

Job Classification and Salaries of P&S Advisers at Iowa State University - A Follow-up Review

Prepared By:

**University Academic Advising Committee
Subcommittee on P-Level and Pay Matrix**

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INTRODUCTION

The University Academic Advising Committee conducted a two-part survey on advising of undergraduate students at Iowa State University in Fall 2005 and Spring 2006. Survey One: Adviser Responsibilities, was administered to all faculty and P&S staff who advise undergraduate students, where respondents were asked to comment on advising responsibilities and how they felt about their job. Survey Two: Student Perceptions of Advising was conducted in Spring 2006, where undergraduate students were asked about their expectations of academic advising. The results of each survey can be found on the web.

This report is a follow up to the Adviser Responsibilities survey and looks specifically at job classification and salary levels for P&S advisers, concerns which were noted as a result of this survey. It was reported that 55% of P&S adviser survey respondents were in the first 1/3 of their pay matrix. Therefore, follow up data has been collected regarding salaries for ALL P&S advisers, not just those survey respondents, to take a look at this issue.

Another concern reported in the Adviser Responsibilities survey is that job descriptions for P&S advisers have changed significantly over the last 10 years and that the job classification process, last updated in 1992, may not appropriately reflect these changes. This issue is still being investigated and will be addressed more completely in another report which will be coming at a later date.

METHODOLOGY

Salary information for P&S advisers holding position classifications Adviser I through Adviser IV was provided by the HR Office of Iowa State University. As of Fall 2006, there are 56 P&S advisers in six Colleges within these job classifications. In addition, information regarding College, gender, degree held, and years of service was also provided. See the Appendix-Part A for this information.

The ISU Human Relations Office assigns adviser job classifications and a P-level (position level) in the pay matrix according to the level of responsibility, complexity, scope and interactions within their position and are grouped as follows:

Adviser I	P11
Adviser II	P13
Adviser III	P14
Adviser IV	P15

In addition, there are 21 other Student Services positions at ISU with titles of Program Coordinator and Student Services Specialists who share in advising of some undergraduate students which have not been included in the following results.

CONCLUSIONS AND RECOMMENDATIONS

ISU Advising Position Numbers and Other Characteristics

Data provided by the ISU HR Office show that there are 56 P&S advisers who hold job classifications of Adviser I, II, III or IV at ISU. Over half (52%) of these advisers are Adviser II classification (29), while 38% (20) hold the Adviser III and 11% (6) are Adviser IV job classifications (**Table 1**). Most advisers (77%) hold a Master's degree (**Table 3**) and the majority (70%) are female (**Table 4**).

Factors Examined and the Influence on Pay:

1) **Job Classification and Pay** -- is there a significant pay difference in job classification for Adviser I thru IV positions? Results in **Table 6** show that the Salary Average shows a moderate increase as the job classification rises. The change in Average Salary is from \$31,000 for Adviser I, to \$36,705 for Adviser II, to \$43,854 for Adviser III and to \$45,065 for Adviser IV. **Most notable, however, is that the Salary Average for each job classification is in the bottom 1/3 of the matrix according to the ISU 2006/2007 Pay Matrix (see Appendix-Part C for Pay Matrix).**

2) **Degree Earned and Pay** -- does degree earned influence pay in Advisers I thru IV job classifications? **Table 8** shows the Salary Average for Bachelor, Master's and Doctoral-holding advisers. The Salary Average increases from \$37,593 for Bachelor-

holding to \$41,348 in Master's-holding advisers. However, the Salary Average is actually lower when comparing Master's-holding to Doctoral-holding adviser groups with a Salary Averages of \$41,348 and \$40,415 in the two groups, respectively. This, however, might be explained by the small number (N=3) of advisers holding Doctoral degrees.

