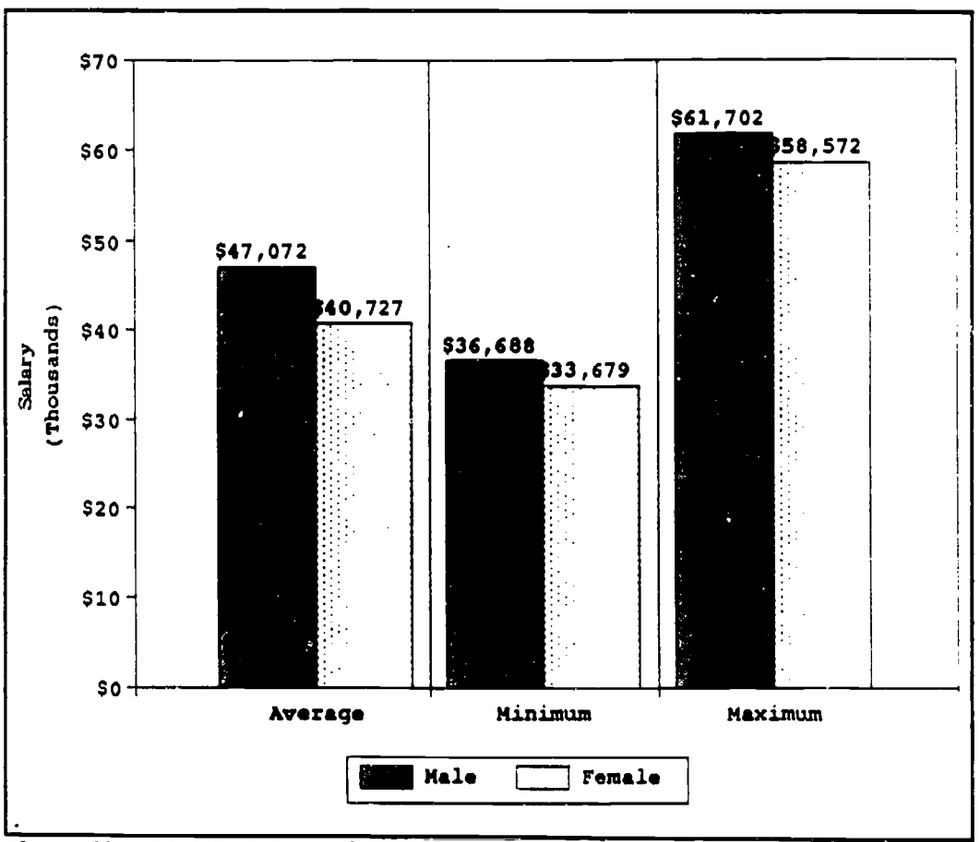

Figure 11: PVCC Administrative Faculty Salaries by Sex (1990-91)

The administrator earning the lowest salary was a woman, the one earning the highest was a man. Furthermore, as can be seen in Figure 11, the average, minimum, and maximum salaries for women were lower than those for men. Men earned an average of $6,345 more than women, and for the most part, were clustered in higher salary brackets. One female earned less than $35,000; 4 earned between $35,000 and $40,000; 2 earned between $40,000 and $45,000; one earned between $45,000 and $50,000; and one earned over $55,000. No male earned less than $35,000; one earned less than $40,000; 2 earned

between $40,000 and $45,000; 3 earned between $45,000 and $50,000; one earned between $50,000 and $55,000; and one earned over $60,000.

One major reason which could explain why female administrators at PVCC earn less than males is that for the most part they are classified at lower levels. The correlation coefficient between sex and level was -0.2626, and an independent t-test between the two was significant at the .01 level. Nearly one-half of the female administrators were counselors or librarians (44.4%), while only 12.5% of the male administrators were. Nevertheless, when salaries are examined by both rank and sex, women still appeared to earn less than men. Female counselors or librarians earned on average $1,110 less than male counselors or librarians; female coordinators earned $6,253 less than male coordinators; female division chairs or directors earned $3,646 less than male division chairs or directors; and female deans earned $3,130 less than male deans.

The correlation coefficient between sex and academic rank was -0.4204, and an independent t-test between the two was significant at the .01 level. This suggests a possible explanation for the lower salaries earned by women administrative faculty at PVCC. Over one-half of all female administrators at PVCC (55.6%) were in the lower two ranks (instructor and assistant professor), while only one male administrator (12.5%) was. Female professors earned on average $1,102 more than male professors. However, female assistant professors and associate professors earned, respectively, $1,241 and $5,407 more than their male counterparts.

Between sex and degree the correlation coefficient was -0.24447, and an independent t-test was significant at the .01 level. Less than one-half of the female administrators

held doctorate degrees (44.4%) while three-quarters of the male administrators held doctorates. Again, however, women with master's degrees earned less than men ($35,605 as opposed to $40,059), and women with doctorates earned less than men ($47,130 as opposed to $49,410).

Between sex and years of service the correlation coefficient was -0.63051, and an independent t-test was significant at the .01 level. Most women administrators had less than 10 years of service at PVCC (88.9%), while one-half of the men administrators had 10 years or more. This may be misleading, however, because as has already been shown, several administrators, all of whom were women, had prior administrative experience at other VCCS institutions. Men with less than 5 years of experience earned on average $3,059 more than women; men with 5 to 10 years earned $11,296 more than women; and men with 10 to 15 years earned $9,468 more than women.

Age did not seem to be a factor with respect to the difference in salary between male and female administrators. The correlation coefficient was 0.09646 and the mean (average) age of female administrators (49) was higher than that of male (46). The youngest administrators, both male and female, were 38, while the oldest female administrator was 67 and the oldest male 60.

As was the case with teaching faculty, none of these factors by itself fully explains the disparity in administrative faculty salaries between men and women, but in combination, the factors do indicate why female administrators on the whole earn less than male administrators.

As was also the case with teaching faculty, administrators at PVCC were paid on the average considerably less than their counterparts in other VCCS schools. In fact, administrative faculty lagged further behind their VCCS counterparts than did teaching faculty.

The mean faculty salary within the VCCS was $48,099 and the median was $47,533 (see Figure 12). The highest average salary was $52,446 at Central Virginia Community College, and the lowest was $42,598 at Blue Ridge Community College. Only 4 colleges had lower administrative faculty salary averages than PVCC. PVCC's average administrative faculty salary was $4,386 (9.1%) lower than the VCCS administrative faculty salary average and $8,733 (16.7%) lower than the school with the highest faculty salary average.

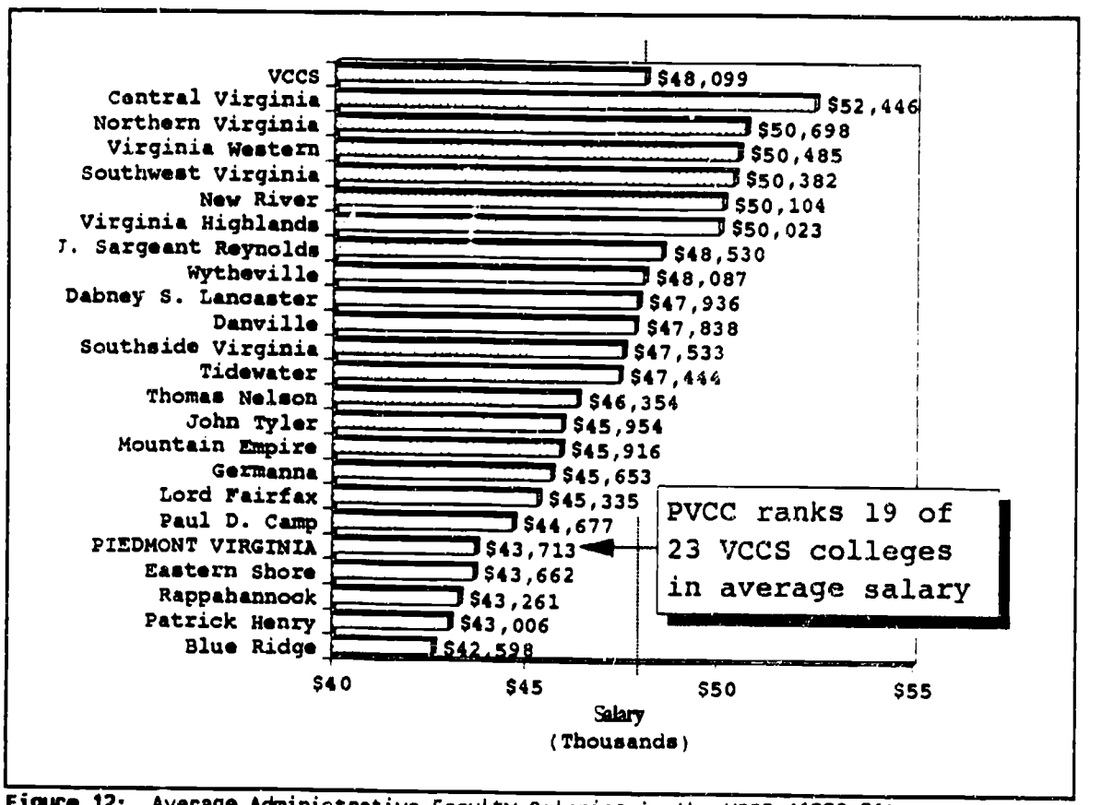

Figure 12: Average Administrative Faculty Salaries in the VCCS (1990-91)

