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WHERE ARE THE PRIORITIES?

THE ANNUAL REPORT ON THE ECONOMIC STATUS OF THE PROFESSION, 2007–08

For many years now, colleges and universities have attempted to balance competing demands from students, legislators, and society at large. Students are enrolling in record numbers, legislators and employers are demanding greater skill levels from graduates, and higher education is increasingly being called on to do the work of economic development; at the same time, the share of institutional funding provided by state and federal governments continues to decline. Given these competing pressures on institutions, financial decision making has become a matter of determining priorities. In this year's report, we call into question the apparent priorities demonstrated by trends in relative spending on salaries for faculty, football coaches, and senior administrators and by the shifts in staffing that have reshaped colleges and universities so dramatically over recent decades.

The Year in Faculty Salaries

For nearly five decades, the AAUP has compiled comprehensive data on full-time faculty salaries from colleges and universities across the country. We begin this year's report with an overview of the results of that survey; detailed aggregate data are presented in the survey report tables immediately following this report, and institution-specific figures are in two comprehensive appendices.

Table A puts this year's findings in long-term perspective. The change in average salary levels between 2006–07 and 2007–08 is similar to the change between 2005–06 and 2006–07. But what is very different is the overall economic context, reflected in the change in "real terms" displayed on the right-hand side of the table. The rate of inflation between December 2006 and December 2007 was 4.1 percent, the highest level since the end of the 1980s. The increase in overall average faculty salaries thus lagged behind inflation for the third time in the last four years.

As we reported last year, it appears that a number of academic institutions, particularly those in the public sector, are increasing full-time faculty salaries to make up for several years of depressed pay rates. As a result, the increases in average salary levels shown in table A are relatively high when compared to previous years. But with inflation rising faster than expected at the end of 2007, faculty salaries once again represent stagnant purchasing power. The picture varies, however, among different categories of institutions, as reflected in survey report tables 1 through 3. (Those tables report changes in salary from the previous year; actual salary amounts for 2007–08 are presented in survey report tables 4 through 9.)

Survey report table 1 presents two different aspects of the increase in full-time faculty salary for 2007–08 and gives full detail on each broken out by academic rank and institutional category. The left-hand side of the table shows the percentage change in average salary levels for those colleges and universities that submitted data in both years. This figure includes both newly hired faculty and those who remained in their positions from the previous year. The right-hand side of the table summarizes data specifically for "continuing faculty," defined in the AAUP survey as those faculty members who were employed full time at the same institution for both years. The "continuing-faculty increase" is the figure that best approximates the raise that an average faculty member might have seen for this academic year, although it does include the effect of promotions in rank along with other salary increases.

Public-Private Differentials

A continuing concern of this report has been the widening differential between faculty salaries in the public and private sectors of higher education. Although independent private colleges and universities—those not affiliated with a religious denomination—

TABLE A
Percentage Increases in Average Nominal and Real Salaries for Institutions Reporting Comparable Data for Adjacent One-Year Periods, and Percentage Change in the Consumer Price Index, 1971-72 through 2007-08

	Prof.	Assoc.	Asst.	Inst.	All Ranks	Prof.	Assoc.	Asst.	Inst.	All Ranks	Change in CPI
	NOMINAL TERMS					REAL TERMS					
ALL FACULTY											
1971-72 to 1973-74	9.7	9.6	9.1	8.8	9.4	-2.7	-2.8	-3.3	-3.6	-3.0	12.4
1973-74 to 1975-76	12.4	12.1	11.7	12.3	12.1	-7.7	-8.0	-8.4	-7.8	-8.0	20.1
1975-76 to 1977-78	10.1	10.4	10.3	10.4	10.2	-1.8	-1.5	-1.6	-1.5	-1.7	11.9
1977-78 to 1979-80	13.5	13.2	13.1	12.8	13.3	-10.0	-10.3	-10.4	-10.7	-10.2	23.5
1979-80 to 1981-82	18.6	18.1	18.7	17.5	18.5	-3.9	-4.4	-3.8	-5.0	-4.0	22.5
1981-82 to 1983-84	11.2	11.0	11.9	12.1	11.4	3.5	3.3	4.2	4.4	3.7	7.7
1983-84 to 1985-86	13.2	12.7	13.2	12.5	13.1	5.3	4.8	5.3	4.6	5.2	7.9
1985-86 to 1986-87	6.0	5.8	5.7	4.9	5.9	4.9	4.7	4.6	3.8	4.8	1.1
1986-87 to 1987-88	5.0	4.8	4.9	3.8	4.9	0.6	0.4	0.5	-0.6	0.5	4.4
1987-88 to 1988-89	5.8	6.7	6.0	5.3	5.8	1.4	2.3	1.6	0.9	1.4	4.4
1988-89 to 1989-90	6.3	6.3	6.3	5.4	6.1	1.7	1.7	1.7	0.8	1.5	4.6
1989-90 to 1990-91	5.5	5.3	5.5	5.0	5.4	-0.6	-0.8	-0.6	-1.1	-0.7	6.1
1990-91 to 1991-92	3.4	3.5	3.8	3.9	3.5	0.3	0.4	0.7	0.8	0.4	3.1
1991-92 to 1992-93	2.6	2.3	2.6	2.3	2.5	-0.3	-0.6	-0.3	-0.6	-0.4	2.9
1992-93 to 1993-94	3.0	3.1	3.0	3.2	3.0	0.3	0.4	0.3	0.5	0.3	2.7
1993-94 to 1994-95	3.4	3.4	3.2	3.5	3.4	0.7	0.7	0.5	0.8	0.7	2.7
1994-95 to 1995-96	3.1	2.9	2.7	2.6	2.9	0.6	0.4	0.2	0.1	0.4	2.5
1995-96 to 1996-97	2.9	3.0	2.4	3.2	3.0	-0.4	-0.3	-0.9	-0.1	-0.3	3.3
1996-97 to 1997-98	3.6	3.2	2.8	2.6	3.3	1.9	1.5	1.1	0.9	1.6	1.7
1997-98 to 1998-99	4.0	3.6	3.5	2.9	3.6	2.4	2.0	1.9	1.3	2.0	1.6
1998-99 to 1999-00	4.3	4.0	3.9	3.7	3.7	1.6	1.3	1.2	1.0	1.0	2.7
1999-00 to 2000-01	4.4	3.9	4.4	3.6	3.5	1.0	0.5	1.0	0.2	0.1	3.4
2000-01 to 2001-02	4.2	3.8	4.8	4.2	3.8	2.6	2.2	3.2	2.6	2.2	1.6
2001-02 to 2002-03	3.4	3.1	3.8	2.2	3.0	1.0	0.7	1.4	-0.2	0.6	2.4
2002-03 to 2003-04	2.4	2.0	2.3	2.0	2.1	0.5	0.1	0.4	0.1	0.2	1.9
2003-04 to 2004-05	3.4	3.0	3.2	2.7	2.8	0.1	-0.3	-0.1	-0.6	-0.5	3.3
2004-05 to 2005-06	3.7	3.3	3.3	3.2	3.1	0.3	-0.1	-0.1	-0.2	-0.3	3.4
2005-06 to 2006-07	4.2	3.9	4.1	3.9	3.8	1.7	1.4	1.6	1.4	1.3	2.5
2006-07 to 2007-08	4.3	4.1	4.1	3.9	3.8	0.2	0.0	0.0	-0.2	-0.3	4.1
CONTINUING FACULTY											
1971-72 to 1973-74	10.4	12.4	12.8	13.7	11.9	-2.0	0.0	0.4	1.3	-0.5	12.4
1973-74 to 1975-76	14.3	15.7	16.5	17.9	15.6	-5.8	-4.4	-3.6	-2.2	-4.5	20.1
1975-76 to 1977-78	12.5	13.2	13.5	13.7	13.0	0.6	1.3	1.6	1.8	1.1	11.9
1977-78 to 1979-80	15.2	16.3	17.4	18.0	16.1	-8.3	-7.2	-6.1	-5.5	-7.4	23.5
1979-80 to 1981-82	19.9	21.0	22.4	22.3	20.9	-2.6	-1.5	-0.1	-0.2	-1.6	22.5
1981-82 to 1983-84	13.3	13.9	15.3	14.7	14.1	5.6	6.2	7.6	7.0	6.4	7.7
1983-84 to 1985-86	14.2	15.1	16.3	16.1	14.9	6.3	7.2	8.4	8.2	7.0	7.9
1985-86 to 1986-87	6.3	6.7	7.0	6.5	6.6	5.2	5.6	5.9	5.4	5.5	1.1
1986-87 to 1987-88	6.1	6.6	7.1	6.9	6.5	1.7	2.2	2.7	2.5	2.1	4.4
1987-88 to 1988-89	6.4	7.1	7.6	7.4	6.8	2.0	2.7	3.2	3.0	2.4	4.4
1988-89 to 1989-90	6.9	7.4	7.8	7.5	7.3	2.3	2.8	3.2	2.9	2.7	4.6
1989-90 to 1990-91	6.1	6.8	7.2	7.0	6.6	0.0	0.7	1.1	0.9	0.5	6.1
1990-91 to 1991-92	3.9	4.5	4.9	5.1	4.3	0.8	1.4	1.8	2.0	1.2	3.1
1991-92 to 1992-93	3.2	3.7	4.2	4.4	3.6	0.3	0.8	1.3	1.5	0.7	2.9
1992-93 to 1993-94	3.8	4.4	4.7	4.5	4.2	1.1	1.7	2.0	1.8	1.5	2.7
1993-94 to 1994-95	4.1	4.7	4.9	4.9	4.6	1.4	2.0	2.2	2.2	1.9	2.7
1994-95 to 1995-96	3.7	4.1	4.5	4.4	4.0	1.2	1.6	2.0	1.9	1.5	2.5
1995-96 to 1996-97	3.0	4.0	4.2	4.6	3.5	-0.3	0.7	0.9	1.3	0.2	3.3
1996-97 to 1997-98	4.0	4.6	4.8	5.0	4.3	2.3	2.9	3.1	3.3	2.6	1.7
1997-98 to 1998-99	4.5	5.0	5.3	5.3	4.8	2.9	3.4	3.7	3.7	3.2	1.6
1998-99 to 1999-00	4.5	4.9	5.4	5.3	4.8	1.8	2.2	2.7	2.6	2.1	2.7
1999-00 to 2000-01	5.0	5.4	5.8	5.8	5.3	1.6	2.0	2.4	2.4	1.9	3.4
2000-01 to 2001-02	4.8	5.1	5.7	5.4	5.0	3.2	3.5	4.1	3.8	3.4	1.6
2001-02 to 2002-03	4.1	4.4	4.7	4.5	4.3	1.7	2.0	2.3	2.1	1.9	2.4
2002-03 to 2003-04	2.8	3.3	3.5	3.8	3.1	0.9	1.4	1.6	1.9	1.2	1.9
2003-04 to 2004-05	4.2	4.7	4.8	4.7	4.5	0.9	1.4	1.5	1.4	1.2	3.3
2004-05 to 2005-06	4.1	4.7	4.8	4.4	4.4	0.7	1.3	1.4	1.0	1.0	3.4
2005-06 to 2006-07	4.7	5.3	5.4	5.1	5.0	2.2	2.8	2.9	2.6	2.5	2.5
2006-07 to 2007-08	4.8	5.4	5.4	5.7	5.1	0.7	1.3	1.3	1.6	1.0	4.1