Furthermore, when Salary Average and Degree Earned is examined within each advising classification, there is little difference among advisers. **Table 9** shows a slight increase in Salary Average within the Adviser II position when a higher degree is earned, changing from \$36,740 to \$38,092 to \$38,831 with Bachelor, Master's, and Doctoral advisers, respectively. In the Adviser III classification, there is no significant difference with degree earned, with \$43,875 to \$43,867 and \$43,582 in Bachelor, Master's and Doctoral advisers, respectively. No comparison could be made within the Adviser IV classification since all advisers hold Master's degrees.

3) **Gender and Pay** -- does the gender of the adviser influence pay? The results in **Table 7** indicate there are some differences in Salary Ranges and Salary Averages between male and female advisers in Adviser I thru IV classifications. When Salary Ranges in each job classification are examined, there appears to be a slightly higher beginning salary for males throughout each classification. There is little difference in the upper end of the Salary Range for all classifications, with the exception of Adviser III, where the upper end for females (\$58,452) is significantly higher than for their male counterparts (\$51,118).

When comparing Salary Averages, males in P-13 and P-15 classifications have a somewhat higher average when compared to female advisers (see **Table 7**). When Degree Earned is examined for P-13 advisers (the largest advising classification), males in P-13 classification with a Masters degree are paid significantly more when compared to Masters-holding P-13 female advisers, \$39,308 for males and \$37,591 for females). See **Table 7a** for results. In addition, when Salary Averages are plotted against Years of Service for P-13 Masters-holding advisers, the gap between males and females widens as Years of Service increases (see **Graph 1** for results).

4) **Years of Service and Pay** -- are years of service reflected in pay? The data from **Table 11** suggests that years of service are rewarded, although the increments in pay are small when the number of years of service is considered. The Salary Average for advisers who began employment in the 2000's was lowest, at \$38,163, in the 1990's at \$42,381, in the 1980's at \$43,917, and was highest at \$49,653 for those employed in the 1970's.

When Degree Earned and Decade Hired are compared to pay, again, Salary Average is highest in advisers who hold a higher degree and have been employed longer. See **Table 11** for this breakdown. Most advisers hold a Master's degree regardless of the decade hired. When comparing all Master's degree-holding advisers across decade of hire the Salary Average increases from \$38,650 in 2000, to \$43,366 in 1990, to \$44,438 in 1980's and to \$51,001 in those advisers hired in 1970's.

Although Salary Average does increase with time of employment, the change is unusually small when comparing those hired in the 1980's and 1990's (\$44,438 to

\$43,366). In this case, change in pay is smaller than might be expected when considering years of employment.

5) **College and Pay** -- do some Colleges pay their advising staff more than others? The data from **Table 10** suggests that Colleges at ISU are comparable in the pay given advisers throughout most job classifications. Five of the six Colleges have Salary Averages that range from a low of \$39,154 (ENGR) to \$41,509 (H SCI) as the highest average. AGRIC has a Salary Average of \$47,151, although this represents just one advising salary.

Do some Colleges reward higher degrees with higher salaries? **Table 10** data show that when AGRIC is excluded (N=1), the five remaining colleges show the Salary Average within Mater's degree, the most often held degree, ranges from a low of \$39,296 (BUS) to a high of \$43,393 (H SCI). This is a significant difference among colleges, although other factors such as length of employment might affect Salary Averages among Colleges.

Recommendations:

- 1) Salary Averages show that all advising positions, Adviser I through IV, are in the bottom 1/3 of the pay matrix for 2006-07. As previously noted in a report submitted by HR Audits, Inc, in March 2004 (Appendix-Part D), **it is recommended that a comprehensive compensation study be conducted to re-examine salaries for ISU P&S staff and that the pay matrix structure be reviewed.**
- 2) Although the data within this report show that factors such as Length of Employment, Degree Earned in relation to Pay seem mostly balanced, there are notable differences related to Gender and between units (Colleges). **It is recommended that pay should be more centrally reviewed rather than be determined independently by each College unit and that pay be awarded similarly according to gender, the degree earned, and length of service for each adviser.**
- 3) Job Classification criteria were not reviewed within this report. However, it was noted that there are 21 ISU staff who currently advise undergraduate students with job titles of Program Coordinator and Student Services Specialist. How do these titles fit into the classification system and how is pay determined for this category of staff which advise students? Tasks and responsibilities have changed for all staff who advise undergraduate students, and since job classifications have not been reviewed since 1992, **it is recommended that the classification criteria for Adviser I thru IV as well as others who advise undergraduate students be reviewed.**