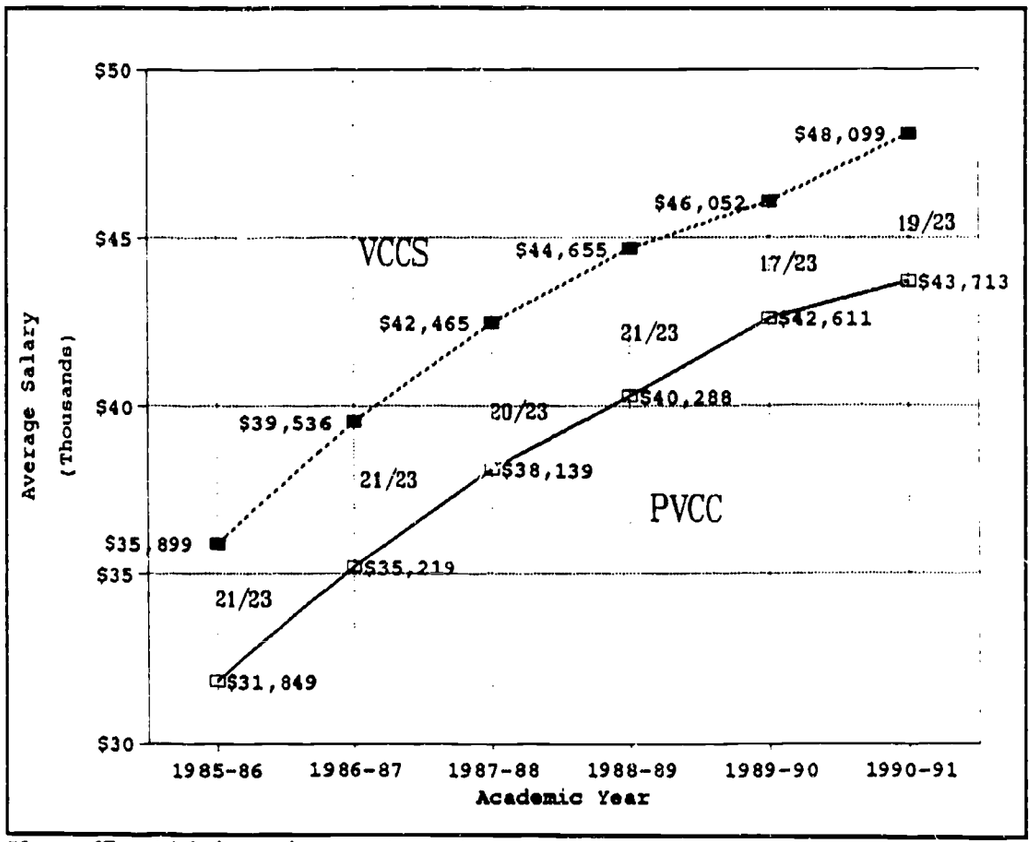

Figure 13: Administrative Faculty Salary Averages within the VCCS and at PVCC (1985-86 to 1990-91)

Administrative faculty salary averages, both at PVCC and within the VCCS, are shown in Figure 13. Since 1985-86, the average administrative faculty salary at PVCC has risen 37.3%. During the same time period, the average within the VCCS as a whole has risen by 34%. In other words, administrative salaries at PVCC have increased at a slightly higher rate than within the VCCS as a whole, but only enough to raise PVCC from 21st place in 1985-86 to 19th in 1990-91. In fact, during the last year, PVCC actually lost ground, dropping from 17th to 19th place and increasing at a much lower percentage rate (2.6% for PVCC; 4.4% for the VCCS).

Comparing PVCC administrative faculty salaries with those in the Southern region or the United States as a whole is problematic because administrative functions are not as easy to categorize as teaching faculty ranks. The College and University Personnel

Association (CUPA) conducts an annual survey of administrative salaries.[14] Determining which PVCC categories are equivalent to which CUPA categories, however, is difficult. CUPA does not have categories for some administrative positions at PVCC, and other positions incorporate more than one category.

Still, after making appropriate comparisons, PVCC administative salaries were found to be 4% lower than the national averages. PVCC deans earned 1.3% less than their national counterparts, division chairs earned 6.5% less, coordinators earned 1.8% less, and librarians and counselors earned 7.5% less. In deriving these figures, the categories used for the two PVCC deans were "Chief academic officer" and "Chief business officer," and division chairs were equated with 2-year deans of Humanities, Science, Business, Health, and Continuing Education.

[14]See *The Chronicle of Higher Education* (Feb. 5, 1992), p. A15. The figures are based upon the CUPA survey sent to 3,400 colleges and universities in the fall of 1991. The response rate to the survey was 42%.

ADJUNCT FACULTY

Unlike full-time teaching or administrative faculty, the pay of adjunct (or part-time) faculty at PVCC is based solely upon teaching load. Within the VCCS, five categories, or ranks, of adjunct faculty exist. The pay ranges from $330 per credit hour for a Lecturer I to $679 for a Lecturer V at the top of the Lecturer V scale. In the fall of 1990, 237 adjunct faculty taught at PVCC. Of these, 4 were classified as Lecturer I and the remainder as Lecturer II.

The average (or mean) adjunct faculty salary at PVCC in Fall Semester 1990 was $384 per credit hour.[15] The lowest amount per credit hour was $360, the highest $480, and the median (or midpoint) $375. As can plainly be seen in Figure 14, the distribution of salaries was skewed positively with a sharper than normal peak. The skewness of the distribution was 1.66345

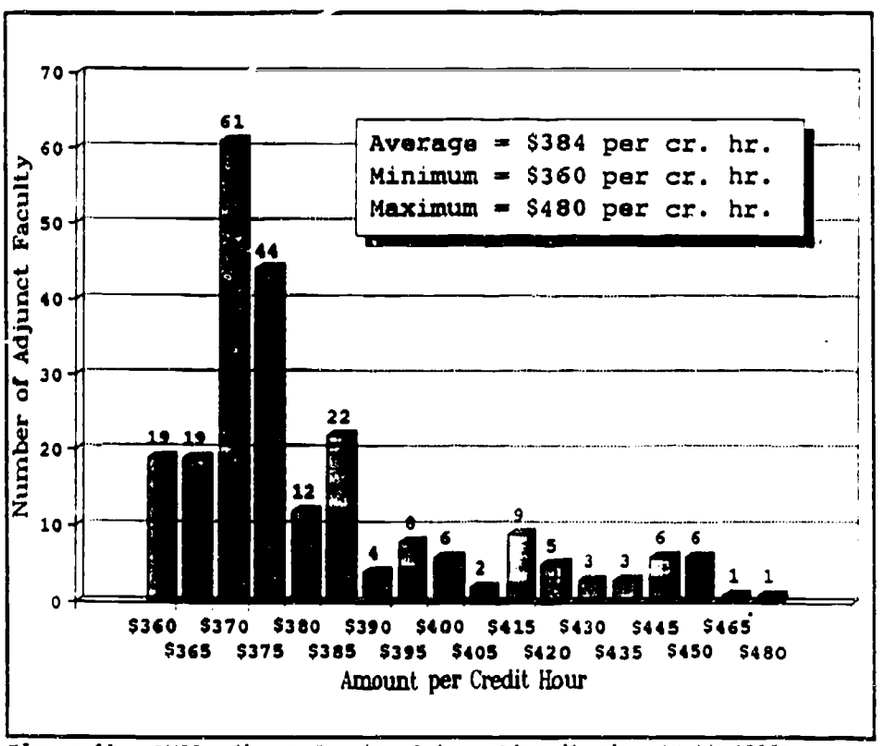

Figure 14: PVCC Adjunct Faculty Salary Distribution (Fall 1990)

[15]For pay purposes, class credit hours are adjusted for adjunct faculty based upon such factors as the number of required visits to campus per week, the number of students in a class, or laboratory supervision. In this respect, an adjunct faculty member teaching a 3 credit hour course who has a large number of students and supervises a one-hour lab per week might be paid for 4 credit hours worth of work. Credit hours reported in this study are those for pay purposes. In Fall Semester 1990, adjunct faculty taught 633.5 credit hours; for pay purposes, they taught 675.5 credit hours. Fall Semester 1990, rather than Fall Semester 1991, figures are used in this study to coincide with the 1990-91 salary figures used in other portions of the study. It should be noted, however, that Fall Semester 1991 figures were approximately the same, since the VCCS pay scale did not change and no increases for adjunct faculty were authorized.

and the kurtosis 5.03396. What this means is that most adjunct salaries were grouped at the lower end of the distribution range. Sixty percent of all adjunct faculty earned $360, $365, $370, or $375 per credit hour, while the remainder were paid an amount ranging from $380 to $480 per credit hour.