Note: Consumer Price Index (CPI) obtained from the U.S. Bureau of Labor Statistics. The change in the CPI for all Urban Consumers, the percentage change that this table reports, is calculated from December to December. Salary increases for the years to 1985-86 are grouped in two-year intervals in order to present the full 1971-72 through current year series. Nominal salary is measured in current dollars. The percentage increase in real terms is the percentage increase in nominal terms adjusted for the percentage change in the CPI. Figures for All Faculty represent changes in salary levels from a given year to the next. Figures for Continuing Faculty represent the average salary change for faculty on staff at the same institution in both years over which the salary change is calculated.

have long paid higher salaries on average than institutions in the public sector, the gap between the two sectors has been widening in recent years. This trend shows no sign of abating this year. According to AAUP data, a full professor at a public doctoral university in 1970–71 could have expected a salary equal to 91 percent of what a colleague at a comparable private university might earn. This year, the same average proportion has declined to only 76 percent, having dropped steadily over the decades.

Although some full professors are permanently settled in the communities where they live and work, others can be persuaded to move to new institutions, and these senior faculty members are in demand to assume leadership roles in new or expanding academic and research programs. When public universities cannot compete in terms of salary and other resources, private universities may be able to attract the best and most productive scholars. In 2007, as in other recent years, a number of media outlets reported on the concerns expressed at public universities whose established faculties were perceived to be targeted in hiring “raids.”

Public-private differentials for full professors at other types of institutions are less dramatic but can lead to similar results. Throughout the 1980s, average salaries at public master’s and baccalaureate institutions were competitive with the private sector. However, the 2007–08 data show that public-private proportions for these two categories have declined to 90 percent and 85 percent, respectively.

Institutions also compete to attract new faculty—who are often more mobile than senior professors—so it is important to look at the public-private differential with respect to assistant professors at an early stage

of their academic careers as well. Here, too, the public colleges and universities appear to be at an increasing disadvantage. Since 1970–71, the average salary for assistant professors at public doctoral universities has slipped from near parity (99 percent of the private average) to only 83 percent. At public master’s universities and baccalaureate colleges, the disadvantage is not as great. While public salaries have declined in comparison to those at private institutions, the public average for assistant professors is still 98 percent of the private average at master’s universities and 97 percent at baccalaureate colleges.

Football Coach Salaries

Harley-Davidson Motor Company generates profits from the sale of branded T-shirts, jackets, gloves, helmets, boots, vests, sunglasses, even Christmas tree ornaments. But if the company began investing more resources in the manufacture of accessories than in the manufacture of its classic motorcycles, shareholders would demand to know what the company’s real priorities were. Ostensibly, the first priority of the universities with Division I-A football programs is higher education.¹ A review of the growing financial resources these universities sink into their football programs might, however, lead one to question the real priorities of the institutions.

USA Today sought to acquire the contracts of the 120 head football coaches leading Division I-A teams during the 2007–08 academic year. Table B compares the newspaper’s data on coaches’ pay with faculty salary data collected by the AAUP.²

The base salaries and other income of fifty of the head coaches are at \$1 million or higher. While “other income” includes payments

for apparel contracts, public appearances, football camps, and items that may be paid by other sources, universities typically guarantee most of this income. The real number of millionaire coaches climbs substantially higher if one includes bonus payments for securing berths in bowl games or graduating certain percentages of the team’s players and other perks such as vehicles, country club memberships, and free tickets for varsity sports events.

Table B presents two years of average salaries for head football coaches, average salaries of full professors, and the ratio of the two for the eleven Division I-A football conferences. In 2007–08, the average salary of the coaches is \$1,040,863, a 12.4 percent increase over the \$925,683 average paid in 2006–07. By contrast, the average salary of full professors at these universities in 2007–08 is \$104,523, 3.5 percent more than the \$100,998 paid in 2006–07. In 2006–07, the average head football coach earned 9.2 times the average full professor’s salary; that ratio increased to 10 this year. What does this say about the priorities of Division I-A universities?

Although head football coaches, on average, earn more than twice the salary of full professors in every conference, the national averages do mask substantial differences between conferences. In the Mid-American Conference, coaches this year are earning 2.4 times the average salary of full professors. This ratio increased from last year because the average salary of full professors increased by only 2.3 percent, while the average salary of head coaches increased by 14.8 percent. By contrast, this year head coaches in the Southeastern Conference are earning 18.6 times the salary of the full professors who carry out the primary

functions of their institutions, teaching and research. Full-professor average salaries are up 5.5 percent from last year but are dwarfed by the 36.4 percent increase in average head coach salaries. As we reported last year, new University of Alabama coach Nick Saban made headlines by securing a \$3.5 million salary when he returned to the college ranks from the National Football League. But four of his conference colleagues also garnered salaries of more than \$2 million this year.

One argument for paying high salaries to head football coaches in Division I-A is that the programs generate profits that can be shared with other university departments, including academic programs. Regarding football in particular, National Collegiate Athletic Association (NCAA) data for 2002–03 indicated that 68

percent of Division I-A programs reported profits, 28 percent reported budget deficits, and 4 percent reported breaking even. While football on average helps to subsidize other sports at Division I-A universities, athletic programs as a whole ran budget deficits. The average athletics deficit of \$600,000 is a small amount when compared to a university operating budget in the hundreds of millions of dollars, but even so, NCAA data do not support the promise of football as a source of revenue for university academic programs.³ Instead, it appears that any net revenues that may be raised by even the most successful football programs go to subsidize other athletic programs.

When asked by *USA Today* about the enormous salaries commanded by head football coaches, Louisiana State University athletic director Skip

Bertman said, “I go back to professional baseball and Alex Rodriguez making \$25 million a year. Or to Julia Roberts and \$20 million for one movie. Are those people worth it? Of course not. But if that’s what the marketplace is and enough people are willing to watch Alex play or Julia Roberts in a movie, they have a right to get that. I don’t think this is any different.”

While analogies can be enormously useful learning devices, they don’t work if they aren’t accurate. Alex Rodriguez is paid \$25 million by a professional baseball team that is a corporation whose function is to produce a winning team for profit. When Julia Roberts is paid \$20 million to make a movie, she is being employed by a media company whose function is to produce entertaining films for profit. By contrast, most of

Table B
Average Salary for Division I-A Football Head Coaches and Full Professors, by Conference, 2006–07 and 2007–08

Conference	Average Head Football Coach Salary					Average Full-Professor Salary					Ratio, Avg. Coach to Avg. Professor	
	2006		2007		Change (%)	2006–07		2007–08		Change (%)	2006–07	2007–08
	Mean	N	Mean	N		Mean	N	Mean	N			
Atlantic Coast Conference	1,215,154	12	1,363,450	10	12.2	118,573	12	125,044	12	5.5	10.2	10.9
Big East Conference	979,706	7	1,184,851	8	20.9	106,168	8	110,263	8	3.9	9.2	10.7
Big Ten Conference	1,431,583	9	1,504,176	9	5.1	113,929	9	118,851	9	4.3	12.6	12.7
Big Twelve Conference	1,577,261	12	1,631,022	12	3.4	100,936	12	105,961	12	5.0	15.6	15.4
Conference USA	552,422	10	649,552	9	17.6	96,486	10	100,074	10	3.7	5.7	6.5
Mid-American Conference	197,319	12	226,475	12	14.8	91,700	10	93,783	12	2.3	2.2	2.4
Pacific-Ten Conference	1,236,604	9	1,311,968	9	6.1	110,331	9	109,654	7	-0.6 ^a	11.2	12.0
Southeastern Conference	1,423,565	11	1,941,612	11	36.4	98,788	11	104,229	10	5.5	14.4	18.6
Sun Belt Conference	237,166	8	255,069	9	7.5	85,065	7	87,983	8	3.4	2.8	2.9
Western Athletic Conference	470,748	9	546,508	9	16.1	84,629	9	87,596	9	3.5	5.6	6.2
Mountain West Conference	622,776	8	645,632	8	3.7	96,627	7	102,627	7	6.2	6.4	6.3
Overall Average	925,683	107	1,040,863	106	12.4	100,998	104	104,523	104	3.5	9.2	10.0

Notes: Coach salary includes base salary and other income, most of which is guaranteed. It does not include performance-based bonuses. Full-professor salary is for full-time instructional faculty, excluding administrators and medical school faculty; base salary adjusted to nine-month basis. Conference figures do not include Pennsylvania State University or independent universities, where data are incomplete.

