Georgia Southwestern State University

Faculty Retention and Recruitment Plan

2014

A Report prepared the following faculty:

Rachel Abbott, School of Education
Gaynor Cheokas, School of Business
Karen Cook, School of Computing & Mathematics
Joy Humphrey, School of Nursing
Samuel Peavy, School of Arts & Sciences
Gretchen Smith, James Earl Carter Library

Executive Summary

Salary information from all faculty across the Georgia Southwestern campus were compared to CUPA median salaries within discipline/rank for all reporting public institutions. In addition, a peer group of institutions from the southeast was analyzed. The result of the analysis shows that the vast majority of faculty are well below their rank/discipline median salaries from both a national and regional context. It was further discovered that a) 20 of the 114 faculty in the study effectively define the minimum salary for their discipline / rank with respect to the peer group, b) that 95% of all tenure track faculty are below the peer median salary per their rank / discipline and c) that the salary differences with their peers are greatest for full professors.

In order to address these and other issues, Time Adjusted Peer Group Average (TAPGA) salaries and % inequity were calculated. These values reflect what salary a faculty member should be making based upon their rank, years in rank, peer median salaries, and average years in rank for all faculty at GSW. In order to bring all faculty up to their TAPGS salaries, a total of $868,243 would have had to have been spent on salaries alone ($1,154,763 including 33% overhead). In addition, over 90% of all tenure-track faculty at GSW are below their TAPGA salaries, with more than 50% of all faculty more than 10% below these salaries.

After an analysis of all the data, the committee recommends the following:

1. Use the American Library Association (ALA) for salary information for the faculty in the James Earl Carter Library, as CUPA data do not have enough information for our region.
2. Immediately bring all faculty to at least the peer, discipline-specific minimum salaries. The cost for this would be ~$63,542 ($47,776 in salaries and ~$15,766 in overhead). This would affect the 20 faculty members that are in this situation.
3. Immediately begin a phased-in plan to bring all faculty up to their TAPGA salaries, beginning with those with largest %inequity being the first to have their salaries adjusted. The recommendation is to bring all faculty up to 80% of their TAPGA salary (-20% inequity value). The cost for this would be ~$70,129 ($52,729 in salaries and ~$17,400 in overhead). This would affect an additional 9 faculty members for a total of 29 faculty receiving a benefit during the first year.
4. The administration should consider having tiered salary increases upon promotion, to help reduce compression amongst the ranks.
5. Yearly faculty salary studies should be done under the auspices of the Institutional Effectiveness Committee (IEC). Given that the actual numbers will change from year-to-year, it is essential that the study be updated and perhaps expanded to include other factors as the committee sees fit. The results of these studies should be shared with all faculty each year.
6. The IEC and the university should also study staff and administrative salaries in a similar fashion, also sharing those results with those constituencies.

A “what-if” analysis of the FY15 Salary plan shows that although it will provide additional monies to nearly all faculty, the plan would not address inequities in salary as effectively as the plan developed by this committee.

Caveats

The results of this salary analysis are only as good at the data we had to perform the analysis. During the process it has been noted that some discipline CIP codes and even ranks were incorrect. It is also possible that some of the salaries may also be incorrect. The committee did its best to correct the information by using additional data from Cody King. There are also some issues related to the ranks of instructor, lecturer and senior lecturer. CUPA salaries are reported for the instructor rank only. All faculty with a lecturer designation were treated as instructors with respect to median salaries within their discipline. The committee could not come to an immediate recommendation on how Senior Lecturers should be treated with respect to the CUPA data, although they are treated separately in this report. More details on the discussions can be found within the body of this report.

Introduction

At a meeting with President Blanchard and others on October 25th, 2013, faculty from the school of Arts and Sciences were asked to gather information in preparation of completing a salary study to include all faculty at Georgia Southwestern State University. The idea was presented to the Faculty Senate on November 13th and all present agreed to a general procedure to include representatives from all schools/divisions at GSW. CUPA data on salaries from public institutions were generously provided by Mr. Cody King of the Business Office and Gena Wilson of Human Resources. A preliminary analysis of the data was given to Cody King and Gena Wilson at the end of November, 2013. A presentation on the analysis of the national CUPA data was given by Sam Peavy from Arts & Sciences at the faculty meeting in December, 2013. Following this meeting, representatives from other academic areas of the campus contacted Dr. Peavy and a committee was formed.

The committee, consisting of Dr. Rachel Abbot (Education), Dr. Gaynor Cheokas (Business), Karen Cook (Computing & Mathematics), Joy Humphrey (Nursing), Sam Peavy (Arts & Sciences), and Gretchen Smith (Library), met several times in person and also exchanged information via email between February and May, 2014. The committee reviewed the interim report and salary information based upon the FY13 CUPA data for national public universities. After this review, it was resolved that 1) the techniques applied by Dr. Peavy to identify inequities in salary on our campus would provide a fair method of determining which faculty were farthest from their proper salaries based upon rank and years of experience, 2) confirm that the GSW data we had contained the correct CIP codes for all faculty, and 3) that a subset of FY14 CUPA data from public institutions in the southeastern region of the United States should be the basis for comparison between GSW and our peers. More details on the techniques and data analysis follow.

The Data Sets

Cody King provided Dr. Peavy with a list of faculty salaries with names redacted. The original data set included current contract salaries and some CUPA median salary information for each faculty member. There were some perceived issues with the data, therefore an additional request was made for clarifications and more information, in particular on years of service and years in rank. A meeting with Cody Kind and Gena Wilson provided a working data set that included current salary information along with the rank/years information that was requested. This data was not a peer data set, but included over 300 public universities, some of which are substantially larger schools.