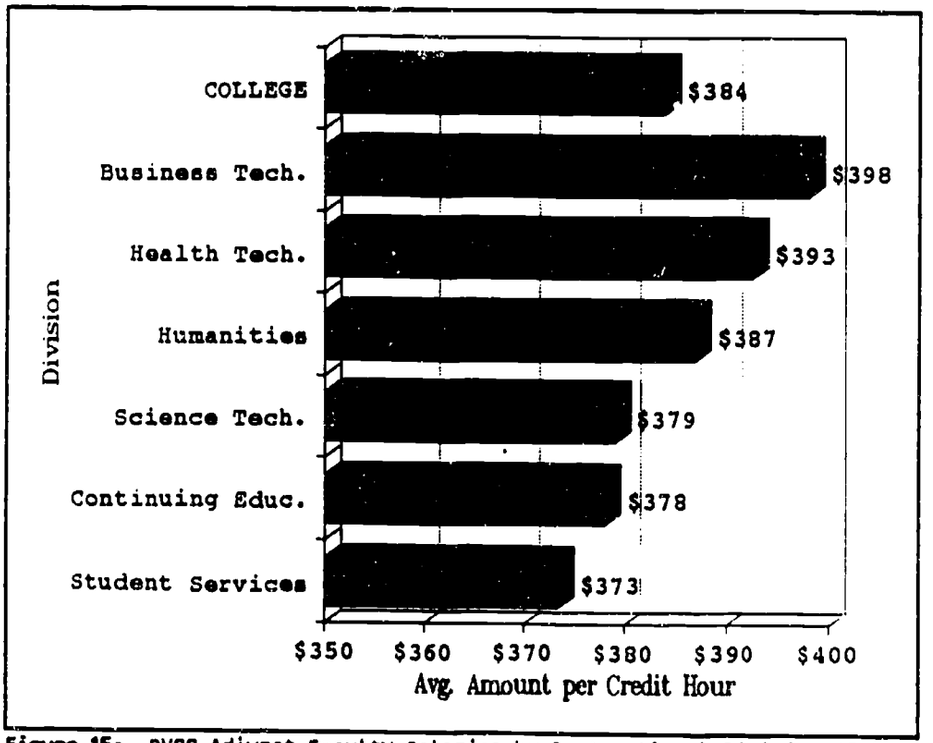

Figure 15: PVCC Adjunct Faculty Salaries by Instructional Division (Fall 1990)

Adjunct faculty salaries per credit hour are shown in Figure 15 for all instructional divisions of the college. The amount per credit hour ranged from $373 in Student Services to $398 in the Division of Business Technologies. Minimum salaries were $360 per credit hour in all divisions except Business Technologies and Health Technologies. The minimum salary in these two divisions was $37[illegible]. Maximum salaries ranged from $380 in Student Services to $480 in Business Technologies. Sixty-nine (29.1%) of all adjunct faculty taught in the Division of Continuing Education, and another 69 taught in the Division of Humanities and Social Sciences. Fifty-two (21.9%) taught in the Division of Science and Engineering Technologies, 37 (15.7%)) taught in the Division of Business Technologies, 6 (2.5%) taught in the Division of Student Services, and 4 (1.7%) taught in the Division of Health Technologies.

There appeared to be little difference in adjunct pay in fall 1990 with regard to sex. In four of the six divisions--Business Technologies, Continuing Education, Science Technologies, and Student Services--women earned more than men. The highest salaries for both women and men were paid to adjunct faculty in the Division of Business Technologies.

As can be seen in Figure 16, the average salary per credit hour was approximately the same for both male and female adjunct faculty members. Women earned an average of $2.00 more per credit hour than men. Minimum salaries were the same for both women and men, and the maximum salary for men ($480) was slightly higher than the maximum salary for women ($465). Statistically, no relationship existed between pay and sex.[16]

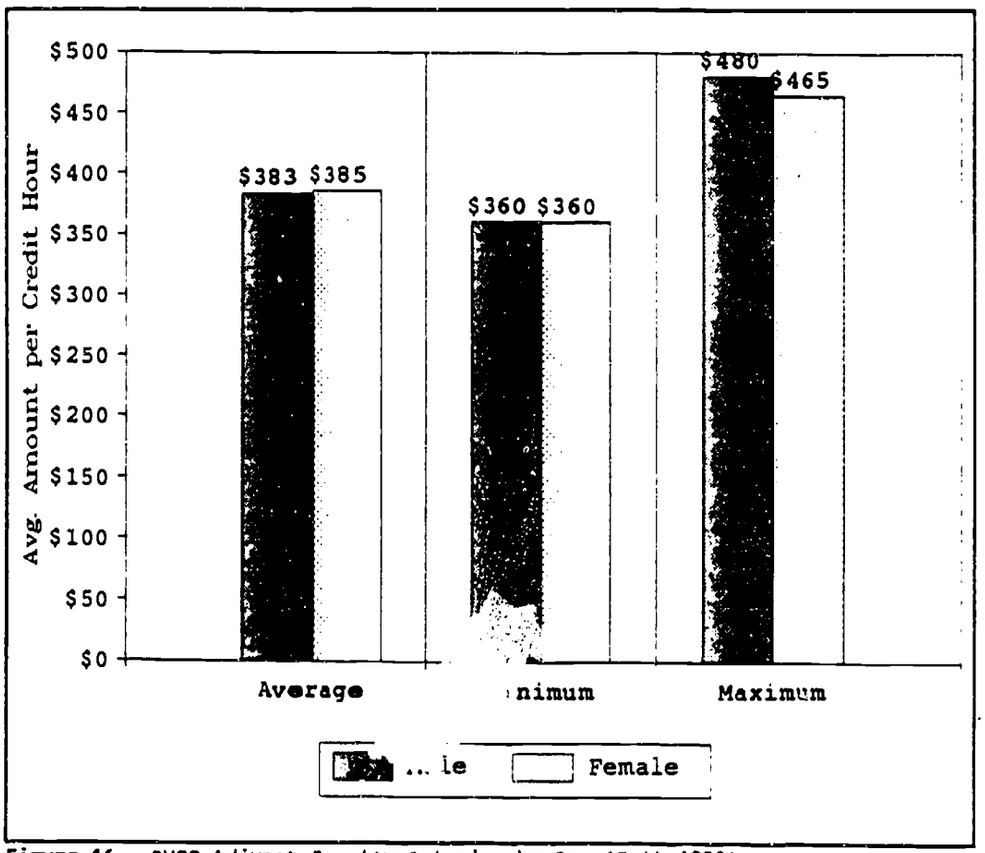

Figure 16: PVCC Adjunct Faculty Salaries by Sex (Fall 1990)

Unfortunately, virtually no comparative salary data exist with respect to community college part-time faculty. Whether PVCC adjunct faculty earn more per credit hour than

[16]The correlation coefficient between pay and sex was 0.07682

adjunct faculty members at other VCCS institutions, or less, is simply not known. What is known, though, is how PVCC adjunct faculty salaries fit into the VCCS pay scales for lecturers.