^a Faculty salary figures for 2007–08 do not include the University of California, Berkeley, or the University of California, Los Angeles.

the universities in Division I-A are public and thus subsidized by taxpayers. If the purpose of the institutions were to produce football entertainment for profit and serve as farm teams for the National Football League, then arguments about letting market forces determine college coaches' salaries would make sense. Otherwise, they don't.

In reality, only a few of the college athletes on the field, or of the students in the stands, will find their future success in life determined by what they learned on Saturday afternoons at the game. What will count most in the decades after graduation is what they learned from their professors in the classroom. And it is thus the academic program and the faculty in which taxpayers and alumni and other donors should be investing.

Administrator Salaries

In a November 2007 interview with the *Chronicle of Higher Education*, Stephen J. Trachtenberg, recently retired after nineteen years as president of George Washington University, said,

I have always thought it was a terrible mistake on the part of the AAUP and other faculty groups to deride the compensation of university presidents, because it's not an issue of what you pay presidents. It's an issue of what you pay people in the academy. If the presidents are paid well, it follows, or it should follow, that the professor will be celebrated and honored and also fairly compensated. Paying your president reasonably is a good investment on the part of the faculty.

The AAUP and Trachtenberg are not in complete disagreement. The AAUP doesn't deride presidents for

their compensation packages. On the contrary, we believe that the point of salary analyses is not to pit one group in the academy against another. But parsing Trachtenberg's statement yields important questions: Are the terms "paid well" and "fairly compensated" synonymous? Is there a direct causal relationship between presidential pay and faculty pay, and if so, how strong is it? Does it strengthen the academy to increase the compensation of certain groups of employees while using growing numbers of contingent faculty, postdoctoral fellows, and graduate students to depress the compensation of another group of employees?

George Washington University did make a substantial investment in Trachtenberg. In the most recent year for which we have data (2005–06), he was one of the eighty-one presidents from private institutions who earned more than half a million dollars in total compensation, with a pay and benefits package worth \$706,133.⁴

The AAUP believes that the argument for paying faculty well is at least as strong as the argument for paying presidents well. The faculty carry out the core missions of the institution, teaching and creating knowledge. This fact does not diminish the importance of the many nonfaculty employees who keep the wheels turning at their institutions, but it does suggest that deploying resources to recruit and retain the best faculty is the most important investment a college or university can make.

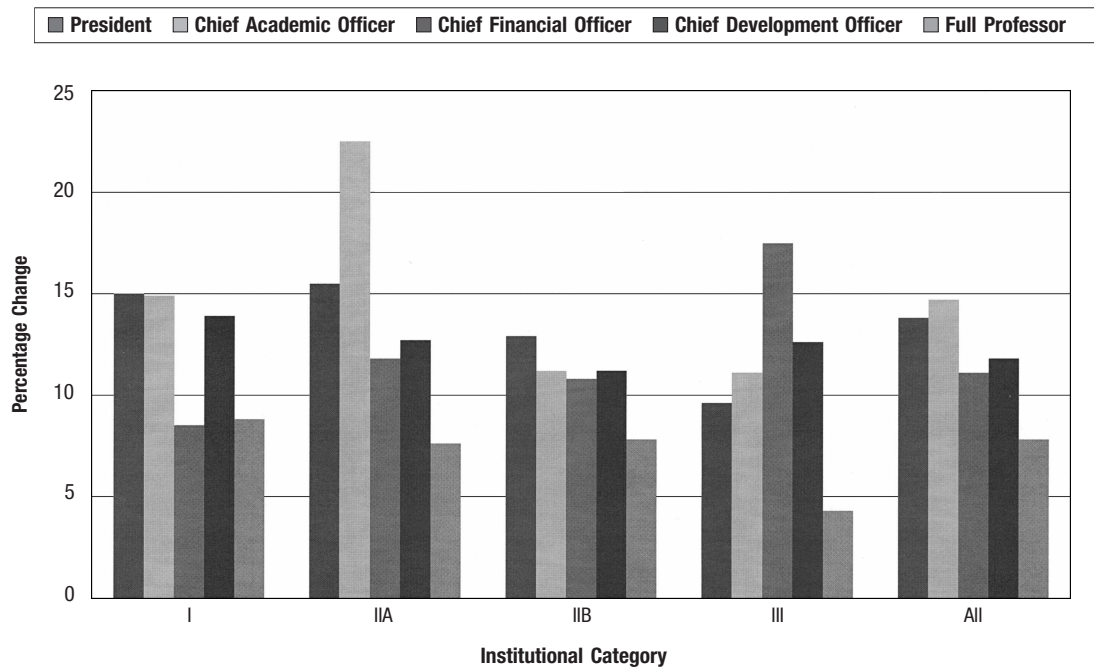
One might wonder how it follows that if presidents are paid well, faculty will also be paid well. Trachtenberg's statement asserts correlation but doesn't explain the underlying causal mechanism. Ultimately, whether a well-paid uni-

versity president will result in well-paid (or fairly paid) faculty is an empirical question. Last year's report cast doubt on assertions of correlation between presidential and faculty salaries with a chart indicating that between 1995–96 and 2005–06 presidential salary increases were more than six times greater than faculty salary increases. Figures 1 and 2, based on more recent data collected as part of the annual AAUP survey, indicate that the gap in salaries between faculty and other top administrators is also widening.

Figure 1 shows the two-year change in average salary for each senior administrative position at private-independent and church-related colleges and universities that submitted data to the AAUP. At these institutions, the average increase in presidential salary substantially exceeded both the inflation rate and the average salary increases earned by full professors. For each institutional type, the percentage change in faculty salaries over the two-year period is approximately half of the percentage change in respective presidential salaries. Salary growth rates for other chief administrators have also exceeded the rate of inflation, and in all but one instance—the chief financial officers at private doctoral universities—have exceeded the growth rate in full-professor salaries. Since average salaries for these top administrative positions are typically twice those of even senior professors, the fact that they are also growing more rapidly indicates that salaries for administrators apparently have a higher priority than those for faculty.

At the public colleges and universities depicted in figure 2, the differences in the rate of recent salary increases are somewhat smaller. As suggested in the first section of this report, public institutions appear to

FIGURE 1
Two-Year Change in Average Salaries for Administrators and Faculty at Private Institutions,
by Institutional Category, 2005–06 to 2007–08



Note: For definitions of categories, see Explanation of Statistical Data on page 35.

have increased faculty salaries in the last two years in an effort to make up for smaller increases in previous years. That effort, coupled with somewhat smaller increases for top administrators than in the private sector, has resulted in the less rapidly widening gap depicted in the figure. Nonetheless, the basic conclusion is the same: a positive relationship between presidential and faculty salaries does not appear in the data for either public or private institutions. There does seem to be a strong positive relationship between higher pay for presidents and higher pay for other top administrators across institutional categories and across the public-private divide, however.

As Trachtenberg pointed out in his *Chronicle* interview, “college presidents are paid more than professors of French.” But, as he also noted, the large and growing differences in compensation for senior administrators relative to their faculties have moral and ethical implications. When market forces are widely offered as a reason why presidents, administrative vice presidents,

and football coaches *must* be paid enormous salaries—while at the same time market forces are blamed for the continuing suppression of contingent faculty wages, the growing use of graduate students in undergraduate teaching, and the increasing length of postdoctoral fellowships—we would be remiss if we did not ask hard questions about priorities.

Specialization

A college or university budget is a blueprint indicating where the institution’s priorities lie. Because higher education is a labor-intensive venture, the allocation of staff across different departments within a college or university has significant impact on how the institution operates.

The AAUP has long championed academic freedom and tenure because these conditions are necessary to ensure that faculty can consider a wide range of viewpoints in their teaching and research and are not restricted to whatever perspective happens to be popular or profitable at the moment.