A group of universities within the southeastern region was determined by first using schools that were suggested by similar salary surveys by Armstrong-Atlantic and USC-Aiken and including our peer institutions in Georgia. The original list had many schools that were not within the CUPA data set, prompting us to modify the list several times to make sure that the group was large enough to provide the desired data. The desire was to produce a final list that contained schools of similar size, mission and teaching disciplines, but this proved difficult. We tried to restrict the schools to those close in size to us, but the peer group would have been too small for valid comparisons to be made. In the end a group of 34 institutions were used with an average student population of 6025. The complete list of peers is given in Appendix A along with the number of students at each.

In mid-April 2014 the FY14 CUPA data became available and a peer group based upon the recommendations of the committee with input from Mr. King was used by Ms. Wilson to extract information from the new data. These data on median salaries were used where possible to determine time adjusted salaries for all faculty. The CUPA report did not list salaries for faculty if the total number of institutions was 5 or less for that rank. There were several disciplines that did not have enough faculty at the instructor rank to allow for direct comparison. These included computer sciences, teacher education, physical education, art and music. In addition, there were not enough faculty in any rank for library personnel. In these cases, scaled versions of median salaries from the FY14 national public data set were used. The numbers were scaled by looking at the ratio of peer salaries for those ranks to national salary data for our CIP code disciplines. ***In the future, library salary data should be gotten from the American Library Association***. The following table gives the scaling factors for each rank.

Table 1: Average differences between median salaries within the peer group and national median salaries for different ranks.

	National Median Average	Regional Median Average	Percent Difference
Professor	$86,853	$79,952	-7.9%
Associate Professor	$71,438	$69,935	-2.1%
Assistant Professor	$59,459	$57,276	-3.7%
Instructor	$49,793	$47,261	-5.1%

An important issue with the CUPA data was the lack of information for lecturers and senior lecturers. After some discussion, it was agreed that CUPA salary information for instructors also be applied to lecturers. The committee could not agree, however, on a method to handle senior lecturers using the data set.

One method commonly used in other salary surveys is to look at ratio of salaries within each rank to that of an assistant professor. Using national data, the USC-Aiken salary survey discovered that instructors are at 81% of assistant professor salaries overall. The average salary of our instructors / lecturers is also ~81% of the average assistant professor salary at GSW. Our senior lecturers, however, make 85.5% of the salary of our average assistant professor. Perhaps scaling up the CUPA instructor salaries to reflect this difference would be one way of resolving this issue? As of this time, the committee has not agreed that this is the proper solution. Another idea might be to place senior lecturers halfway between instructors and assistant professors salary-wise. We did agree, however, to use a different increment for time-adjusted salaries for senior lecturers and to use the average median salary for the specific disciplines that contain senior lecturers (see analysis details below). One of our recommendations for the next salary survey committee is to determine exactly how future salary surveys should treat senior lecturers.

Analysis

The FY14 CUPA peer median salary information for the various disciplines were added to the original data set for our faculty after sorting the data by department. (See Appendix B for the actual information derived from the CUPA database.) All dean/administrator salaries were removed from the data set as these are a) 12-month salaries and b) handled by a different type of CUPA information than regular faculty salaries. This left a total of 114 faculty positions in the data set. CUPA salary information on discipline/rank minimum and median salaries were added to the data set. The most recent Classification of Instructional Programs codes (CIP codes) were used to extract data from the CUPA data set for all faculty teaching disciplines at GSW. The assigned CIP codes were confirmed by the deans in the respective areas before the next step in the data analysis was carried out.

The data were then sorted with respect to rank and the following information were calculated: average CUPA median salary within each rank, average GSW salary within each rank, ratio of faculty salary to CUPA discipline/rank median salary, and ratio of faculty salary to CUPA discipline/rank minimum salary.

A comparison of faculty salaries with minimum salaries within our peer group show that 20 faculty at GSW have the lowest salary amongst our peers, with salaries up to 11% lower than the next lowest salary. This group includes 6 full professors, 9 associate professors, four assistant professors and one instructor in 12 different disciplines from across the entire campus. ***A good first step towards salary equity at GSW would be to bring the above faculty up to at least the minimum salary amongst our peers.***

Table 2 lists average median salaries per rank at GSW and those same salaries for our peer group. The table also has the minimum and maximum ratio of GSW to peer salaries within the rank. The ratio was calculated for each individual faculty member with respect to their discipline-specific salary.

Table 2: Average median salary information, along with range of CUPA median salary ratios. (*Senior Lecturer peer salaries estimated using median values just for those disciplines where senior lecturers are present.)

	GSW Average within rank	**CUPA FY14 Peer**	**Difference with CUPA**	**Min. / Max. % CUPA FY14 Peer**
Lecturer / Instructor	$47,391	$47,134	-$257	0.702 / 1.290
Senior Lecturer*	$50,922	$47,967	-$955	0.991 / 1.136
Assistant Professor	$50,642	$57,260	$6618	0.718 / 1.064
Associate Professor	$61,675	$70,402	$8727	0.725 / 1.387
Professor	$67,019	$79,519	$12500	0.662 / 1.066

The above table demonstrates that tenure-track faculty in particular have fallen behind their peers in a significant fashion, with the greatest differences occurring at the rank of full professor. To reduce this salary compression, ***the committee recommends that promotional raises be given in a tiered fashion***, with larger amounts for promotion from associate to full professor and smaller amounts for other promotions. This would allow our faculty to begin to gain ground with respect to their peers, and also make promotions more valuable in terms of salary. Promotion from assistant to associate professor might be $2500, and promotion from associate to full professor might be $5000. The exact values should be determined by the Faculty Affairs Committee and approved by the entire faculty before implementation.