RESULTS

Job Classifications and P-Levels:

From the 56 P&S advising positions reviewed, 29 or 56 % are Adviser II (P-13) classification. There are 20 or 38% in Adviser III (P-14) positions and 6 or 11% who are Adviser IV (P-15). There is currently one person who is an Adviser I (P-11).

Table 1: ISU P&S Advisers By Classification and P-Level

Classification and P-Level	Number	Percentage
Adviser I or P-11	1	2%
Adviser II or P-13	29	52%
Adviser III or P-14	20	38%
Adviser IV or P-15	6	11%
TOTAL ADVISERS	56	

Job Classification By College

Job classification by College, shows that LAS has the largest total number of P&S advisers (21), followed by H SCI (13), ENGR (12), BUS (5), DES (4) and AGRIC (1).

Adviser II is the most frequent (*) classification in the Colleges of LAS, H SCI and ENGR; in BUS and DES, Adviser III is the most frequent classification. AGRIC has only one P&S adviser who is an Adviser II.

Table 2: P&S Advisers by College, Classification and P-Level

College	LAS	H SCI	ENGR	BUS	DES	AGRIC
Adviser I or P-11	1					
Adviser II or P-13	10 *	8 *	8 *	1	1	1
Adviser III or P-14	7	3	4	3 *	3 *	
Adviser IV or P-15	3	2		1		
TOTAL	21	13	12	5	4	1

Job Classification and Degree Earned

Most advisers hold a Master's degree (43 or 77%), with a few who have earned Bachelor (10 or 18%) or Doctoral (3 or 5%) degrees. Regardless of the degree earned, the most frequent classification for each group is Adviser II (*).

Two Adviser III staff hold a Bachelor's degree. Six staff with Adviser IV classification have a Master's as the highest degree earned. An Adviser III classification is the highest classification who holds a doctoral degree.

Table 3. Degree Earned and Job Classification

Degree	Bachelor	Master's	Doctoral
Adviser I	1		
Adviser II	7 *	20 *	2 *
Adviser III	2	17	1
Adviser IV		6	
TOTAL	10 (18%)	43 (77%)	3 (5%)

Gender and Job Classification

There are more female advisers than male advisers, with a total of 39 female and 17 male P&S advisers.

For both male and female advisers, Adviser II (P-13) is the most frequent (*) classification. When consideration is given to the size of each group, the percentage of male and female advisers within each job classification (P-Level) are quite comparable.

Table 4. Gender and Job Classification

	# of Male Advisers	Percent Male	# of Female Advisers	Percent Female
Adviser I			1	
Adviser II	9 *	53% *	20 **	51% **
Adviser III	6	35%	14	36%
Adviser IV	2	12%	4	10%
TOTAL	17	30%	39	70%

Decade Hired and Job Classification

More than half of all P&S advisers have worked seven years or less (31 advisers or 55%) in advising positions.

Advisers hired in the 1970's and 1980's, those who have worked 17 years or more, are classified as Adviser III (P-14) with greatest frequency (*). Those advisers who have worked since 1990, worked less than 17 years, most frequently hold Adviser II (**) classifications.

Table 5. Length of Time in Advising (Decade Hired) and Job Classification

Decade Hired	1970's	1980's	1990's	2000-07
Adviser I				1
Adviser II		2	7 **	20 **
Adviser III	3 *	4 *	5	8
Adviser IV		1	3	2
TOTAL	3	7	15	31

Salaries and Advising: Factors Which Relate to Pay and the Position in the Pay Matrix

P-levels for all P&S positions are based on such factors as knowledge and experience, complexity, internal/external interactions, leadership, innovation and scope of the job. The following tables look at P-level in relation to such factors as degrees earned, gender, years of service, College and position in the pay matrix.