Faculty participation in academic governance is an essential check and balance at a time when U.S. colleges and universities are embracing the operating strategies of for-profit corporations with growing fervor. Students are viewed as “customers” and faculty are coming under pressure to alter curricula to provide the courses that the customers want, regardless of the value of those courses in contributing to the goals of a postsecondary education. Colleges and universities increasingly conceptualize higher education as a commodity and attempt to provide it at the lowest cost. They do so by reorganizing themselves as “knowledge factories” in which a variety of internal functions (for example, dining services and facilities maintenance) are outsourced to for-profit contractors who pay their workers minimum wages and in which the central teaching and research functions are outsourced to legions of poorly paid non-tenure-track adjunct faculty, postdoctoral fellows, and graduate students.

While faculty governance is necessary to ensure that the operating decisions of colleges and universities are pedagogically sound, arguably the extent of governance that faculty exercise over their institutions is on the decline and has been for decades. Former AAUP general secretary Mary Burgan comments on this troubling phenomenon in her recent book, *Whatever Happened to the Faculty?*

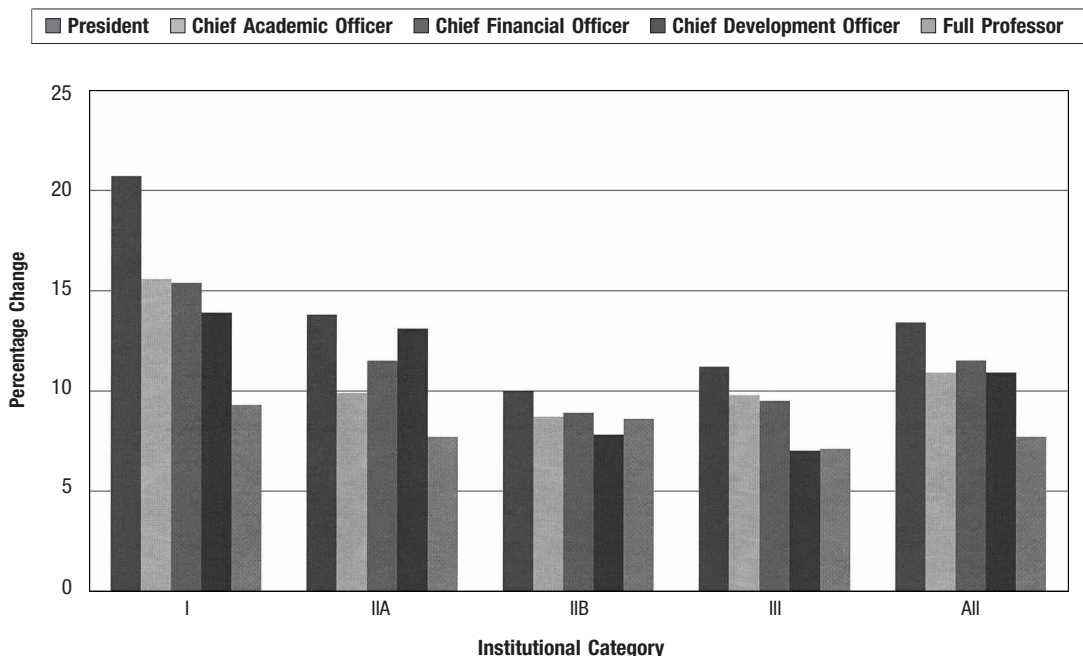
For most of the history of U.S. higher education, faculty members performed the key administrative functions. The college president, dean of faculty, dean of students, and director of admissions were professors who simultaneously wore faculty and administrative hats. The bird's-eye view of the institution's different functions that faculty-administrators had gave them an

advantage in understanding the pedagogical consequences of administrative decisions, and their institutions benefited from their broad base of knowledge. In the post-World War II years, however, college and university enrollments grew dramatically, and specialization increasingly characterized professional administrative staff positions. This movement away from generalists and toward specialists has accelerated during the past twenty years, creating a disconnect between administrations and academic programs. As a result, administrators sometimes do not appreciate the effects their decisions will have across other parts of the institution.

Today, positions that previously would have been held by faculty members (such as dean of students

or dean of freshmen) are held by student affairs professionals. And hundreds of new positions have been created under the supervision of vice presidents for academic affairs, admissions, business affairs, development, and student affairs. For example, the February 1, 2008, "Careers" section of the *Chronicle of Higher Education* lists advertisements for vice chancellor of student success; study abroad director; associate director for experiential learning; director of financial aid; director of counseling services; assistant director of admissions, communications, and special events; chief information officer; assistant vice president for marketing and public relations; and many other specialized administrative positions. Under the umbrella of athletics alone, the College and

FIGURE 2
Two-Year Change in Average Salaries for Administrators and Faculty at Public Institutions, by Institutional Category, 2005–06 to 2007–08



Note: For definitions of categories, see Explanation of Statistical Data on page 35.

University Professional Association for Human Resources (CUPA-HR) 2006–07 *Administrative Compensation Survey* lists associate and assistant director jobs in finance and business, operations, external affairs, development, academic affairs, and compliance.

Some of the increasing demand for specialization among higher education administrators represents increased reporting requirements related to crime on campus, environmental safety standards, learning outcomes, accreditation, and nondiscrimination in employment. Another factor driving the movement toward specialization is the increasing importance of technology for research, teaching, and managing overall university operations. The CUPA-HR survey report on the

salaries of mid-level managers includes the positions of Webmaster, television station manager, systems programmer, database administration manager, information systems security analyst, and e-mail administrator.⁵ To the degree that the movement toward specialization in higher education administration represents a redistribution of work formerly performed by faculty, it also represents a diminished role for faculty in shared governance of the institution.

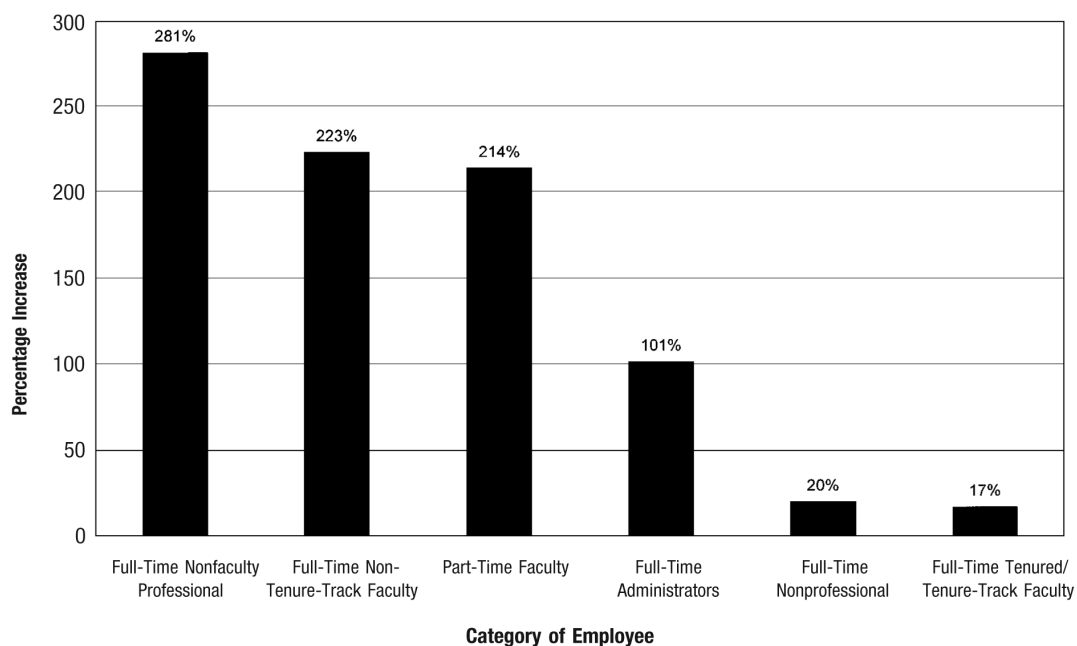
Shifts in Staffing

Data collected through the U.S. Department of Education's Integrated Postsecondary Education Data System provide a detailed picture of changes in staffing priorities between 1976 and 2005, a period that saw student

enrollment increase by 60 percent. The total growth in higher education personnel during this period was slightly larger than the growth in enrollment, at 84 percent. But as figure 3 illustrates, the aggregate growth in higher education employment disguises enormous differences in growth rates across different categories of the higher education workforce. Full-time, nonfaculty professional staff grew at the highest rate—281 percent between 1976 and 2005. This category includes many of the newly created positions in higher education referred to above. Although the ranks of full-time administrators in higher education grew less rapidly, their numbers doubled between 1976 and 2005.

The one exception to the tremendous growth rates in nonfaculty

FIGURE 3
Increase in the Number of Employees in Higher Education Institutions, by Category of Employee, 1976–2005



Source: U.S. Department of Education, Integrated Postsecondary Data System (IPEDS), Full Staff Survey. Compiled from various sources by AAUP Research Office.

positions is the 20 percent growth in the number of full-time nonprofessional staff. This disproportionately small growth rate, well below the rate of enrollment growth, likely reflects an increased outsourcing of work in areas such as food services and maintenance of the grounds and physical plant.

Surprisingly, and unfortunately, the second and third largest growth rates in higher education personnel are in the categories of full- and part-time non-tenure-track faculty—both of which increased by over 200 percent. These two categories comprise the contingent faculty. Contingent faculty are ostensibly hired to provide universities with a flexible labor pool that can be expanded or reduced when enrollments in particular programs fluctuate, but the enormous growth in contingent faculty relative to full-time tenured or tenure-track faculty and relative to the growth in student enrollments is far greater than might be justified by an argument for flexibility. Other factors are driving this trend.