Another way to look at the disparity in salaries with respect to our peers is to look at the ratio of our salaries to the median salaries within that rank / discipline.

Table 3: Numbers of faculty within each rank at various ratios with respect to their discipline-specific median salaries.

	<0.75	<0.80	<0.85	<0.90	<0.95	<1.00	>1.00	Total
Professor	5	2	7	3	3	4	1	25
Assoc. Professor	2	5	7	6	9	0	2	31
Asst. Professor	1	1	6	9	9	1	1	28
Senior Lecturer	0	0	0	0	0	1	4	5
Instructor / Lecturer	1	0	2	2	0	4	16	25
Total	***9***	***8***	***22***	***20***	***21***	***10***	***24***	***114***

Of the 114 faculty considered in this study, 90 of them (79%) were below their peer median salaries. In addition, only four of 84 tenure-track faculty (<5%) were at or above their peer median salaries, with 16 of them below 80% of their median salaries. This amounts to a total difference of $877,099 with peer median salaries. Including an estimated 33% overhead, this total becomes $1,166,542. Clearly, faculty salaries at GSW are significantly behind their peers. The challenge is to address these differences in some fashion which is both fair and impartial with respect to all our faculty across campus. It is also clear that any solution to this problem will need to be phased in over time, starting with those faculty farthest from their peer medians.

After reading a salary study by the University of South Carolina at Aiken, it was discovered that a formula for taking into account years of service and years within rank had been used. The Modified Botsch Folsom Formula (Botsch and Folsom, 1989) was used to calculate two additional numbers: % inequity and TAPGA salaries, or "time adjusted peer group average" salaries based upon GSW and CUPA peer rank averages and the number of years within a particular rank.

% Inequity = 100% X {[(Faculty Member's Pay) – TAPGA] / TAPGA}

and

TAPGA = PGA + YRINC (TIMRNK – AVTIMRNK), where

PGA is the "peer group average" using the CUPA peer rank/discipline salary data

YRINC is the "yearly increment" in each rank (see below)

TIMRNK is the time in the current academic rank, including this year, and

AVTIMRNK is the calculated average time in each rank at GSW (see below)

The average number of years within each rank at GSW was calculated to be 3.60 (lecturer / instructor), 5.0 (Senior Lecturer), 3.70 (assistant professor), 5.28 (associate professor), and 8.69 (full professor). These numbers were used to facilitate the calculation of TAPGA and % inequity. In addition, information from our peers included

in the USC-Aiken report was used to estimate the average salary increment per year for each rank ($300, $400, $500 and $600 from lecturer / instructor to full professor). Senior lecturers were given a rank adjustment of $350 per year. TAPGA salaries and % inequity were then calculated, and all faculty sorted according to the new measure of % inequity. The following table shows the results of this analysis.

Table 4: Numbers of faculty within each rank at various percent inequity values.

	-25% or less	**-25 to -20%**	**-20 to -15%**	**-15 to -10%**	**-10 to -5%**	**-5 to 0%**	**> 0%**	**Total**
Professor	2	3	9	7	2	1	1	25
Assoc. Professor	2	4	6	10	7	0	2	31
Asst. Professor	1	1	7	8	9	1	1	28
Senior Lecturer	0	0	0	0	0	1	4	5
Instructor / Lecturer	1	0	2	2	1	3	16	25
Total	***6***	***8***	***24***	***27***	***19***	***6***	***24***	***114***

The range of % inequity values at GSW is from -33% to +38%, with negative values indicating salaries below TAPGA. These results mirror those of Table 3 above, with the same numbers below their TAPGA salaries as those below the peer median values. This is not surprising given that both calculations include peer median salary values. What is surprising is that even the inclusion of time in rank does not change the fact that 79% of all faculty fall below their expected salary given their time of service to the institution. ***This amounts to a total difference of $868,243.00 with TAPGA salaries.*** Including 33% overhead, this total becomes $1,154,763. This total is slightly less than that derived from considering median salaries only.

If a salary equity adjustment plan were implemented, it could take several forms. ***This committee recommends adjusting all faculty to at least the minimum salary within their rank / discipline first, and then adjusting all faculty salaries towards their TAPGA values.*** If this approach were taken, it would take an initial ***investment of $47,776.00 to adjust 20 faculty salaries to match peer discipline / rank minimum salaries (or a total of $63,542 with 33% overhead).*** After this adjustment was made, the numbers of faculty within the various inequity values would change.

Table 5: Numbers of faculty within each rank at various percent inequity values after salaries were adjusted to peer rank / discipline minimums.