Salary Range, Salary Average, Pay Matrix and Job Classification

Most advisers are classified as Adviser II or P-13 (29) and Adviser III or P-14 (20) with a few classified as Adviser IV or P-15 (6). There is currently only one Adviser I or P-11 position.

Salary Averages for adviser classifications show an appropriate progression in salary from Adviser I to Adviser IV, with Adviser IV showing the highest Salary Average. However, it is interesting to note that the high end of the range for Adviser III is higher than that of Adviser IV (\$58,452 and \$46,889 respectively).

Salary Averages for all positions, Adviser I through IV, are in the first 1/3 of the pay matrix. See the Appendix-Part-B for the ISU 2006/2007 Pay Matrix.

Table 6. Salary Range and Position in the Pay Matrix by Classification

Salaries	# in P-Level	Salary Range	Salary Average	Pay Matrix Position
Adv I P-11	1	\$31,000		1st 1/3
Adv II P-13	29	\$32,444 to 45,275	\$36,705	1st 1/3
Adv III P-14	20	\$37,590 to 58,452	\$43,854	1st 1/3
Adv IV P-15	6	\$41,284 to 46,889	\$45,065	1st 1/3

Salary Range, Salary Average, and Gender

Within the Salary Range for each classification, males have higher beginning and ending salaries in each classification with the exception of the P-14 classification, where females have higher top-range salaries than males.

In the largest classification, Adviser II (P-13), male advisers have higher Salary Averages (\$38,944) than females (\$37,309). The lowest male salary is higher than that of the lowest female salary for P-13, P-14, and P-15. The same is true when comparing the highest male and female salaries for P-13 and P-15. When degree held is also examined, Master's-holding males in this job classification earn a higher salary on average than Master's holding females, \$39,308 and \$37,571 respectively.

The inequity of pay for males and females of the same classification (P-13) and highest degree held (Master's) increases with years of service as shown in Graph 1, a scatter plot of salaries for males and females by years of service with the linear average of male and female salaries shown. The difference in average salary between males and

females increases with increasing number of years of service as shown by the diverging linear averages in the graph.

The Salary Averages for Adviser III (P-14) and Adviser IV (P-15) classifications are difficult to compare since there is a rather small N for these groups.

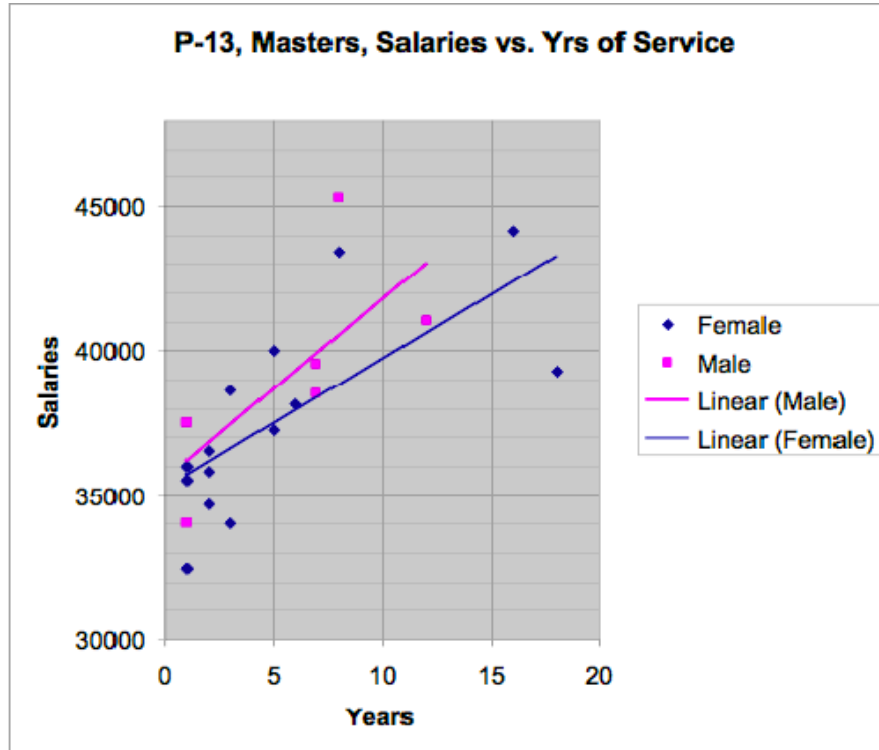
Table 7. Salary Range and Salary Average By Gender