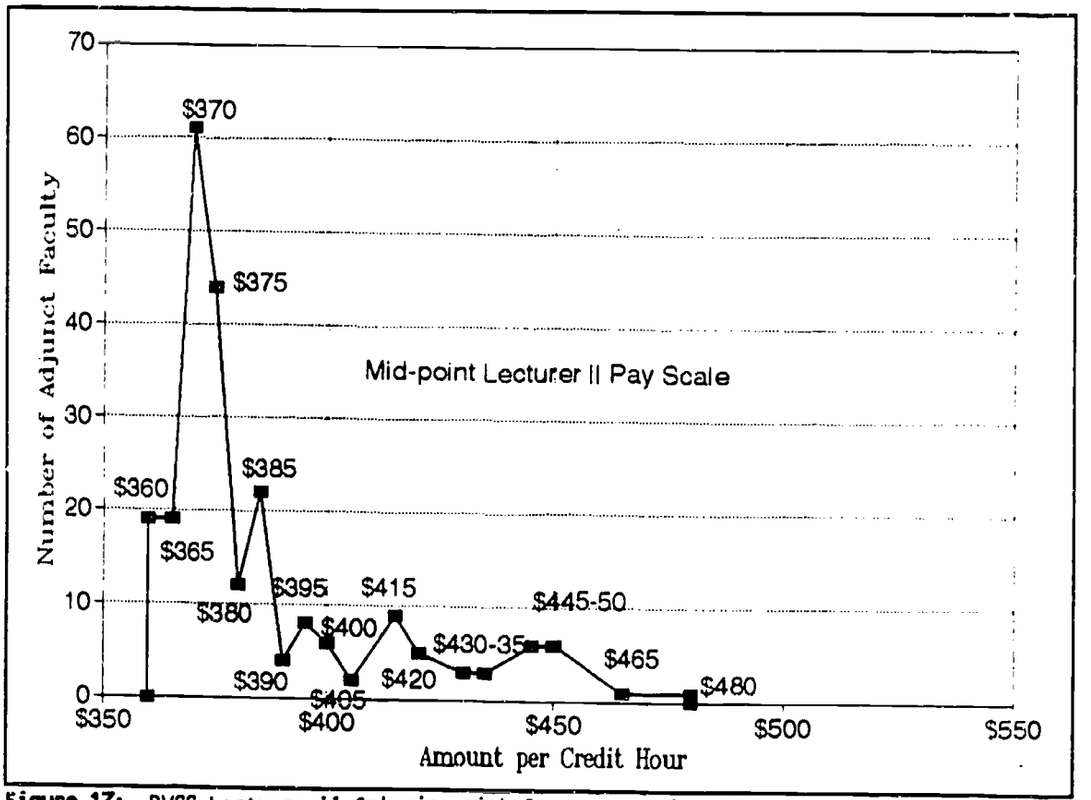

Figure 17: PVCC Lecturer II Salaries with Respect to the VCCS Lecturer II Pay Scale (Fall 1990)

Because 98% of all PVCC adjunct faculty were classified as Lecturer II's in the fall of 1990, PVCC Lecturer II salaries were examined in relation to the VCCS pay scale for Lecturer II's. Figure 17 shows the results.

Clearly, adjunct faculty at PVCC are paid at the low end of the scale. The average Lecturer II salary at PVCC ranked at the 17th percentile of the VCCS salary scale. Eighty-two and three-tenths per cent of all salaries were grouped in the bottom quartile (0-25%) of the scale. Another 14.3% were grouped in the next quartile (25-50%). Less than one percent of the salaries were above the mid-point of the pay scale, and none fell into the top quartile (75-100%).

Of course, it is not only adjunct faculty who fare poorly in this regard. Most administrative and teaching faculty are paid at the low end of their scales. For instance, the average teaching faculty salaries for *all* ranks fall below the mid-points of the VCCS salary ranges.[17] However, to determine the precise reasons why adjunct faculty at PVCC receive lower salaries than their counterparts in the VCCS, requires further analysis beyond the scope of this study.[18]

[17]The average salary for PVCC instructors ranks at the 29th percentile of the VCCS salary range; the average salary for assistant professors ranks at the 48th percentile; the average for associate professors ranks at the 39th percentile; and the average for professors ranks at the 41st percentile.

[18]One possible explanation is that there is a higher turnover of adjunct faculty members at PVCC than at other VCCS schools. If this were true, PVCC adjunct faculty would earn less because they have less seniority. Another possible explanation is that PVCC adjunct faculty members are not as highly qualified in terms of degrees, professional experience, and other factors as adjunct faculty members of other Virginia community colleges.

CLASSIFIED STAFF

As can be seen in Figure 18, the average (or mean) classified staff salary at PVCC in 1990-91 was $20,349.[19] The lowest salary was $10,806, the highest $37,613, and the median (or midpoint) $20,165. The distribution of salaries was fairly normal, with 22% of all salaries between $15,000 and $20,000, and 48% between $20,000 and $25,000.[20]

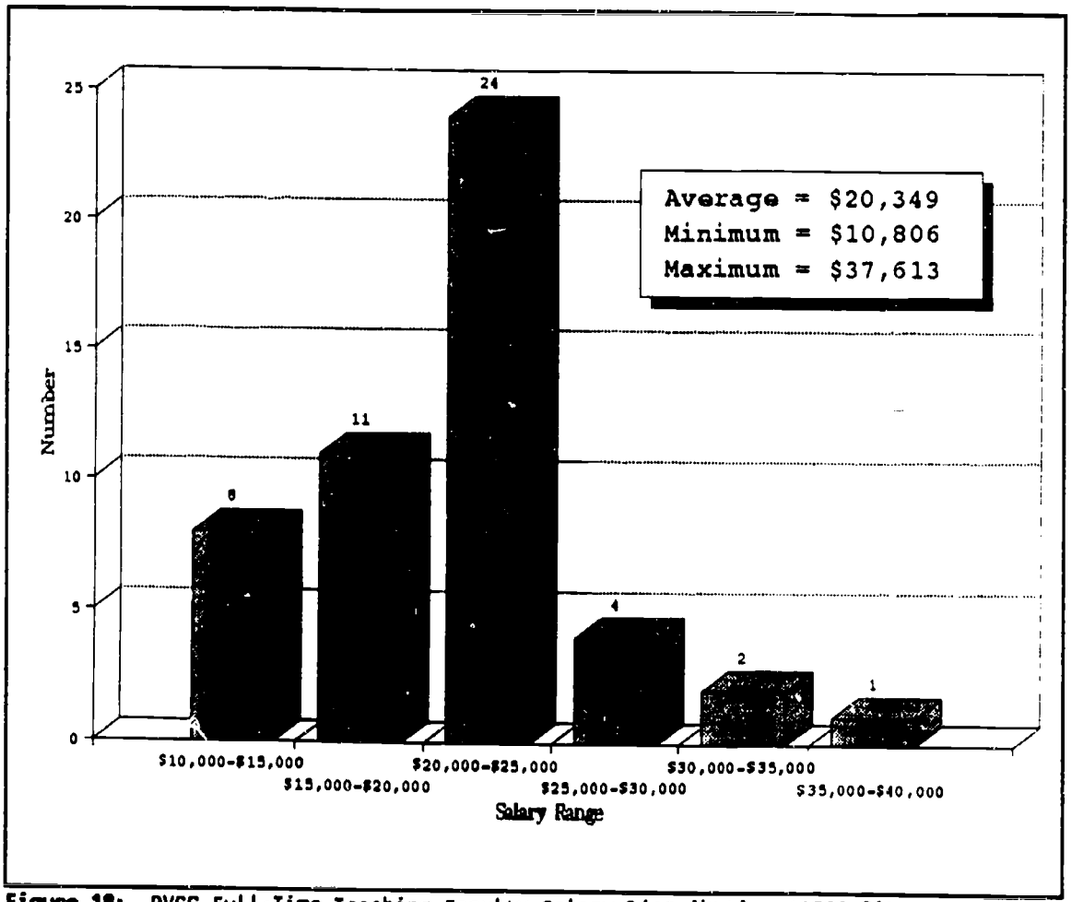

Figure 18: PVCC Full-Time Teaching Faculty Salary Distribution (1990-91)

Unlike faculty salaries, classified staff salaries are determined solely by the grade of the classified position and the step within the grade. Grades range from 1 through 23, and steps within grades from 1 through 20. Salaries are uniform throughout the Com-

[19]Classified staff salary figures used in this study are those reported by the PVCC personnel office as of July 1990.

[20]The skewness was 0.793788 and the kurtosis was 4.53391.

monwealth of Virginia, with the lowest possible salary (Grade 1, Step 1) $10,335, and the highest (Grade 23, Step 20) $112,037.