	-25% or less	-25 to -20%	-20 to -15%	-15 to -10%	-10 to -5%	-5 to 0%	> 0%	Total
Professor	1	4	7	8	2	2	1	25
Assoc. Professor	2	1	8	9	9	0	2	31
Asst. Professor	1	1	6	9	8	1	1	28
Senior Lecturer	0	0	0	0	0	1	4	5
Instructor / Lecturer	1	0	1	3	1	3	16	25
Total	***5***	***6***	***22***	***29***	***21***	***7***	***24***	***114***

This would leave only 11 faculty at -20% inequity or less. ***As a next step, these faculty should be brought up to 80% of their TAPGA salary, which would cost an additional $52,728.60 for salaries ($70,129 with an estimated 33% overhead).*** The grand total for this two-step procedure in year 1 would be $100,504 ($133,670 with 33% overhead). This would affect a total of 29 faculty (two faculty receiving the minimum adjustment would also benefit from the adjustment to 80% of TAPGA). Table 6 shows the dramatic result of making both recommended adjustments to faculty salaries.

Table 6: Numbers of faculty within each rank at various percent inequity values after salaries were adjusted to minimum salaries and to -20% inequity or better.

	-25% or less	-25 to -20%	-20 to -15%	-15 to -10%	-10 to -5%	-5 to 0%	> 0%	Total
Professor	0	0	12	8	2	2	1	25
Assoc. Professor	0	0	11	9	9	0	2	31
Asst. Professor	0	0	8	8	8	1	1	28
Senior Lecturer	0	0	0	0	0	1	4	5
Instructor / Lecturer	0	0	2	3	1	3	16	25
Total	***0***	***0***	***33***	***29***	***20***	***7***	***24***	***114***

In order to continue this process, new TAPGA values would need to be recalculated each year. The reason for this is that the numbers will change, in particular peer median salaries within rank/discipline the number of years in rank for each faculty member and the average time in rank will change as faculty retire, are promoted, or leave for various reasons. A commitment to raise all faculty incrementally closer to their TAPGA salaries would also need to be made by our administration. Given the change in numbers that will occur from year-to-year, it is difficult at this time to estimate the cost beyond this year, other than a rough total given above ($868,243.00 or $1,154,763 with estimated overhead). ***Therefore, the committee recommends that a similar salary study be undertaken each year to assess the current status of salary inequities***

on our campus and to recommend such adjustments as deemed necessary from year-to-year.

Finally, the committee further recommends that ***a similar salary equity study be undertaken for the staff and other personnel at GSW***. It is only fair that all those who expend their time and energy to make this a great university should be included in all salary equity and that actual data be used to determine fair market values for all our personnel.

Potential Effects of FY15 Salary Increases

At the budget presentation on May 7, 2014, Cody King presented the outline of a plan to raise most salaries for faculty and staff at GSW via an increment of $500 per person, plus an additional 1% in merit pay. With respect to faculty, the amount of the merit pay would be determined by the dean of the school as a recommendation to the upper-level administration. Each dean was to be given 1% of the total salaries within each school to use for merit pay. The following table estimates what that total should be for *faculty only* based upon current faculty salaries:

Table 7: Estimated average value of GSW FY15 salary plan within each school.

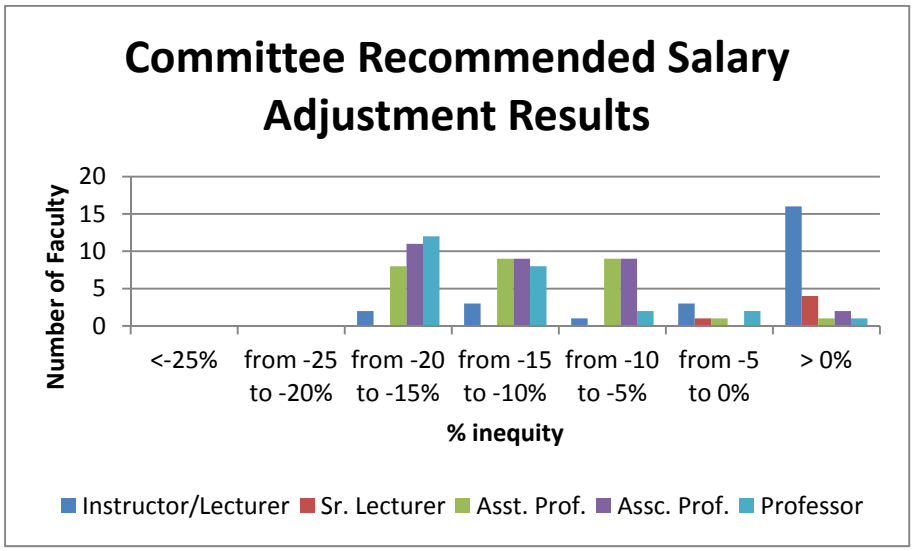
School	1% of FY14 Total Salary	Average per faculty member
Arts & Sciences	$27,517	$519
Business	$12,554	$785
Computing and Mathematics	$5874	$587
Education	$9827	$491
Carter Library	$1364	$455
Nursing	$7313	$609