Increasingly, it appears that preferences for hiring contingent faculty stem from the fact that colleges and universities can hire them to teach many of the same courses that tenure-track faculty teach—at substantially lower pay rates. For example, based on the rates of pay for part-time faculty calculated in the 2005–06 edition of this annual report, and assuming a standard teaching load, a typical master's degree university could have hired eight part-time faculty (each teaching three courses a year) for approximately the same pay that one full-time assistant professor would earn. Although hiring eight part-time faculty members to teach specific classes would be less expensive, in the process the university would lose

the capacity for advancing knowledge and contributing to the long-term development of curriculum that full-time tenure-track faculty bring. Because most part-time faculty do not have sufficient institutional support, they are less able and less likely to engage in research and perform administrative tasks necessary to keep academic departments functioning.

Both categories of contingent faculty also lack job security. Their appointments typically are renewable on a semester-to-semester or annual basis. Appointments can be allowed to expire at the end of the semester for any (nondiscriminatory) reason, or for no reason at all. Opportunities for appeal in cases of nonrenewal often do not exist. Because faculty members hired into these tenuous positions can be reluctant to explore controversial topics in their teaching or research, the increased use of contingent faculty in higher education represents a real threat to academic freedom.

Contingent faculty also generally do not have opportunity to participate fully in the activities of shared governance. Part-time faculty members may hold two or more positions at different colleges and universities and teach five or more courses a semester. Time for scholarship is rare and “free” time for the work of shared governance is rarer still. Likewise, without the protections of academic freedom and tenure, contingent faculty have substantially more to lose when they criticize the means their institutions use to carry out their educational missions. In this sense, the more than 200 percent increase in the number of contingent faculty on the payrolls represents a deprofessionalization of the faculty role in higher education.

In sharp contrast to the dramatic growth in employment of contingent faculty members and full-time non-faculty professionals, the number of full-time tenured and tenure-track faculty grew by only 17 percent over the last three decades. And data from the National Study of Postsecondary Faculty on hours worked by full-time faculty show that the average work-week actually lengthened slightly, from 52.7 to 53.4 hours, between 1987 and 2003. The explosive growth in the number of part-time faculty members obviously has not reduced the workload for full-time faculty.

Adding new services that enhance the educational experience the institution provides can be desirable. But if these functions are not performed by faculty whose academic freedom is guaranteed by tenure, are these additional services integrated into the teaching and research mission? Or do they reflect an increasingly corporate college and university enterprise giving priority to “consumer satisfaction” over real education?

If those of us who are in a position to do so are to use our tenured positions to reassert the role of faculty in shared governance, we must ask ourselves whether we really do want change—or are we content to cede the tasks of administration to specialists at the cost of losing our role in shared governance? As Mary Burgan has argued in *Whatever Happened to the Faculty?* tenured faculty members may have been complicit in weakening the role of faculty in shared governance by choosing to spend more time doing what we enjoy (teaching and research) and less time doing what we find onerous (administration). If this is the case, we must reexamine our own priorities at the same time that we ask our institutions to change theirs.

Conclusion

The point of raising questions about priorities is not to denigrate the work of certain individuals or groups or to pit them against one another.

Salaries and staffing are matters of institutional priorities, and the questions we are asking are about how those priorities are determined. Are changes in employment patterns the result of collaborative decision making involving faculty, staff, administrators, and governing boards? Why is “the market” employed as a rationale for skyrocketing salaries for some individuals, when the same “market factors” supposedly dictate extreme measures to reduce the cost of employing faculty? What do spending decisions—a very concrete demonstration of priorities—say about support for the core higher education missions of teaching, research, and service to the community? We have suggested some answers in this report and encourage all with an interest in higher education to follow up with questions about the priorities of their own institutions. ☞

Acknowledgments

The production of this report was not a solo effort. Faculty compensation data were collected, compiled, and tabulated by the AAUP research office. In addition to writing the opening section of this report, John W. Curtis, director of research and public policy, compiled much of the data for comparisons of faculty and football coaches' salaries and of faculty and administration salaries as well as the data on staffing changes in higher education. His attention to detail, marathon work sessions, and keen sense for how best to articulate an argument made this report possible. Doug Kinsella, research associate, provided invaluable aid in the

collection of the faculty salary data. We also extend our sincerest gratitude to the hundreds of institutional representatives who take the time each year to respond to our annual survey. Many thanks to Gerry Randall and Cheryl Hill of Hampden-Sydney College for their assistance in obtaining other data used in the preparation of this report. Current members of the AAUP's Committee on the Economic Status of the Profession provided numerous helpful comments and suggestions during the many months that it takes to produce this annual report. This last year, George Lang, a committee member and one of the most loyal, generous, and committed defenders of the faculty's role in shared governance, passed away. We miss him and remain grateful for all of his contributions to the work of the AAUP. Committee members are Steve London (Political Science), Brooklyn College, City University of New York; Ann Mari May (Economics), University of Nebraska—Lincoln; James Monks (Economics), University of Richmond; Ronald L. Oaxaca (Economics), University of Arizona; Richard Romano (Economics), Broome Community College, State University of New York; and Ronald G. Ehrenberg (Labor Economics), Cornell University, consultant and former chair.

SARANNA THORNTON
(Economics)
Hampden-Sydney College, and
Chair, Committee on the Economic
Status of the Profession

Notes

1. In 2007, the NCAA began to refer to this division as the “Football Bowl Subdivision.” Because the former designation is more familiar, however, this report continues to refer to the division as “Division I-A.”

2. Steve Wieberg and Jodi Upton, “The Money Game,” *USA Today*, December 5, 2007. *USA Today* was not able to obtain contracts for all 120 coaches. Additionally, given questions regarding the accuracy of the reported compensation for Pennsylvania State University coach Joe Paterno, Penn State is excluded from this data analysis. Universities not belonging to an athletic conference are also excluded.

3. National Collegiate Athletic Association, *2002–03 NCAA Revenues and Expenses of Divisions I and II Intercollegiate Athletics Programs* (Indianapolis: National Collegiate Athletic Association, 2005), www.ncaa.org/library/research/i_ii_rev_exp/2003/2002-03_d1_d2_rev_exp.pdf.

4. Compensation of Presidents of Private Institutions (*Chronicle of Higher Education* database), <http://chronicle.com/stats/990>. Also see “Presidential Pay Is Increasing Fastest at the Largest Institutions,” *Chronicle of Higher Education*, November 16, 2007, <http://chronicle.com/weekly/v54/i12/12b00301.htm>.

5. Audrey Williams June, “Median Salaries of Midlevel Administrative Workers by Job Category and Type of Institution, 2005–6,” *Chronicle of Higher Education*, March 17, 2006, <http://chronicle.com/weekly/v52/i28/28a04001.htm>.

SURVEY REPORT TABLE 1

Percentage Change in Salary Levels and Percentage Increases in Salary for Continuing Faculty, by Category, Affiliation, and Academic Rank, 2006–07 to 2007–08

Academic Rank	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
SALARY LEVELS				CONTINUING FACULTY				
<i>CATEGORY I (Doctoral)</i>								
Professor	4.6	4.5	4.6	4.9	4.8	4.9	4.7	5.2
Associate	4.3	4.3	4.6	4.2	5.6	5.5	5.6	5.6
Assistant	4.1	4.1	4.2	4.3	5.5	5.5	5.5	5.5
Instructor	4.2	3.7	8.5	4.2	5.9	6.1	4.9	5.5
All Combined	3.9	3.8	4.0	4.1	5.2	5.2	5.0	5.4
<i>CATEGORY IIA (Master's)</i>								
Professor	4.4	4.6	3.9	3.7	4.4	4.4	4.9	4.0
Associate	4.2	4.6	3.2	3.5	5.0	4.9	5.5	4.7
Assistant	4.3	4.4	4.2	3.8	5.2	4.9	6.2	5.1
Instructor	2.9	2.6	4.3	4.2	5.8	5.4	8.0	5.4
All Combined	4.1	4.3	3.8	3.4	4.9	4.7	5.5	4.6
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	4.0	3.5	4.1	4.4	5.0	4.7	5.4	4.6
Associate	3.8	3.3	4.2	3.8	5.8	5.7	6.1	5.5
Assistant	3.8	4.2	3.6	3.6	5.4	5.1	6.0	5.0
Instructor	5.6	6.7	7.2	3.5	5.0	4.2	6.0	5.2
All Combined	3.8	3.6	4.0	3.9	5.4	5.1	5.8	5.0
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>								
Professor	2.8	2.8	n.d.	n.d.	5.2	5.1	8.4	n.d.
Associate	3.6	3.5	n.d.	n.d.	5.3	5.3	8.6	n.d.
Assistant	3.6	3.6	n.d.	n.d.	5.9	5.9	5.9	n.d.
Instructor	3.9	4.0	n.d.	n.d.	5.4	5.4	3.5	n.d.
All Combined	3.2	3.2	n.d.	n.d.	5.4	5.4	7.7	n.d.
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>								
No Rank	2.1	2.1	n.d.	n.d.	4.0	4.0	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	4.3	4.3	4.2	4.3	4.8	4.8	4.9	4.6
Associate	4.1	4.3	3.9	3.8	5.4	5.3	5.7	5.3
Assistant	4.1	4.2	3.9	3.8	5.4	5.3	5.8	5.1
Instructor	3.9	3.6	6.5	4.0	5.7	5.6	6.2	5.4
All Combined	3.8	3.8	4.0	3.8	5.1	5.1	5.3	5.0

Note: The table is based on 1,269 (salary) and 1,184 (continuing) responding institutions reporting comparable data both years. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data. There were too few private-independent and church-related institutions in categories III and IV to generate valid separate statistics. These institutions are included in the All Combined column, however.