Salaries	Gender	Number	Salary Range	Salary Average
Adv II P-13	Males	9	\$34,000 to 45,275	\$38,944
	Females	20	\$32,444 to 44,184	\$37,309
Adv III P-14	Males	6	\$38,296 to 51,118	\$43,576
	Females	14	\$37,590 to 58,452	\$43,972
Adv IV P-15	Males	2	\$45,000 to 46,889	\$45,945
	Females	4	\$41,284 to 46,473	\$44,626

Table 7a. P-13 Salary Ranges and Salary Averages by Gender and Highest Degree Earned

Degree	Number	Salary Range	Salary Average
Bachelor			
Males	2	\$36,900-37,611	\$37,256
Females	5	\$32,444-39,317	\$36,534
Master's			
Males	6	\$34,000-45,275	\$39,308
Females	14	\$32,444-44,184	\$37,571

Graph 1. Male and Female Salaries by Years of Service for Master's-holding at P-13



Salary Range and Salary Average by Degree Earned

The Salary Range within both Bachelor and Master's groups is quite large, from \$32,444 to \$46,958 for Bachelors and \$32,444 to \$48,452 for Master's groups.

The Salary Average of Bachelor-holding advisers when compared to Master's-holding advisers shows an expected increase with a higher degree. However, the Salary Average for Doctoral-holding advisers is lower than the Salary Average of Master's-holding advisers, \$41,348 and \$40,415 respectively. This might be due to the small number of Doctoral-holding advisers in this group.

Table 8. Salary Range and Salary Average by Degree Earned

Degree	Number of Advisers	Salary Range	Salary Average
Bachelor's	10	\$32,444 to 46,958	\$37,593
Master's	43	\$32,444 to 48,452	\$41.348
Doctoral	3	\$37,526 to 43,582	\$40,415

Salary Range and Salary Average by Job Classification and Degree Earned

How does an advanced degree influence salary within each P-Level? Within the Adviser II, or P-13, classification there is a slight increase in Salary Average as a higher degree is earned (\$36,740, \$38,092 and \$38,831 within Bachelor, Master's and Doctoral respectively). The Adviser III, or P-14, shows no difference in the Salary Average earned and degree (\$43,875, \$43,867 and \$43,582 within Bachelor, Master's and doctoral respectively) held.

No comparisons can be made within the Adviser IV position since all advisers hold the same degree.

Table 9. Salary Range and Salary Averages Within P-Levels and Degree Earned

P-Level	Degree	# of Advisers	Salary Range	Salary Average
P-11 Adv I	Bachelor	1	\$31,000	
P-13 Adv II	Bachelor	7	\$35,111 to 39,317	\$36,740
	Master's	20	\$32,444 to 45,275	\$38,092
	Doctoral	2	\$37,526 to 40,136	\$38,831
P-14 Adv III	Bachelor	2	\$40,792 to 46,958	\$43,875
	Master's	17	\$37,590 to 58,452	\$43,867
	Doctoral	1	\$43,582	
P-15 Adv IV	Master's	6	\$41,284 to 46,889	\$45,065

Salary Averages and Degree Earned by College

ENGR has the lowest Salary Average, \$39,154, although not significantly lower when compared with BUS and DES Salary Averages at \$39,296 and \$39,788, respectively. The colleges with the largest number of advisers, LAS and H SCI, show similar Salary Averages with \$41,002 and \$41,509 respectively. AGRIC shows the highest salary paid for all colleges with \$47,161, but this figure represents the salary for only one adviser.