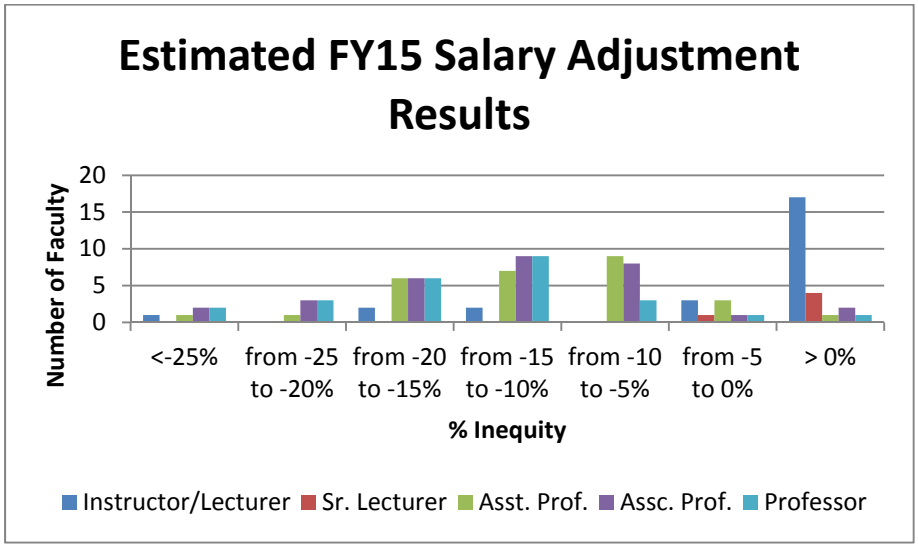
If we assume that all faculty would get the $500 plus the average value, and each faculty member has another year of seniority within rank, then the % inequity calculations would look like this using FY14 peer median data:

Table 8: Numbers of faculty within each rank at various percent inequity values after salaries were adjusted using estimated numbers from the GSW FY15 salary adjustment plan.

	-25% or less	-25 to -20%	-20 to -15%	-15 to -10%	-10 to -5%	-5 to 0%	> 0%	Total
Professor	2	3	6	9	3	1	1	25
Assoc. Professor	2	3	6	9	8	1	2	31
Asst. Professor	1	1	6	7	9	3	1	28
Senior Lecturer	0	0	0	0	0	1	4	5
Instructor / Lecturer	1	0	2	2	0	3	17	25
Total	***6***	***7***	***20***	***27***	***20***	***9***	***25***	***114***

A graphic comparison of both plans is presented below:





The same percentage (90%) of tenure track faculty are below their FY14 TAPGA salaries in spite of an average raise of over $1000. In addition, the minimum and maximum values of % inequity are now -33.9% and +38.5% - slightly wider than current values (see Table 4 and above discussion). The total cost of the GSW FY15 salary plan for faculty alone could be as much as $121,449 (114 faculty x $500 plus overhead would equal $161,527 total). This committee's plan described earlier would have cost $100,504 ($133,670 with 33% overhead) and would have reduced the total difference with TAPGA salaries to $767,738. The GSW plan does have the merit of affecting all or nearly all faculty, but has little effect on current salary differences with our peers.

There is no way of knowing precisely which faculty received a merit salary increase nor can we know the precise amount, but these numbers would seem to indicate that overall there is some improvement for some faculty. In comparison to Table 6, however, the FY15 plan fails to adjust salaries enough for those faculty farthest from their TAPGA salaries. It also does little to decrease our time adjusted salary differences with our peers.

Summary of Recommendations

1. Use the American Library Association for salary information for the faculty in the James Earl Carter Library, as CUPA data do not have enough information for our region.
2. Immediately bring all faculty to at least the peer, discipline-specific minimum salaries. The cost for this would be ~$63,542 ($47,776 in salaries and ~$15,766 in overhead). This would affect the 20 faculty members that are in this situation.
3. Immediately begin a phased-in plan to bring all faculty up to their TAPGA salaries, beginning with those with largest %inequity being the first to have their salaries adjusted. The recommendation is to bring all faculty up to 80% of their TAPGA salary (-20% inequity value). The cost for this would be ~$70,129 ($52,729 in salaries and ~$17,400 in overhead). This would affect an additional 9 faculty members for a total of 29 faculty receiving a benefit during the first year.
4. The administration should consider having tiered salary increases upon promotion, to help reduce compression amongst the ranks.
5. Yearly faculty salary studies should be done under the auspices of the Institutional Effectiveness Committee (IEC). Given that the actual numbers will change from year-to-year, it is essential that the study be updated and perhaps expanded to include other factors as the committee sees fit. The results of these studies should be shared with all faculty each year.
6. The IEC and the university should also study staff and administrative salaries in a similar fashion, also sharing those results with those constituencies.

References

Botsch, R. E., & Folsom, D., 1989, Market inequity: Incorporating this critical element into faculty salary plans. CUPA Journal 40 (1), 37-47.

Dawe, L.A., 2011, Faculty Salary Study, 2010-2011. Aiken, SC: Office of Institutional Effectiveness, University of South Carolina Aiken. Retrieved [11/02/2013], from http://ie.usca.edu/research/Faculty/Facsal2011.pdf.

Toma, M., K. Bennett, C. Padgett, G. Wimer, J. Crosby, A. Willcox and D. Carson, 2012, Armstrong Atlantic State University Faculty Salary Study, retrieved [11/15/2013] from http://www.armstrong.edu/images/Addendum_A Faculty Salary Study 2011.pdf.

