

Motion on Salary Compression and Inversion  
Faculty Senate of James Madison University  
March 26, 2015, as amended during Senate discussion

Whereas the salary paid by an organization to its professional employees serves many purposes, including to attract, motivate, and retain professionals with the knowledge and abilities necessary to enable the organization to fulfill its mission, and

Whereas market forces have in recent years caused James Madison University to offer higher starting salaries to attract new faculty than it pays to its dedicated long-term faculty, many of whom are performing exceptionally in teaching, scholarship, and service and have dedicated a substantial amount of their professional careers to the institution, and

Whereas the highest-performing long-term faculty at James Madison University have pursued and acquired national and even international reputations in scholarship and research in particular, including through the obtaining of very substantial external funding from internationally competitive funding sources; the editing of peer-reviewed academic journals in respective disciplines; and/or the publishing of monographs with some of the world's strongest university presses; and yet these same faculty earn very disproportionately low base salaries from JMU, and

Whereas these highest-performing long-term faculty become increasingly valuable to James Madison University over time because of a) the teaching skills they develop, b) the body of scholarship they produce, c) the leadership roles they assume, and d) the extent to which their outstanding contributions represent JMU to the local, national, and international community in an exceedingly positive light, and

Whereas salary inversion and compression can exist only because these underpaid long-term faculty members are committed to their roles through deep connections to their families, the local community, the students they teach, and the mission of James Madison University, and thus decide to remain at the university despite more lucrative opportunities elsewhere, and

Whereas the faculty of James Madison University currently perceives salary inversion and compression to be a critical problem at this University, severely deteriorating morale and leading some to consider other employment options, now therefore be it

Resolved that the Faculty Senate asks the university to:

- Internally identify particularly egregious situations of salary compression and inversion among long-term faculty members with excellent performance records and act appropriately to remedy these inequities, and
- Adopt and pursue a long-term plan to reduce salary inversion and compression.