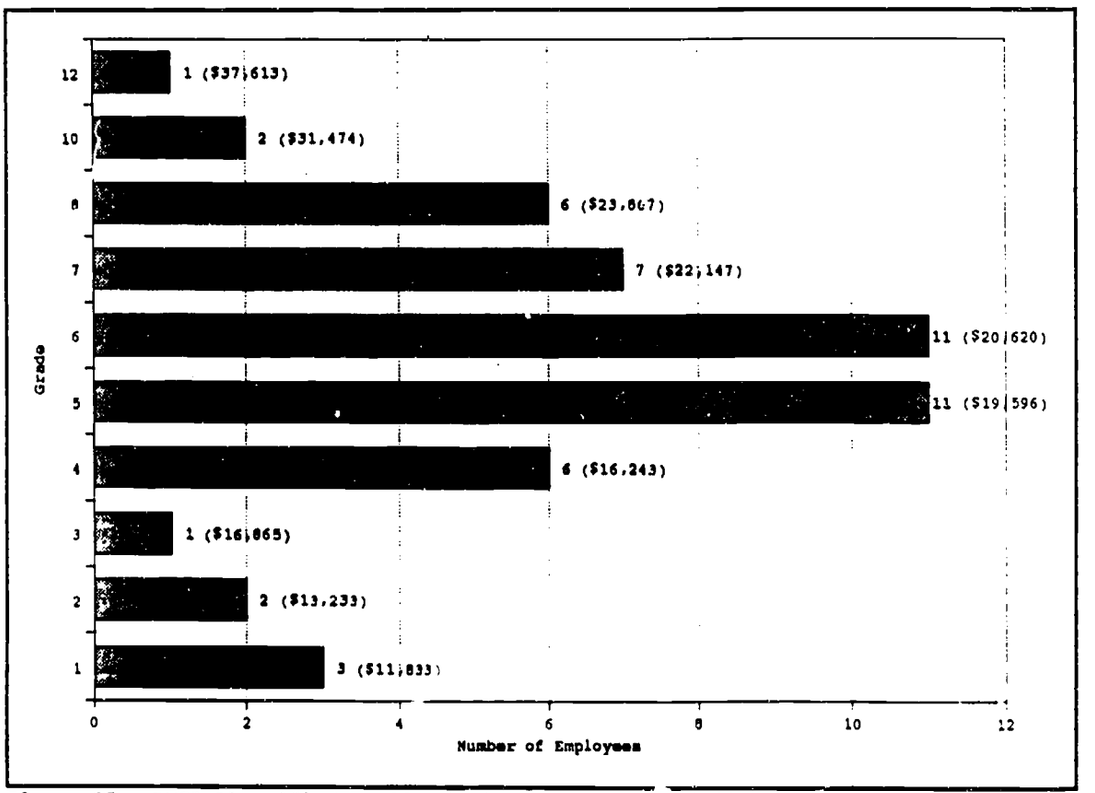

Figure 19: PVCC Classified Staff Salaries by Grade (1990-91)

Average classified staff salaries by grade at PVCC are shown in Figure 19. Because salaries are determined by grade, the distribution of employees by grade was similar to the distribution of classified staff salaries, and the relationship between salary and grade was quite high. Forty-four percent of all classified employee positions at PVCC were classified as grades 5 or 6; 24% were below grade 5, and 32% were above grade 6. The correlation coefficient between salary and grade was 0.88722.[21]

Because both classified salary and grade are somewhat dependent upon years of service, a high correlation between salary and years of service at PVCC should come as no surprise. The correlation coefficient between the two variables was 0.65346, and an independent t-test was significant at the .01 level. The average salary for the 16 employ-

[21] An independent t-test between salary and grade was significant at the .01 level.

ees with less than 5 years of service was $16,526. For the 13 with between 5 and 10 years, the average salary was $19,958; for the 11 with between 10 and 15 years, it was $22,451; and for the 10 with over 15 years, it was $25,234. Three employees had been employed at the college less than one year; 4 had been employed for 18 years, and one for 19 years.

The mean age of PVCC classified employees was 43 and the median 44. The youngest employee was 23, the oldest 66. The relationship between salary and age was not as strong as that between salary and grade or salary and years of service. The correlation coefficient was 0.23377. The one employee under 25 years of age earned $17,376; the 8 between 25 and 30 earned an average of $15,767; the 3 between 30 and 35 earned $19,763; the 2 between 35 and 40 earned $20,866; the 17 between 40 and 45 earned $21,977; the 7 between 45 and 50 earned $21,309; the 4 between 50 and 55 earned $23,974; the 4 between 55 and 60 earned $19,440; the 3 between 60 and 65 earned $20,788; and the one over 65 earned $14,120.

Only 30% (15) of all classified employees at PVCC were men. Unlike male faculty, male classified employees on the whole earned less than female employees (see Figure 20). The reason for this is that most of the men were employed in maintenance positions at low grades. The mean salary for males was $18,750, $2,285 less than the $21,035 mean salary for females. The lowest male salary was $10,806, while the lowest female salary was $12,346. The highest male salary was $31,474, while the highest female salary was $37,613.

Although men earned less than women, the correlation between salary and sex was only 0.20554, and independent t-tests between salary and sex, grade and sex, and years of service and sex were not statistically significant. In other words, it would be difficult to support a claim of sexual discrimination with respect to classified staff at PVCC.

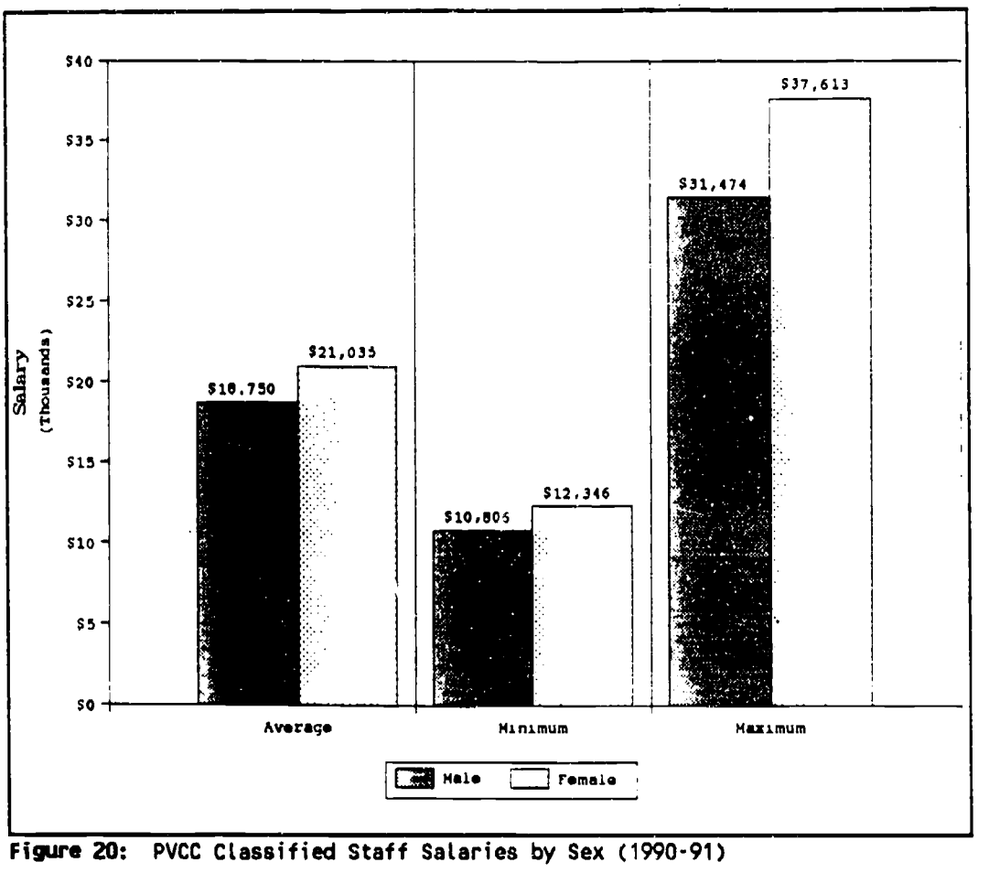

Figure 20: PVCC Classified Staff Salaries by Sex (1990-91)

The average classified staff salary at PVCC was approximately $3,000 lower than the average classified salary throughout the Commonwealth. This is easily explained by the fact that the highest position at the college is classified as grade 12, and the highest in the state as grade 23. In fact, because classified staff salaries are set at the state, not college, level, it is meaningless to draw comparisons between PVCC and VCCS (or other state agency) classified staff salaries.