Appendix A: Peer Comparison Group for use with CUPA data

GSW Peer Group, < ~10000 students	# of students
Auburn U. at Montgomery	4252
U. of Alabama – Huntsville	5882
Austin Peay State University (TN)	9735
Clayton State U. (GA)	6808
Christopher Newport University (VA)*	5046
Coastal Carolina U. (SC)	8746
Delta State U. (MS)*	2756
Fayetteville State U. (NC)*	5287
Georgia College and State U.	5568
Georgia Southwestern State U.	2749
Henderson State U. (AR)	3363
Jacksonville State U. (AL)	7991
Longwood U. (VA)	4335
McNeese State U. (LA)	7711
Mississippi U. for Women	2503
Morehead State U. (KY)	9725
Murray State U. (KY)	8891
Nicholls State U. (LA)	6012
Northwestern State U. (LA)	8312
Radford U. (VA)	8610
Shepherd University (WV)	4170
Tennessee Technological University	9967
The Citadel (SC)	2629
U. of Central Arkansas	9604
U. of Montevallo (AL)	2598
U. of North Alabama	6082
U. of North Carolina – Pembroke	5504
U. of North Georgia	5851
U. of South Carolina – Aiken	3123
U. of Tennessee – Chattanooga	10159
U. of Tennessee – Martin	7326
Virginia Military Institute	1664
Virginia State U.	4720
Western Carolina U. (NC)	7979
Winston-Salem State U. (NC)	5245
Average	**6025**

Appendix B: CUPA FY14 Peer Data

Four-Year Faculty Salaries: Multi-Discipline Report (4YF)

Report Parameters

Focus Institution	Georgia Southwestern State University
Comparison Group	GSW Peer Group (Revised)
Group Size	34 Institutions
Year	2013-14
Statistics	Unweighted
Tenure	Tenured/Tenure Track
Data Aging	Not Selected

Key
NP - Number of Incumbents. NI - Number of Institutions.
V - More than 150% of the group median
U - Less than 75% of the group median

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of Institutions is less than 5 (too few data) or, if weighted statistics are selected, when one institution's data comprise more than 25% of the total (unbalanced data).

Code/Title	A. Focus Salary		B. Comparison Group Statistics (Based on Reported Average Salaries*)							A's Avg. as % of B's		
	NP	Average	Average	Std. Dev.	Median	Minimum	Maximum	NP	NI	Average	Median	
[09.] COMMUNICATION, JOURNALISM AND RELATED PROGRAMS												
09.01 Communication & Media Studies												
Professor			75,889	8,325	74,806	60,491	91,163	37	18			
Associate Professor			60,597	7,713	58,320	49,240	79,947	53	23			
Assistant Professor			51,558	5,431	51,069	40,361	61,818	59	22			
New Assistant Professor			52,159	5,307	52,000	44,562	60,592	7	6			
Instructor			42,670	6,244	42,470	33,910	50,942	18	10			
[11.] COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES												
11.07 Computer Science												
Professor			89,977	8,621	95,359	75,568	99,149	18	7			
Associate Professor			79,872	8,308	83,622	66,950	88,259	9	5			
Assistant Professor			67,443	8,624	68,848	48,912	78,155	17	8			
New Assistant Professor												
Instructor								3	2			
[13.] EDUCATION												
13.01 General												
Professor			80,683	23,538	78,020	50,479	131,560	25	10			
Associate Professor	3	52,382	64,682	6,889	63,155	56,104	78,795	33	10	81.0	82.9	

Assistant Professor	4	47,760	55,815	4,224	55,860	48,940	61,000	37	10	85.6	85.5	
New Assistant Professor								5	3			
Instructor								3	2			
13.03 Curriculum & Instruction												
Professor								7	4			
Associate Professor			63,062	6,436	61,949	55,670	74,470	9	5			
Assistant Professor			53,427	3,039	52,524	50,243	57,889	11	5			
New Assistant Professor								1	1			
Instructor												
13.06 Assessment, Evaluation & Research												
Professor								3	3			
Associate Professor								4	2			
Assistant Professor												
New Assistant Professor												
Instructor								1	1			

13.10 Special Ed & Teaching												
Professor			87,475	21,951	81,545	67,322	144,821	18	9			
Associate Professor			62,089	4,572	62,170	53,795	70,604	26	12			
Assistant Professor			53,004	3,222	53,943	46,698	59,313	30	13			
New Assistant Professor			52,030	3,864	52,625	45,000	57,000	6	6			
Instructor								1	1			
13.12 Teacher Ed & Prof Dev, Levels & Methods												
Professor			76,105	13,534	73,619	58,791	117,306	74	23			
Associate Professor			60,576	5,720	60,038	52,737	75,392	111	24			
Assistant Professor			53,619	3,898	53,828	44,974	59,828	115	25			
New Assistant Professor			51,980	4,078	52,530	45,000	58,842	11	7			
Instructor								7	4			
13.13 Teacher Ed & Prof Dev, Subjects												
Professor			78,198	10,258	77,662	63,366	94,499	20	9			
Associate Professor			62,473	9,019	60,732	52,329	87,209	36	11			
Assistant Professor			52,774	7,154	52,667	40,808	71,070	43	12			
New Assistant Professor								5	3			
Instructor								2	2			
[16.] FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS												
16.03 East Asian												
Professor												
Associate Professor								1	1			
Assistant Professor								3	3			
New Assistant Professor												
Instructor								1	1			
16.09 Romance												