When comparing Average Salary figures between colleges by degrees held, there is a somewhat significant difference in these averages. For Bachelor-holding advisers, the range among three colleges (H SCI, ENGR and LAS) is from \$35,228 (H SCI) to \$37,874 (ENGR) to \$39,583 (LAS).

For Master's-holding advisers, the range within all colleges is from a low of \$39,296 (BUS) to a high of \$47,161 (AGRIC). When AGRIC is not considered, the range among colleges is from a low of \$39,296 (BUS) to a high of \$43,393 (H SCI). Although the number of Doctoral-holding advisers is small, the two colleges which have these advisers on staff show comparable salaries, \$40,554 for ENGR and \$40,136 for LAS.

Table 10. Salary Averages by College and Degree Earned

College	Salary Average	Bachelor's	Master's	Doctoral
AGRIC	\$47,161		\$47,161 (1)	
BUS	\$39,296		\$39,296 (5)	
DES	\$39,788		\$39,788 (4)	
ENGR	\$39,154	\$37,874 (4)	\$39,617 (5)	\$40,554 (2)
H SCI	\$41,509	\$35,228 (3)	\$43,393 (10)	
LAS	\$41,002	\$39,583 (3)	\$41,287 (18)	\$40,136 (1)

Salary Averages, Salary Range By Decade Hired and Degree

Salary Average increases with the length of time in the job. The Salary Average for advisers hired in 2000's is \$38,163, in the 1990's \$42,381, in the 1980's \$43,917 and in the 1970's is \$49,653, respectively. It also appears, in most cases, that Salary Average is higher in each decade as the degree earned is greater. The only exception to this is the lower salary paid to Doctoral degree-holding advisers within the 1990's when compared to the Master's-holding counterparts. However, the N is small for Doctoral degree-holding advisers in this (and all) decades.

The Salary Average shows a similar increment with longer service when Master's degree (the most frequently held degree) salaries are compared in each decade hired. Master's degree Salary Average is \$38,650 in the 2000's, \$43,366 in 1990's, \$44,438 in 1980's and \$51,001 in those advisers hired in the 1970's.

Salary Ranges show increments in both the low-end values and high-end values as the length on time in the job increases in most cases. Low-end values for 2000's is \$31,000 to \$34,680 in 1990's, to \$38,256 in 1980's and \$45,641 in those hired in the 1970's. High-end values for each decade show a similar increase with those hired in 2000's at \$47,161, in the 1990's at \$51,118, in the 1980's at \$58,452 and the 1970's at \$56,361. The lower high-end values for the 1970's advisers might be due again to a small N.

Table 11. Salary Averages, Salary Range by Decade Hired and Degree Earned

Decade Hired	Number of Advisers	Salary Average	Salary Range
1970's	3	\$49,653	\$45,641 to \$56,361
Bachelors	1	\$46,958	
Master's	2	\$51,001	\$45,641 to \$56,361
Doctoral	0		
1980's	7	\$43,917	\$38,256 to \$58,452
Bachelor	1	\$40,792	
Master's	6	\$44,438	\$38,256 to \$58,452
Doctoral	0		
1990's	15	\$42,381	\$34,680 to \$51,118
Bachelor	1	\$37,666	
Master's	12	\$43,366	\$34,680 to \$51,118
Doctoral	2	\$38,831	\$37,526 to \$40,136
2000's	31	\$38,163	\$31,000 to \$47,161
Bachelor	7	\$35,788	\$31,000 to \$39,317
Master's	23	\$38,650	\$32,444 to \$47,161
Doctoral	1	\$43,582	