State employee salaries can be compared to salaries in the private sector, however, and such comparisons are periodically done by the Virginia Department of Personnel and Training. The latest salary survey was published in December 1990, and

included 40 job classes and 169 private industry firms throughout the state.[22] With respect to salaries, the major finding was as follows:

> Overall, the Commonwealth's salaries for the job classes surveyed are lower than the average salaries paid by private firms. The deviation is -11.60% as of August 1, 1990. That is, the Commonwealth's salaries are less than the private firms' salaries by this percentage.[23]

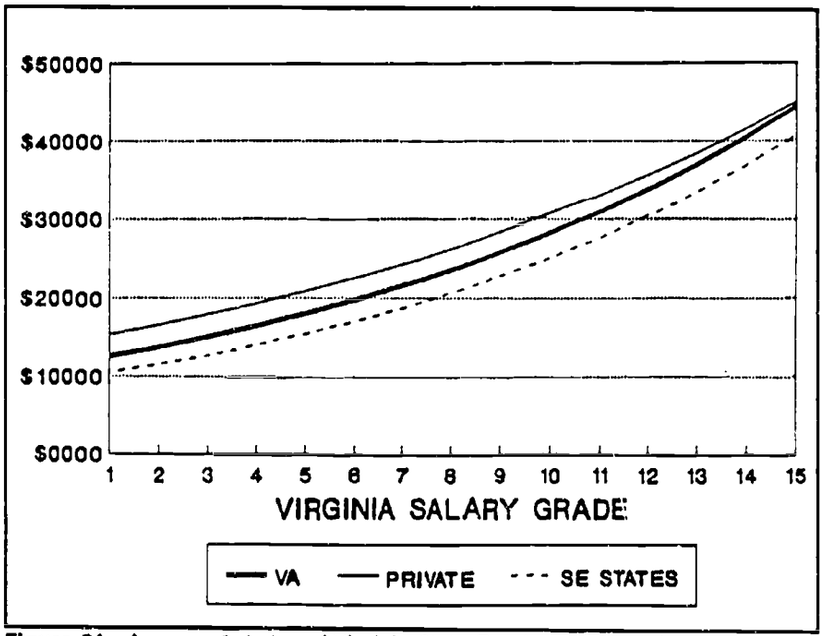

Figure 21: Average Salaries of Virginia State Employees, Virginia Private Firm Employees, and State Employees in Other Southeastern States by Virginia Salary Grade (1990)

To give some idea of state employee salaries by grade in comparison to salaries in the private sector, as well as salaries in other southeastern states, Appendix E of the salary survey is presented in this study as Figure 21.[24] As can be seen, while state salaries are consistently higher than those in other southeastern states at all grades, they are lower than private salaries at all but the highest grades. Because no PVCC classified staff members are in the highest grade classifications, one can only conclude that they uniformly earn less than their private sector counterparts in the Charlottesville/Albemarle county area.

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[22] *Report on Salary Survey to the Governor and General Assembly* (Richmond, VA: Department of Personnel and Training, Office of Compensation Management, December 1990).

[23] *Ibid.*, p. 3.

[24] *Ibid.*, p. 107.

COST-OF-LIVING

It is not uncommon to hear residents complain about how expensive it is to live in Albemarle County or the City of Charlottesville. At PVCC, many faculty and staff believe that the high cost of living in the area merits a special cost-of-living adjustment to their base pay. As justification, they point to the cost-of-living bonus received by faculty and staff at Northern Virginia Community College (NVCC).

One purpose of this study is to determine whether indeed the cost-of-living in the Charlottesville-Albemarle County area is higher than in other areas of the state and whether PVCC should seek a special cost-of-living adjustment to faculty and staff pay.

Until 1985, the Center for Public Service at the University of Virginia conducted annual cost-of-living studies which provided indices for eight major areas of the state: (1) Charlottesville, (2) Lynchburg, (3) Newport News/Hampton, (4) Norfolk/Virginia Beach/ Portsmouth, (5) Northern Virginia, (6) Petersburg/Colonial Heights/Hopewell, (7) Richmond, and (8) Roanoke. In 1985, the Mason Center for Business Research at Lynchburg College assumed responsibility for these studies. Unfortunately, participation by localities became voluntary, and neither the City of Charlottesville nor Albemarle County has ever agreed to participate in the cost-of-living studies conducted by the Mason Center.

Another cost-of-living study in Virginia is conducted by the American Chamber of Commerce Researchers' Association. Participation in this, too, is voluntary. And again, neither Charlottesville nor Albemarle County has ever participated.

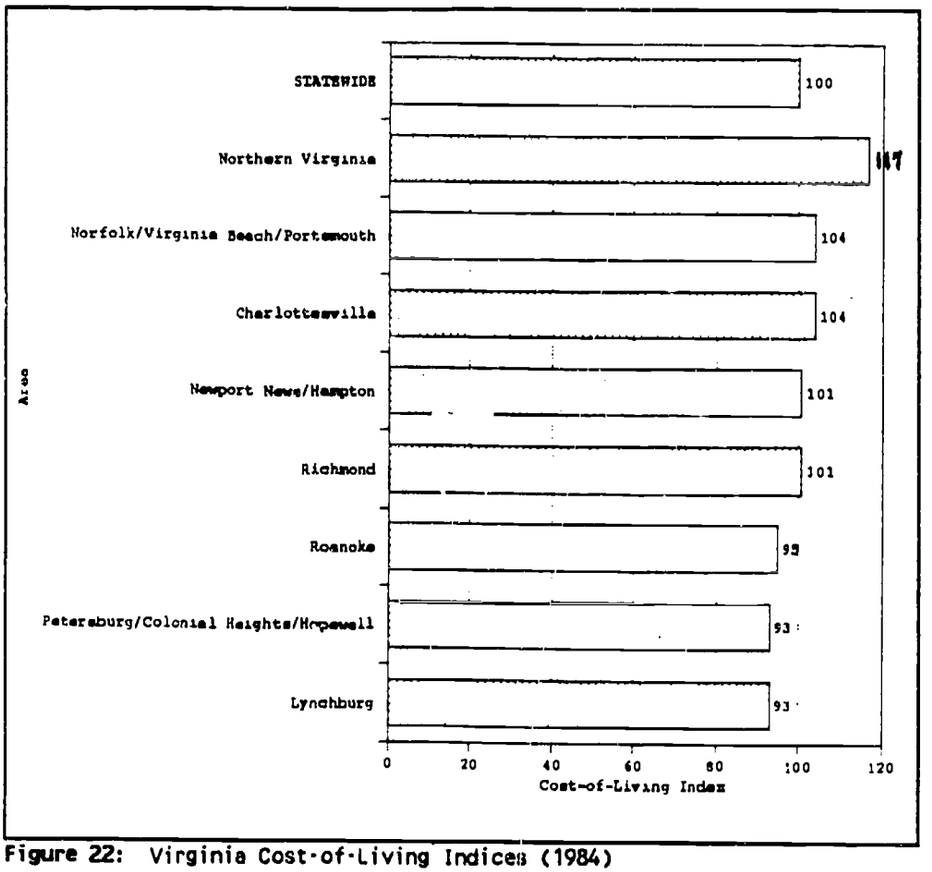

Figure 22: Virginia Cost-of-Living Indices (1984)

The most current, *comparable* cost-of-living data, then, for the Charlottesville-Albemarle County area was conducted in 1984. At that time, as can be seen in Figure 22, the cost-of-living index for the state as a whole was 100. Three areas had indices below this--Lynchburg (93), Petersburg (93), and Roanoke (95)--and four had indices slightly higher--Charlottesville (104), Norfolk/Virginia Beach/Portsmouth (104), Newport News/Hampton (101), and Richmond (101). One area, Northern Virginia, had an index significantly higher than the statewide average. Northern Virginia's index was 117. From these figures, it is easy to see why faculty and staff at NVCC were granted a cost-of-living adjustment to their pay.

Of course, since 1984, prices in the Charlottesville-Albemarle County area may have risen at a much faster rate than in other areas of the state. If this is true, an argument can still be made that PVCC faculty and staff deserve a special pay bonus.