Professor			73,893	10,066	72,938	58,585	93,895	20	10			
Associate Professor			57,554	5,963	55,923	50,711	75,996	31	15			
Assistant Professor			49,374	4,507	47,498	42,785	57,054	32	16			
New Assistant Professor			51,714	4,300	52,000	45,000	57,000	9	7			
Instructor								2	2			
[23.] ENGLISH LANGUAGE AND LITERATURE/LETTERS												
23.01 General												
Professor	2	58,711	75,112	8,698	72,877	61,297	101,368	163	31	78.2	80.6	
Associate Professor	2	49,481	57,831	6,002	56,356	46,070	70,422	176	31	85.6	87.8	
Assistant Professor	5	44,005	49,951	4,916	49,574	40,000	61,622	140	28	88.1	88.8	
New Assistant Professor	1	40,000	49,599	4,051	49,895	42,000	56,000	21	14	80.6	80.2	
Instructor			39,019	5,566	37,627	32,987	49,115	34	6			
[25.] LIBRARY SCIENCE												
25.01 Library Science and Administration												
Professor								6	2			
Associate Professor								13	2			
Assistant Professor								8	4			
New Assistant Professor								2	2			
Instructor												
[26.] BIOLOGICAL AND BIOMEDICAL SCIENCES												
26.01 General												
Professor	3	68,550	75,958	12,863	72,926	57,362	125,720	126	30	90.2	94.0	
Associate Professor	2	55,651	61,977	7,490	60,123	50,600	79,095	127	29	89.8	92.6	
Assistant Professor	1	44,000	53,883	8,036	53,376	43,286	89,612	112	30	81.7	82.4	
New Assistant Professor	1	44,000	53,380	2,775	53,000	50,000	58,000	15	11	82.4	83.0	
Instructor			41,324	7,119	41,198	30,250	55,866	17	9			
[27.] MATHEMATICS AND STATISTICS												
27.01 Mathematics												
Professor			77,248	8,334	75,986	65,729	97,231	128	33			
Associate Professor	3	60,802	60,740	4,803	59,878	52,099	72,576	138	33	100.1	101.5	
Assistant Professor	1	52,005	53,694	4,055	53,052	44,718	62,464	114	29	96.9	98.0	
New Assistant Professor			52,722	3,971	53,375	45,024	61,000	22	14			
Instructor			41,072	3,801	41,383	36,347	48,640	32	7			
[31.] PARKS, RECREATION, LEISURE AND FITNESS STUDIES												
31.01 Parks, Recreation & Leisure Studies												
Professor	1	73,306						2	1			
Associate Professor								3	1			
Assistant Professor	1	47,005						2	2			
New Assistant Professor								1	1			
Instructor												
31.05 Health & Physical Education/Fitness												
Professor			80,053	6,861	79,346	69,451	95,038	32	17			

Associate Professor			63,484	7,096	63,725	53,973	81,710	50	21			
Assistant Professor			54,433	4,343	55,000	45,415	63,405	55	17			
New Assistant Professor			54,248	3,546	55,250	48,000	59,000	19	10			
Instructor								5	4			
[40.] PHYSICAL SCIENCES												
40.05 Chemistry												
Professor			79,504	12,613	78,063	56,611	116,987	86	27			
Associate Professor	4	54,991	62,467	6,961	61,989	48,524	77,598	80	26	88.0	88.7	
Assistant Professor			53,767	4,900	53,433	45,000	68,039	67	26			
New Assistant Professor			54,695	2,363	55,000	51,000	58,000	8	7			
Instructor								8	4			
40.06 Geological & Earth Sci/Geosciences												
Professor	3	68,669	81,203	14,921	72,821	67,874	118,269	23	11	84.6	94.3	
Associate Professor	1	51,129	61,062	8,415	57,577	50,954	78,564	18	7	83.7	88.8	
Assistant Professor			53,395	5,097	54,920	45,000	61,957	16	8			
New Assistant Professor								4	4			
Instructor								1	1			
40.08 Physics												
Professor			83,763	10,448	82,679	64,943	103,267	47	19			
Associate Professor			68,943	10,571	67,502	50,158	95,663	49	21			
Assistant Professor			58,702	8,615	55,809	49,917	84,903	38	19			
New Assistant Professor								4	4			
Instructor								1	1			
[42.] PSYCHOLOGY												
42.01 General												
Professor	4	56,740	78,545	13,149	77,276	50,800	117,705	113	32	72.2	73.4	U
Associate Professor	1	46,505	61,393	7,309	59,811	49,783	78,510	97	28	75.7	77.8	
Assistant Professor	4	42,753	53,716	4,526	53,560	44,000	62,656	81	27	79.6	79.8	
New Assistant Professor	2	42,000	55,113	3,501	55,000	50,000	61,000	13	9	76.2	76.4	
Instructor								2	2			
[45.] SOCIAL SCIENCES												
45.06 Economics												
Professor			95,942	12,211	95,287	70,036	113,917	40	14			
Associate Professor			79,936	12,797	77,100	58,983	108,329	21	13			
Assistant Professor			71,426	9,103	73,237	55,864	85,000	21	12			
New Assistant Professor			70,833	7,603	70,000	59,000	85,000	6	6			
Instructor								1	1			
45.10 Political Science & Government												
Professor			80,144	12,398	80,151	57,736	110,444	55	25			
Associate Professor			62,226	7,575	60,083	52,203	80,511	55	22			
Assistant Professor			53,582	8,877	52,402	39,200	88,580	53	24			