SURVEY REPORT TABLE 2

Percent of Institutions and Percent of Faculty by Average Increase in Salary Levels, by Affiliation and Category, 2006–07 to 2007–08

Percentage Increase	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	15.1	17.4	14.5	10.4	14.4	15.5	13.9	9.1
5 to 5.99	9.5	9.2	12.3	7.3	11.1	11.2	12.4	8.3
4 to 4.99	15.9	13.3	18.2	19.0	17.9	16.2	21.6	21.0
3 to 3.99	17.3	15.7	19.8	18.0	22.5	22.4	23.5	21.3
2 to 2.99	16.9	14.2	18.9	20.8	14.1	12.2	16.2	21.5
1 to 1.99	10.2	11.3	6.0	12.1	9.3	10.6	3.6	11.5
Between 0 and 0.99	6.4	7.6	5.0	5.2	4.8	5.0	4.8	4.0
No change	0.1	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Decrease	8.8	11.0	5.3	7.3	5.9	6.9	4.0	3.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	I	IIA	IIB	III & IV	I	IIA	IIB	III & IV
6 and over	12.9	17.0	13.0	17.4	11.1	20.2	14.0	13.5
5 to 5.99	13.4	10.9	7.9	6.8	12.7	10.9	8.7	5.6
4 to 4.99	20.1	14.5	18.6	9.3	20.7	14.3	19.4	11.3
3 to 3.99	23.9	15.0	17.4	14.8	28.9	15.7	17.0	18.1
2 to 2.99	15.8	15.8	20.5	13.1	13.0	13.0	20.0	15.1
1 to 1.99	7.7	12.2	10.2	8.9	6.9	13.4	9.1	9.0
Between 0 and 0.99	1.9	6.9	5.3	11.4	2.4	6.4	6.5	10.8
No change	0.0	0.0	0.0	0.4	0.0	0.0	0.0	0.2
Decrease	4.3	7.6	7.0	17.8	4.3	6.0	5.4	16.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Note: The table is based on 1,268 institutions reporting comparable data both years. For definitions of categories, see Explanation of Statistical Data on page 35.

SURVEY REPORT TABLE 3

Percent of Institutions and Percent of Faculty by Average Increase in Salary for Continuing Faculty, by Affiliation and Category, 2006–07 to 2007–08

Percentage Increase	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	25.8	25.0	31.6	20.8	24.8	25.2	26.1	20.4
5 to 5.99	20.1	18.9	23.4	18.7	23.3	21.4	30.7	21.5
4 to 4.99	22.8	21.9	22.8	24.7	24.9	24.0	25.4	29.1
3 to 3.99	18.5	18.9	15.6	20.8	15.4	15.9	11.8	19.4
2 to 2.99	7.3	9.3	2.5	8.8	7.0	8.8	2.0	5.4
1 to 1.99	2.1	2.6	1.9	1.4	2.1	2.1	2.8	0.6
Between 0 and 0.99	2.5	2.6	1.6	3.5	2.2	2.3	1.1	3.4
No change	0.5	0.5	0.0	1.1	0.1	0.1	0.0	0.3
Decrease	0.3	0.3	0.6	0.0	0.2	0.3	0.1	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	I	IIA	IIB	III & IV	I	IIA	IIB	III & IV
6 and over	26.4	22.1	30.2	22.4	24.9	21.6	32.9	21.4
5 to 5.99	25.9	19.6	18.9	17.9	27.3	20.2	19.0	17.7
4 to 4.99	23.4	24.0	20.8	24.4	26.6	23.5	23.0	22.3
3 to 3.99	13.7	19.1	19.8	19.4	11.7	21.4	17.7	14.2
2 to 2.99	6.1	8.6	5.4	10.4	6.1	6.0	4.0	20.1
1 to 1.99	3.0	2.8	0.7	3.0	2.1	2.7	0.6	2.1
Between 0 and 0.99	1.5	3.0	3.1	1.5	1.2	4.2	2.3	1.4
No change	0.0	0.3	0.9	0.5	0.0	0.1	0.5	0.0
Decrease	0.0	0.6	0.2	0.5	0.0	0.4	0.1	0.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Note: The table is based on 1,184 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35.

Average Salary and Average Compensation Levels, by Category, Affiliation, and Academic Rank, 2007–08 (Dollars)

Academic Rank	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
SALARY				COMPENSATION				
<i>CATEGORY I (Doctoral)</i>								
Professor	118,444	109,569	144,256	124,435	148,214	137,104	180,458	156,001
Associate	80,043	77,033	92,148	84,004	102,888	98,965	118,610	108,193
Assistant	68,112	65,416	78,840	71,061	87,440	84,204	100,810	89,523
Instructor	46,321	44,116	55,982	56,833	61,043	58,635	72,023	71,756
Lecturer	51,404	49,079	59,153	50,289	67,146	63,867	78,105	65,481
No Rank	59,845	52,751	68,663	62,007	77,469	68,327	89,218	79,018
All Combined	86,520	80,962	106,272	90,247	109,928	102,990	134,666	114,313
<i>CATEGORY IIA (Master's)</i>								
Professor	87,272	85,726	95,171	86,158	110,781	108,923	120,733	108,762
Associate	68,637	68,034	71,931	67,328	88,594	87,952	92,709	86,359
Assistant	57,549	57,540	58,930	55,845	74,451	74,884	75,340	71,023
Instructor	42,959	41,794	47,459	45,912	55,888	54,753	60,759	58,284
Lecturer	47,585	47,263	51,311	47,762	62,648	62,290	66,874	62,632
No Rank	52,232	49,556	58,362	53,231	67,101	64,165	73,773	68,322
All Combined	67,119	66,107	71,982	66,629	86,305	85,265	92,018	84,813
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	83,560	80,408	94,333	72,445	107,528	102,362	121,572	93,672
Associate	64,277	65,431	69,562	58,293	83,296	84,257	90,339	75,676
Assistant	53,351	54,844	56,621	49,240	68,732	71,214	72,600	63,399
Instructor	43,609	44,349	45,441	41,668	55,911	57,705	57,294	53,322
Lecturer	49,479	47,699	56,832	41,877	64,005	61,791	74,937	51,885
No Rank	51,151	46,878	56,177	44,894	65,830	58,842	73,346	56,788
All Combined	64,498	62,447	72,104	57,901	83,233	80,387	93,124	74,834
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>								
Professor	71,779	71,910	59,969	n.d.	94,898	95,096	79,171	n.d.
Associate	58,492	58,708	49,144	n.d.	78,273	78,625	63,641	n.d.
Assistant	51,183	51,329	41,434	n.d.	69,214	69,450	55,055	n.d.
Instructor	44,132	44,174	40,015	n.d.	58,842	58,915	52,671	n.d.
Lecturer	48,338	48,338	n.d.	n.d.	66,551	66,551	n.d.	n.d.
No Rank	40,109	40,109	n.d.	n.d.	54,470	54,470	n.d.	n.d.
All Combined	57,642	57,772	48,571	n.d.	76,933	77,142	63,735	n.d.
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>								
No Rank	55,302	55,316	n.d.	n.d.	69,683	69,698	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	102,867	98,314	122,159	90,935	129,976	124,149	154,126	115,556
Associate	72,961	72,187	79,214	67,820	94,191	93,173	102,301	87,557
Assistant	61,103	60,802	65,826	55,733	78,918	78,893	84,310	71,137
Instructor	44,533	43,386	49,894	46,243	58,327	57,337	63,866	58,858
Lecturer	49,846	48,282	57,740	47,773	65,381	63,280	76,098	61,947
No Rank	56,245	50,945	64,348	56,660	72,625	65,955	83,106	72,324
All Combined	75,677	73,191	88,190	68,771	96,956	93,915	112,530	87,979

Note: The table is based on 1,386 (salary) and 1,374 (compensation) reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data. There were too few church-related institutions in category III and too few private-independent and church-related institutions in category IV to generate valid separate statistics. These institutions are included in the All Combined column, however.