Nearly 40% of the cost-of-living index used by the Center for Public Service in the 1984 study consisted of housing costs. Because housing plays such a major role in

determining the overall cost-of-living index, one way to help determine whether expenses in the Charlottesville-Albemarle County area have risen at a higher rate than in other areas of the state is to compare house prices in 1984 with house prices today. The Virginia Real Estate Research Center at Virginia Commonwealth University publishes annual studies on major housing markets in Virginia. These studies were examined to compare home prices in Charlottesville with those in other areas of the state between 1984 and 1990.[25]

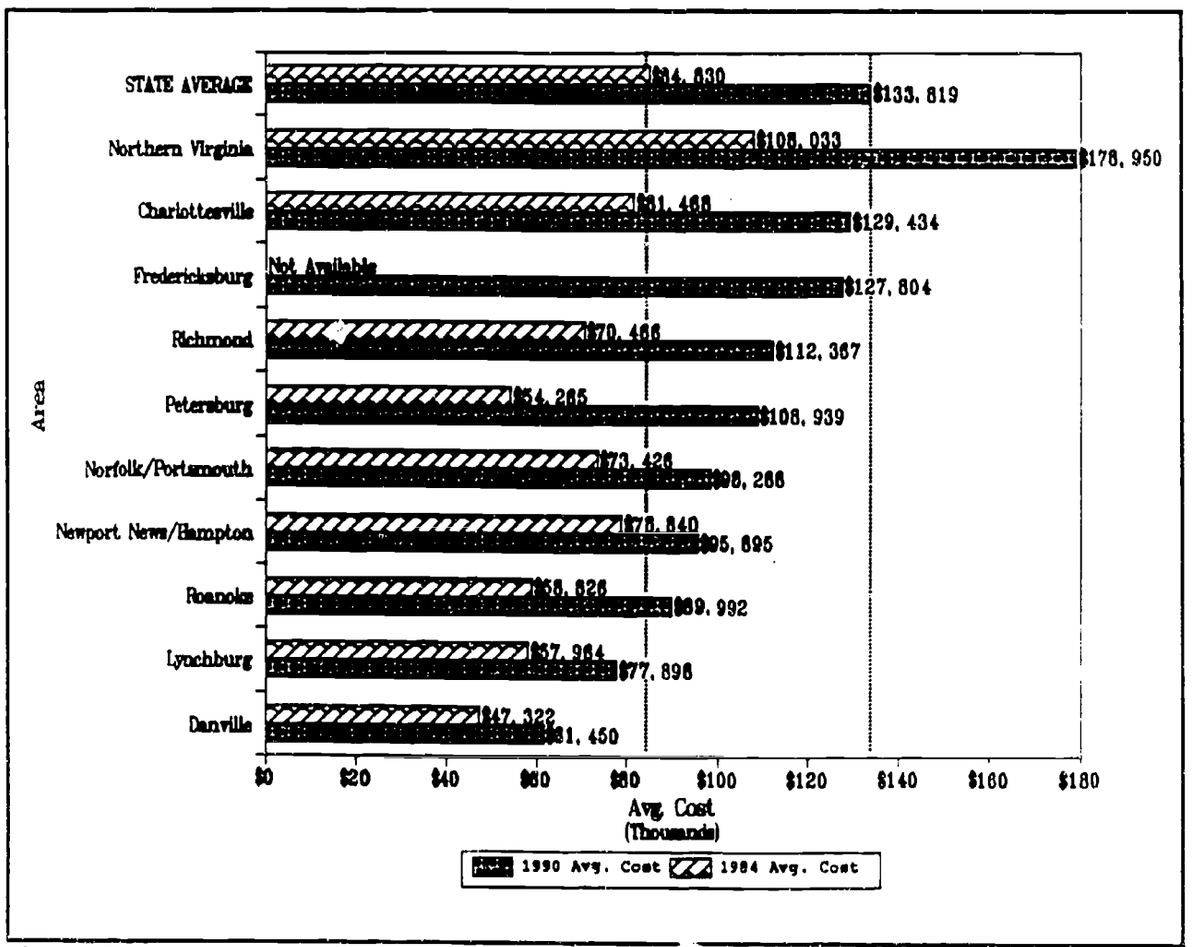

Figure 23: Average Home Sales Prices in Virginia (1984 and 1990)

[25] A word of caution is necessary. The average home sales price in an area is calculated by dividing the total sales by the number of homes sold. No differentiation between *types* of homes is made. In this respect, if all the homes sold in one area of the state were much bigger than all those sold in another area, the average home sales price would be quite misleading.

As can be seen in Figure 23, the average home sales price in Virginia in 1984 was $84,830. In 1990, the average price was $133,819, an increase of $48,989, or 57.7%. In the Charlottesville area, the average home sales price in 1984 was $81,468, and in 1990, $129,434. Between 1984 and 1990 the average home sales price in Charlottesville rose by $47,966, or 58.9%. The average home sales price in the Charlottesville-Albemarle County area, then, is slightly below the statewide average and has risen at about the same rate as the statewide average between 1984 and 1990.

Areas of the state in which the average home sales price increased at a faster rate than in Charlottesville were Petersburg (100.8%), Northern Virginia (65.6%), and Richmond (59.5%). Areas in which the average home sales price increased at a slower rate were Newport News/Hampton (21.4%), Danville (29.9%), Norfolk/Portsmouth (33.9%), Lynchburg (34.4%), and Roanoke (53%).

What is particularly revealing about these figures is that while homes in Charlottesville were the second highest in the state, they still lagged behind the statewide average. The reason for this quickly becomes apparent when the average home price in Northern Virginia is examined. Homes in Northern Virginia are so much more expensive than in other areas of the state, that Northern Virginia is the only area with an average sales price above the statewide average. In 1990, Homes in Northern Virginia were 33.7% higher than tne statewide average, and they cost 38.3% more than in Charlottesville.

1990 census data support these findings.[26] The median value of housing in Albemarle County was $111,200, 22.2% above the $91,000 statewide median value, but 77% below the highest median value of $231,000. Eight of the 95 counties in Virginia had higher median housing values than Albemarle. In order from highest to lowest, these were: (1) Arlington ($231,000), (2) Fairfax ($213,000), (3) Loudon ($170,200), (4) Fauquier ($146,500), (5) Prince William ($138,500), (6) Stafford ($125,400), (7) York ($121,600), and (8) James City ($119,500). Six of these counties are located in the northern Virginia area.

The median value of housing in the City of Charlottesville was $85,600, 167% below the highest median value of $228,600. Eleven of Virginia's 41 cities had higher median housing values than Charlottesville. These were: (1) Alexandria ($228,600), (2) Falls Church ($226,000), (3) Fairfax ($184,300), (4) Manassas ($150,700), (5) Williamsburg ($121,000), (6) Poquoson ($113,700), (7) Fredericksburg ($104,900), (8) Manassas Park ($101,800), (9) Virginia Beach ($96,500), (10) Harrisonburg ($89,300), and (11) Chesapeake ($88,200). Seven of these cities are located in (or adjacent to) the northern Virginia area.

Because the cost of homes in Charlottesville has risen at about the same rate as throughout the state, and because the cost is so much less than in Northern Virginia, these figures do not support the notion that expenses in Charlottesville have risen at a much higher rate in other areas of the state.

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[26] 1990 census data figures used in this study are taken from Summary Tape File 1A (U.S. Department of Commerce, Bureau of the Census, 1990 Census of the Population).

One final way to help determine whether expenses in the Charlottesville-Albemarle County area are higher than in other areas of Virginia is to examine local tax bills. Those localities with the highest tax bills most likely are the ones with the highest expenses as well. In 1991, the Center for Public Service at the University of Virginia conducted a study comparing real estate, personal property, and utility taxes in all Virginia cities and counties. The disparity among localities was surprising, with the average tax bill ranging from $175 in Bath County to $2,629 in Fairfax County. All Virginia cities with tax bills greater than that in Charlottesville are shown in Figure 24 and all counties with bills greater than that in Albemarle County are shown in Figure 25.