New Assistant Professor			51,208	6,116	53,759	39,200	57,000	7	7			
Instructor								2	2			
45.11 Sociology												
Professor			79,727	8,181	79,594	65,621	92,560	49	21			
Associate Professor			60,101	5,852	59,386	47,000	71,770	60	27			
Assistant Professor			51,135	4,265	51,224	44,220	60,810	53	25			
New Assistant Professor			53,705	3,903	54,000	45,000	60,300	15	13			
Instructor								2	2			
[50.] VISUAL AND PERFORMING ARTS												
50.05 Dramatic/Theatre Arts & Stagecraft												
Professor	1	67,059	73,667	12,965	72,565	57,165	111,401	22	15	91.0	92.4	
Associate Professor			57,508	5,652	56,653	47,300	72,166	42	18			
Assistant Professor			50,134	4,089	48,964	42,000	58,000	31	15			
New Assistant Professor								6	4			
Instructor												
50.07 Fine & Studio Art												
Professor	1	73,563	72,042	6,525	73,730	56,914	82,197	77	21	102.1	99.8	
Associate Professor	2	48,998	57,985	7,828	56,781	41,065	80,051	68	24	84.5	86.3	
Assistant Professor			49,791	5,327	50,056	35,132	61,356	68	25			
New Assistant Professor			50,581	3,808	53,000	46,000	55,866	10	9			
Instructor								2	2			
50.09 Music												
Professor	1	55,491	70,651	9,482	70,249	57,097	97,283	129	28	78.5	79.0	
Associate Professor			58,848	6,668	57,992	42,745	74,580	128	28			
Assistant Professor	1	45,005	49,576	5,806	49,106	38,000	62,000	106	30	90.8	91.6	
New Assistant Professor			51,303	5,973	50,000	42,468	62,000	13	11			
Instructor								7	3			
[51.] HEALTH PROFESSIONS AND RELATED PROGRAMS												
51.38 Reg Nursing, Nursing Admin, Nursing Rsrch and Clinical Nursing												
Professor			90,627	16,533	87,685	66,240	126,863	49	22			
Associate Professor	2	71,877	73,217	12,053	69,211	60,139	110,911	104	26	98.2	103.9	
Assistant Professor	2	59,505	61,554	8,509	59,202	50,793	88,358	221	25	96.7	100.5	
New Assistant Professor			62,005	11,612	60,532	49,250	95,000	28	13			
Instructor			58,951	10,966	53,677	42,840	74,909	37	10			
[52.] BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES												
52.01 General												
Professor	3	78,184	99,831	13,808	103,500	80,280	119,421	20	7	78.3	75.5	
Associate Professor	8	80,040	81,442	9,043	79,737	68,572	95,325	9	5	98.3	100.4	
Assistant Professor	3	81,835	85,093	12,731	88,065	61,000	99,000	12	7	96.2	92.9	
New Assistant Professor								1	1			
Instructor								1	1			
52.02 Admin, Mgt & Operations												

Professor			100,989	16,039	99,365	72,150	141,778	83	27			
Associate Professor			92,497	13,600	91,395	60,334	130,057	87	27			
Assistant Professor			87,136	14,358	85,917	60,987	120,748	59	22			
New Assistant Professor			88,525	21,632	95,300	50,000	118,000	8	7			
Instructor								1	1			
52.03 Accounting & Related Srvcs												
Professor			110,005	14,773	107,124	86,014	149,350	55	20			
Associate Professor			99,968	18,957	103,451	63,310	133,000	59	26			
Assistant Professor			98,571	17,693	100,156	60,926	130,915	41	23			
New Assistant Professor			109,667	6,992	110,000	98,000	120,000	6	6			
Instructor			56,210	11,868	54,250	40,000	72,455	12	7			
52.08 Finance & Financial Mgt Srvcs												
Professor			106,830	14,597	101,203	83,409	145,569	32	18			
Associate Professor			101,173	14,337	99,720	82,172	135,267	28	16			
Assistant Professor			91,714	16,365	92,925	61,800	122,500	14	10			
New Assistant Professor								1	1			
Instructor												
52.14 Marketing												
Professor			107,871	15,644	106,365	77,340	134,325	38	14			
Associate Professor			95,873	19,716	96,761	58,937	138,432	35	20			
Assistant Professor			94,867	8,723	93,865	80,000	114,000	25	17			
New Assistant Professor								4	4			
Instructor								2	2			
[54.] HISTORY GENERAL												
54.01 History												
Professor	3	65,973	78,347	14,941	73,739	59,687	123,605	100	30	84.2	89.5	
Associate Professor	2	47,864	57,905	5,749	56,412	48,280	70,689	115	29	82.7	84.8	
Assistant Professor	3	44,672	49,974	3,938	49,967	44,000	57,286	86	27	89.4	89.4	
New Assistant Professor			50,927	3,233	52,148	45,000	54,500	11	9			
Instructor			40,169	4,535	38,728	34,210	46,000	8	5			

* For the minimum of reported minimum salaries and the maximum of reported maximum salaries, please see the Single Discipline Report.

Data from FY14 CUPA National Public Universities for missing categories

11.07 (Computer Science)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	50,705	0.97	50,655	32,500	71,567

13.12 (Teacher Education)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	46,199	0.89	45,337	38,294	60,789

31.05 (Health & PE)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	50,593	0.97	49,907	36,500	67,014

45.10 (Political Science)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	44,564	0.86	44,863	37,330	49,835

50.07 (Fine & Studio Art)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	46,877	0.90	47,232	37,661	57,287

50.09 (Music)	*Average*	*Standard Dev.*	*Median*	*Minimum*	*Maximum*
Instructor	45,883	0.88	46,536	30,000	57,378

25.01 (Library)	*Average*	*St. Dev.*	*Median*	*Minimum*	*Maximum*
Professor	89,958	0.91	85,305	60,022	141,555
Assoc. Prof.	69,469	0.90	68,972	45,287	139,538
Asst. Prof.	60,442	0.90	59,319	37,822	92,000
Instructor	unavailable	unavailable	unavailable	unavailable	unavailable