Average Salary for Men and Women Faculty, by Category, Affiliation, and Academic Rank, 2007–08 (Dollars)

Academic Rank	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
	MEN				WOMEN			
<i>CATEGORY I (Doctoral)</i>								
Professor	120,661	111,676	146,649	127,234	109,853	101,346	134,754	115,435
Associate	82,356	79,130	95,115	86,518	76,155	73,534	86,887	79,984
Assistant	70,650	67,767	81,943	73,149	65,002	62,556	74,716	68,816
Instructor	47,597	45,012	57,134	58,317	45,448	43,536	54,898	55,739
Lecturer	54,781	51,806	64,094	53,515	48,547	46,818	54,578	47,974
No Rank	63,967	55,821	72,439	67,063	56,101	50,300	64,649	57,200
All Combined	93,869	87,683	114,980	97,475	73,383	69,213	88,706	78,628
<i>CATEGORY IIA (Master's)</i>								
Professor	88,632	86,866	97,043	87,975	84,073	83,103	90,590	81,528
Associate	69,890	69,132	73,692	68,674	66,934	66,541	69,534	65,499
Assistant	58,726	58,673	60,371	56,879	56,402	56,403	57,588	54,936
Instructor	43,479	42,269	48,406	45,884	42,648	41,514	46,804	45,927
Lecturer	48,924	48,372	54,922	49,149	46,520	46,390	48,051	46,678
No Rank	54,610	52,066	59,988	55,033	49,817	47,231	56,478	50,891
All Combined	70,976	69,792	76,367	70,668	62,153	61,394	66,148	61,450
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	84,829	81,907	95,724	73,648	80,822	77,451	91,360	69,690
Associate	64,896	66,290	70,034	59,052	63,465	64,251	68,970	57,278
Assistant	54,031	55,632	57,179	49,751	52,710	54,018	56,092	48,793
Instructor	44,063	44,885	45,550	42,034	43,300	43,948	45,362	41,451
Lecturer	50,067	47,930	58,414	43,078	48,936	47,438	55,641	41,011
No Rank	54,577	48,235	60,364	46,052	47,246	45,457	50,308	43,967
All Combined	67,521	64,953	75,534	60,671	60,631	59,267	67,605	54,428
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>								
Professor	73,024	73,187	62,225	n.d.	70,386	70,494	55,570	n.d.
Associate	59,282	59,474	51,091	n.d.	57,692	57,933	47,312	n.d.
Assistant	51,742	51,911	39,449	n.d.	50,697	50,822	42,805	n.d.
Instructor	44,364	44,415	30,185	n.d.	43,938	43,972	42,356	n.d.
Lecturer	48,350	48,350	n.d.	n.d.	48,330	48,330	n.d.	n.d.
No Rank	43,588	43,588	n.d.	n.d.	37,822	37,822	n.d.	n.d.
All Combined	59,044	59,161	51,026	n.d.	56,298	56,442	46,355	n.d.
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>								
No Rank	56,191	56,222	n.d.	n.d.	54,555	54,558	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	106,195	101,436	125,953	93,584	93,349	89,411	110,641	84,075
Associate	75,026	74,153	81,808	69,536	69,917	69,260	75,398	65,404
Assistant	63,191	62,764	68,552	57,060	58,884	58,656	62,904	54,521
Instructor	45,331	44,048	51,017	47,086	43,996	42,945	49,014	45,734
Lecturer	52,300	50,194	62,233	49,835	47,814	46,718	53,671	46,236
No Rank	59,562	53,649	67,403	60,087	53,059	48,630	60,909	53,186
All Combined	81,957	79,071	95,967	73,680	66,381	64,538	75,718	62,179

Note: The table is based on 1,386 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data. There were too few church-related institutions in category III and too few private-independent and church-related institutions in category IV to generate valid separate statistics. These institutions are included in the All Combined column, however.

SURVEY REPORT TABLE 6

Average Salary, by Region, Category, and Academic Rank, 2007–08 (Dollars)

Academic Rank	NORTHEAST		NORTH CENTRAL		SOUTH			WEST	
	New England ^a	Middle Atlantic ^b	East North Central ^c	West North Central ^d	East South Central ^e	West South Central ^f	South Atlantic ^g	Mountain ^h	Pacific ⁱ
<i>CATEGORY I (Doctoral)</i>									
Professor	137,342	133,464	113,397	109,323	106,669	109,479	118,060	103,090	123,131
Associate	88,330	89,162	76,817	75,223	76,269	76,043	80,669	75,502	81,559
Assistant	74,876	74,834	66,209	63,846	62,313	66,921	68,348	64,140	70,728
Instructor	56,102	52,603	44,328	44,863	41,841	43,032	48,039	45,643	43,760
Lecturer	60,067	55,965	47,415	47,840	42,093	49,051	48,705	51,730	58,374
No Rank	58,214	67,916	45,620	48,409	46,183	53,152	64,700	40,475	56,852
All Combined	101,977	97,588	83,412	81,161	77,318	78,992	85,968	78,167	90,791
<i>CATEGORY IIA (Master's)</i>									
Professor	95,205	96,216	81,200	77,231	77,888	81,297	84,844	80,775	93,193
Associate	73,567	74,627	64,590	62,546	62,799	64,803	67,183	63,666	73,437
Assistant	61,786	60,642	54,744	52,962	52,940	55,156	56,407	55,048	62,913
Instructor	50,366	47,430	41,570	40,862	40,218	41,871	43,397	36,331	48,794
Lecturer	55,244	51,351	40,768	40,070	39,511	40,700	44,456	47,610	56,522
No Rank	56,538	47,070	44,841	52,150	49,328	49,587	55,737	43,160	55,491
All Combined	75,507	73,545	62,069	61,385	59,611	61,355	64,704	60,506	74,723
<i>CATEGORY IIB (Baccalaureate)</i>									
Professor	104,279	93,649	74,442	72,647	70,482	69,393	78,086	75,166	94,389
Associate	75,162	70,564	59,911	57,678	56,831	58,498	62,590	58,374	69,414
Assistant	59,636	57,485	49,874	49,339	48,073	49,261	52,396	51,001	59,392
Instructor	47,590	47,320	42,914	41,077	40,437	41,900	41,521	37,820	49,489
Lecturer	60,404	51,973	42,754	42,571	37,298	42,537	46,127	40,064	54,758
No Rank	57,169	49,694	37,156	44,862	37,919	40,718	58,529	38,388	46,752
All Combined	79,814	69,970	59,789	57,630	56,588	54,930	61,389	59,105	73,127
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>									
Professor	68,140	78,898	71,377	62,050	58,437	64,763	77,240	66,463	70,858
Associate	55,170	64,411	56,417	51,071	49,530	51,624	61,669	55,661	63,421
Assistant	47,848	56,116	46,934	44,748	41,704	46,416	53,501	49,468	58,399
Instructor	45,758	45,673	40,717	39,348	36,738	40,495	43,426	46,797	51,105
Lecturer	50,107	53,946	41,885	40,912	n.d.	n.d.	52,326	43,359	n.d.
No Rank	n.d.	37,780	37,587	42,483	n.d.	n.d.	42,640	50,037	n.d.
All Combined	59,078	62,365	52,783	51,046	44,741	54,099	60,552	55,211	60,910
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>									
No Rank	n.d.	n.d.	58,453	57,561	50,879	51,763	47,295	67,318	61,665
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>									
Professor	116,687	113,051	99,763	91,296	91,510	96,724	102,587	96,016	102,627
Associate	79,656	78,695	70,022	66,968	67,412	69,875	73,110	71,863	75,299
Assistant	66,212	64,182	59,108	56,466	55,999	60,202	61,002	60,803	64,531
Instructor	50,901	48,706	42,883	41,619	40,640	42,250	45,021	44,577	46,928
Lecturer	59,427	54,226	44,394	46,378	40,671	46,176	47,042	50,580	56,832
No Rank	57,479	64,891	44,555	47,630	47,629	50,725	60,217	42,117	55,968
All Combined	88,304	82,005	72,878	69,089	66,848	70,189	74,794	72,780	79,068

Note: The table is based on 1,386 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data.

- a. New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.
- b. Middle Atlantic: New Jersey, New York, and Pennsylvania.
- c. East North Central: Illinois, Indiana, Michigan, Ohio, and Wisconsin.
- d. West North Central: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota.
- e. East South Central: Alabama, Kentucky, Mississippi, and Tennessee.

- f. West South Central: Arkansas, Louisiana, Oklahoma, and Texas.
- g. South Atlantic: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, and West Virginia.
- h. Mountain: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.
- i. Pacific: Alaska, California, Guam, Hawaii, Oregon, and Washington.

Average Compensation, by Region, Category, and Academic Rank, 2007–08 (Dollars)