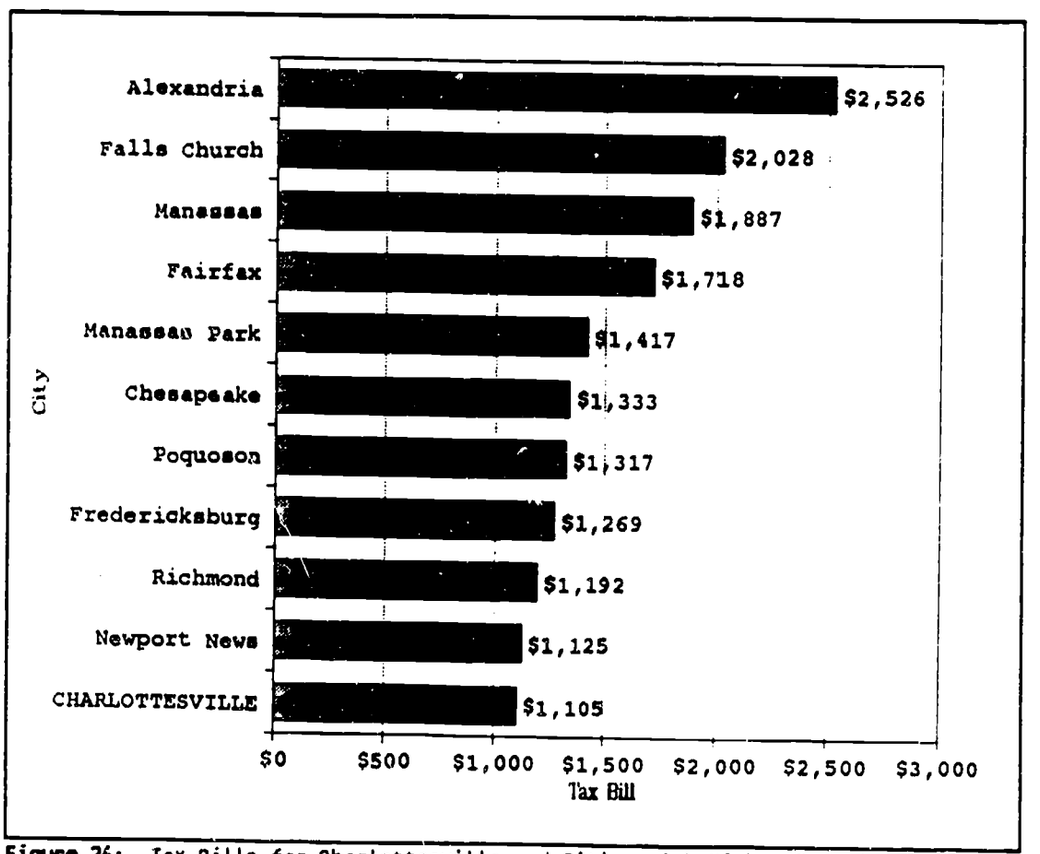

Figure 24: Tax Bills for Charlottesville and Cities with Higher Tax Bills Than Charlottesville

As can be seen, 10 cities had higher taxes than Charlottesville. The 5 with the highest tax bills are all located in Northern Virginia, and levied from 28.2% to 128.6% higher taxes than Charlottesville did. Of the 4 cities with

tax bills higher than Charlottesville's, 2 are located in the Tidewater region (Chesapeake and Newport News), one is Richmond, and the other is Fredericksburg.

With respect to counties, 7 had higher taxes than Albemarle County. The only one of these not located in Northern Virginia is Chesterfield County. Taxes in Fairfax County were nearly 2½ times higher than in Albemarle County, and in Prince William County, they were over twice as high.

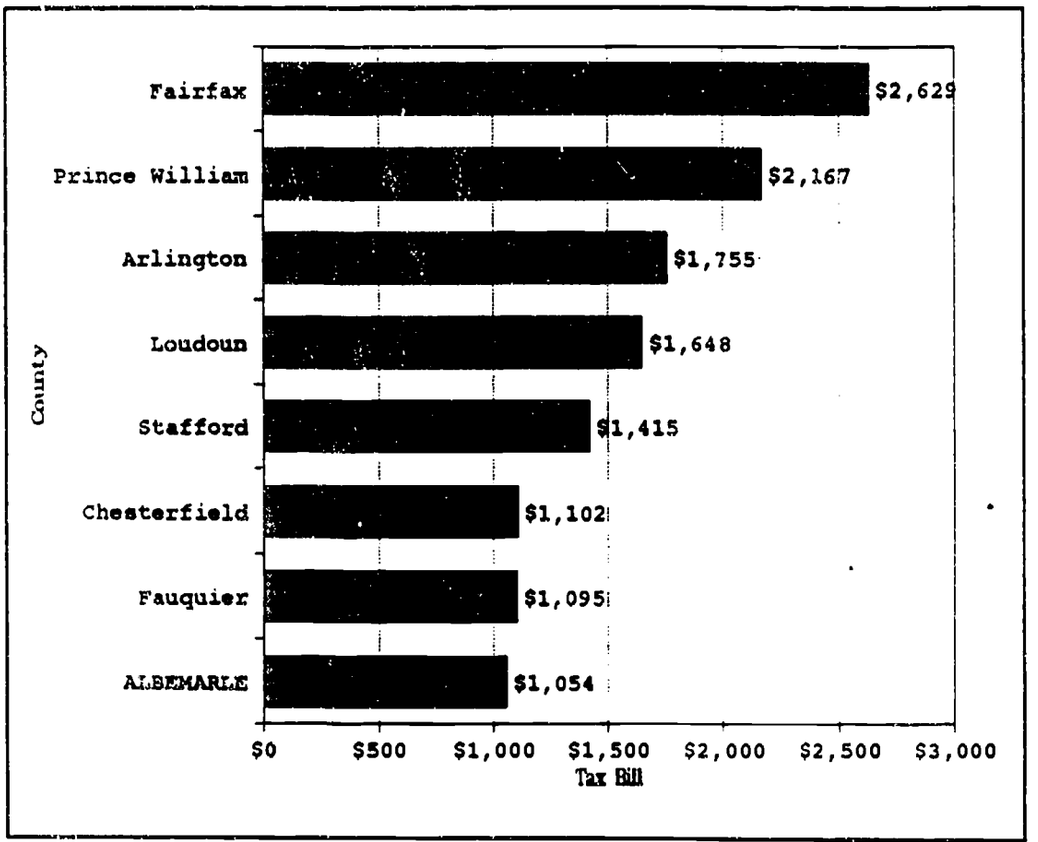

Figure 25: Tax Bills for Albemarle County and Counties with Higher Tax Bills Than Albemarle

Clearly, while taxes in both Charlottesville and Albemarle County are among the highest in the state, they pale in comparison to those in Northern Virginia and are similar to those in Richmond and the Tidewater area. It is difficult to justify a cost-of-living bonus based upon local tax bills.

All of the data presented so far suggest that the Charlottesville-Albemarle County area is one of the more expensive in the state. Costs are similar to those in the Richmond metropolitan and the Tidewater areas, but *much* cheaper than those in Northern

Virginia. In this respect, a special cost-of-living bonus for faculty and staff at PVCC is probably unwarranted unless similar bonuses are given to other community colleges, such as J. Sargeant Reynolds, Tidewater, Thomas Nelson, or Germanna (which serves Fredericksburg). The data help explain why NVCC is the only Virginia community college awarded a cost-of-living bonus. However, as has been shown, the data are outdated or incomplete. One can only wish that an organization equipped to do so, such as the Center for Public Service at the University of Virginia, would conduct a thorough and comprehensive cost-of-living study of *all* localities in Virginia.

CONCLUSIONS

Many of the findings of this study support what people may have long suspected. PVCC teaching and administrative faculty are not paid as well as their counterparts in the VCCS, or in the state as a whole, and the average teaching faculty salaries are far below the national averages. Female teaching and administrative faculty at PVCC earn less than their male counterparts. Over 80% of all adjunct faculty salaries fall into the bottom quartile of the VCCS lecturer pay scales. Classified staff at PVCC earn less than their counterparts in the private sector. Homes in the Charlottesville-Albemarle County area are higher than in any other area of the state except Northern Virginia.

In some respects, however, the findings are elusive. Data were often unavailable, and analysis often inconclusive. For instance, while full-time faculty salaries at PVCC are lower than those in the VCCS, they are higher than those in many surrounding states. While female faculty members earn less than males, the reasons are obscure and recently hired female faculty earn comparative salaries to males. While adjunct faculty salaries are low in relation to the VCCS scale, data are unavailable to determine whether they are low in comparison to salaries at other colleges. Although home prices in Charlottesville and Albemarle County are second highest in the state, they still fall short of the statewide average. The latest cost-of-living figures reveal that the Charlottesville-Albemarle County area is among the more expensive in the state, but not much more than the Tidewater area or the Richmond area, and far less than the Northern Virginia area. Cost-of-living figures themsevles are outdated.

What really is needed is a comprehensive analysis of salaries and a thorough cost-of-living study conducted by the state. While certain actions can be taken at the local level, it is only at the state level that the necessary expertise, data, and resources exist to answer many of the questions raised in this study. And certainly, as the state recovers economically, and college resources increase, the answers to these questions will be of paramount importance.