Academic Rank	NORTHEAST		NORTH CENTRAL		SOUTH			WEST	
	New England ^a	Middle Atlantic ^b	East North Central ^c	West North Central ^d	East South Central ^e	West South Central ^f	South Atlantic ^g	Mountain ^h	Pacific ⁱ
<i>CATEGORY I (Doctoral)</i>									
Professor	171,605	168,244	143,268	136,438	134,544	134,226	145,971	128,473	156,666
Associate	113,290	115,799	100,198	96,111	98,256	95,121	102,464	95,788	108,389
Assistant	95,022	96,843	86,845	80,951	80,710	83,046	86,792	81,972	93,655
Instructor	72,500	68,142	59,790	57,305	55,694	54,965	62,578	59,587	63,060
Lecturer	77,314	72,853	63,493	62,957	55,288	61,986	63,598	68,033	81,073
No Rank	74,373	89,119	61,972	63,644	65,892	65,458	80,995	55,530	76,463
All Combined	128,723	124,793	107,506	102,524	99,038	97,900	108,013	98,863	118,440
<i>CATEGORY IIA (Master's)</i>									
Professor	123,072	121,887	105,512	98,127	99,102	99,935	106,798	105,064	117,745
Associate	96,576	97,025	85,076	80,460	80,020	80,425	85,348	84,628	94,923
Assistant	81,321	79,198	72,393	67,967	67,675	68,508	71,912	73,777	81,805
Instructor	64,805	61,569	55,136	53,644	52,340	53,285	55,954	48,590	64,912
Lecturer	73,583	68,983	56,125	51,343	51,693	51,533	56,844	63,495	73,174
No Rank	71,218	59,246	64,095	67,143	57,093	60,641	70,725	58,832	71,569
All Combined	98,445	94,947	81,765	78,671	76,113	76,323	82,122	80,202	95,818
<i>CATEGORY IIB (Baccalaureate)</i>									
Professor	134,283	120,312	97,637	93,401	90,835	87,591	99,017	96,000	120,729
Associate	97,971	91,843	79,031	74,768	72,609	72,979	79,561	74,965	90,216
Assistant	77,324	74,407	65,236	63,275	60,831	61,518	66,580	65,569	77,567
Instructor	60,501	61,136	55,975	53,047	51,128	51,911	52,778	48,794	65,189
Lecturer	79,048	69,527	55,894	53,153	43,653	52,065	58,483	50,348	70,016
No Rank	72,814	61,910	46,267	56,938	48,197	50,477	76,803	49,707	64,441
All Combined	103,272	90,509	78,408	74,275	72,390	68,686	77,994	75,974	95,586
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>									
Professor	97,828	103,767	91,069	82,733	79,006	78,717	98,177	86,261	92,531
Associate	78,957	86,120	75,262	69,439	67,048	64,531	79,475	79,044	83,390
Assistant	67,785	76,300	63,162	61,253	58,201	58,832	69,435	70,875	77,063
Instructor	66,092	62,015	53,649	54,596	49,978	51,757	55,960	60,911	68,652
Lecturer	74,632	74,800	56,843	54,752	n.d.	n.d.	67,978	59,017	n.d.
No Rank	n.d.	55,856	49,769	58,242	n.d.	n.d.	52,805	74,102	n.d.
All Combined	84,624	83,629	69,960	69,164	60,962	67,062	77,789	73,371	80,388
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>									
No Rank	n.d.	n.d.	72,744	73,662	67,742	63,704	59,097	84,721	78,646
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>									
Professor	148,481	143,395	127,333	115,191	116,098	119,124	127,794	122,307	130,241
Associate	103,556	102,473	91,814	86,152	86,648	87,348	92,938	92,266	98,359
Assistant	85,642	83,674	77,817	72,202	72,111	75,013	77,653	78,889	84,513
Instructor	66,824	63,758	57,211	54,379	53,466	53,741	58,192	57,938	64,705
Lecturer	77,026	71,713	60,070	60,672	53,270	58,697	60,910	66,674	74,599
No Rank	73,030	84,718	61,230	61,939	57,931	62,415	76,165	57,585	73,481
All Combined	113,419	105,714	94,779	88,153	85,684	87,435	94,445	93,439	102,272

Note: The table is based on 1,374 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data.

- a. New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.
- b. Middle Atlantic: New Jersey, New York, and Pennsylvania.
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- e. East South Central: Alabama, Kentucky, Mississippi, and Tennessee.

- f. West South Central: Arkansas, Louisiana, Oklahoma, and Texas.
- g. South Atlantic: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, and West Virginia.
- h. Mountain: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.
- i. Pacific: Alaska, California, Guam, Hawaii, Oregon, and Washington.

SURVEY REPORT TABLE 8

Distribution of Individual Faculty Members, by Salary Interval and Institutional Category, for Upper Three Academic Ranks, 2007–08 (Percent)

Category Salary Interval	I			IIA			IIB			III			IV
	Prof.	Assoc.	Asst.	Prof.	Assoc.	Asst.	Prof.	Assoc.	Asst.	Prof.	Assoc.	Asst.	No Rank
\$270,000 and over													
265,000–269,999													
260,000–264,999													
255,000–259,999	1.0†												
250,000–254,999	1.2												
245,000–249,999	1.4												
240,000–244,999	1.7												
235,000–239,999	1.9												
230,000–234,999	2.1												
225,000–229,999	2.4												
220,000–224,999	2.9												
215,000–219,999	3.3												
210,000–214,999	3.8												
205,000–209,999	4.4												
200,000–204,999	5.0												
195,000–199,999	5.6												
190,000–194,999	6.4												
185,000–189,999	7.3												
180,000–184,999	8.3												
175,000–179,999	9.5												
170,000–174,999	10.8												
165,000–169,999	12.3	1.0†											
160,000–164,999	14.0						1.0†						
155,000–159,999	15.8	1.5	1.0†	1.2†			1.4						
150,000–154,999	18.0	1.8	1.2	1.6			1.9						
145,000–149,999	20.4	2.2	1.4	2.0			2.5						
140,000–144,999	23.2	2.6	1.8	2.5			3.3						
135,000–139,999	26.2	3.0	2.2	3.2			4.2						
130,000–134,999	29.5	3.6	2.8	4.1			5.5						
125,000–129,999	33.4	4.3	3.4	5.4			7.0						
120,000–124,999	37.9	5.5	3.9	7.3	1.0†		9.0						
115,000–119,999	42.7	6.7	4.6	9.0	1.5		11.3						
110,000–114,999	48.1	8.6	5.4	11.3	2.2		13.9			1.4†			
108,000–109,999	50.7	9.6	5.8	13.2	2.5		15.7	1.1†		1.5			
106,000–107,999	52.7	10.4	6.1	14.4	2.8		17.2			1.7			
104,000–105,999	55.7	11.7	6.7	15.9	3.3	1.1†	18.6	1.5		1.8			
102,000–103,999	58.0	12.8	7.1	20.1	3.7	1.3	20.4	1.8		5.5			
100,000–101,999	61.2	14.6	7.7	22.1	4.4	1.6	22.0	2.1		5.8			
98,000–99,999	63.3	16.1	8.2	24.9	5.1	2.0	23.7	2.6		7.0			
96,000–97,999	66.6	18.1	8.9	27.6	5.9	2.3	25.7	3.1		7.4			
94,000–95,999	69.0	20.0	9.6	30.5	6.8	2.7	27.9	3.7		9.2	1.2†		
92,000–93,999	72.1	22.7	10.6	33.5	7.7	3.2	30.1	4.4		11.0	1.4		1.0†
90,000–91,999	74.5	25.1	11.6	36.1	8.7	3.7	32.4	5.4		13.2	1.6		3.9
88,000–89,999	76.9	27.5	12.6	39.0	10.1	4.2	34.8	6.7	1.1†	14.7	1.8		5.2
86,000–87,999	79.4	30.3	13.9	42.2	11.7	4.8	37.4	8.3	1.3	16.7	2.1		5.9
84,000–85,999	81.9	33.5	15.5	46.0	14.8	5.4	40.3	10.3	1.6	19.5	3.6	1.0†	7.3
82,000–83,999	84.3	36.8	17.2	49.6	16.8	6.1	43.0	12.2	2.0	23.4	4.3	1.1	9.0
80,000–81,999	86.6	40.6	19.3	53.7	19.8	7.0	46.4	14.6	2.5	27.1	6.0	1.4	9.6
78,000–79,999	88.6	44.5	21.3	57.8	22.1	7.7	49.9	17.2	2.9	31.3	6.6	1.5	11.5
76,000–77,999	90.7	48.7	24.0	62.5	25.0	8.7	54.0	19.9	3.6	35.6	7.9	1.8	14.0
74,000–75,999	92.7	53.0	27.2	67.1	28.4	9.9	58.2	23.0	4.6	40.0	9.9	2.3	15.7
72,000–73,999	94.1	57.3	30.1	71.4	31.1	11.2	62.6	26.3	5.7	43.5	11.5	2.6	17.4
70,000–71,999	95.5	62.0	34.2	76.1	35.4	13.3	66.5	29.6	7.9	48.3	14.5	4.2	19.5
68,000–69,999	96.7	66.8	38.0	80.5	39.8	15.1	70.5	33.4	9.9	54.8	18.6	5.3	27.5
66,000–67,999	97.6	71.6	42.4	84.7	45.0	18.6	74.8	38.1	12.6	60.6	23.3	8.7	31.2
64,000–65,999	98.3	76.6	47.2	88.5	50.3	22.1	78.6	43.1	15.7	65.9	28.6	11.5	34.6
62,000–63,999	98.9	81.4	52.1	91.9	56.1	25.1	82.7	48.8	19.2	71.5	33.3	13.0	38.4
60,000–61,999	99.2*	86.2	58.0	94.5	63.0	29.2	86.3	54.7	23.6	75.9	40.0	17.4	42.6
58,000–59,999		90.1	63.4	96.4	70.1	33.4	89.6	61.4	28.4	80.0	47.0	21.8	46.8
56,000–57,999		93.4	69.5	97.7	76.9	39.0	92.0	67.9	33.5	84.6	53.9	28.1	51.6
54,000–55,999		95.9	76.0	98.5	83.8	46.0	94.4	74.2	39.7	88.0	61.8	34.3	58.9
52,000–53,999		97.5	82.1	99.0*	89.4	54.3	96.0	80.7	47.3	92.4	69.0	45.2	64.5
50,000–51,999		98.5	87.5		93.9	65.0	97.3	85.7	55.6	95.2	77.3	52.8	69.6
48,000–49,999		99.1*	91.4		96.8	75.5	98.2	89.8	64.8	97.1	83.5	61.4	75.3
46,000–47,999			94.2		98.4	84.5	98.8	93.1	73.4	98.4	89.7	70.5	80.9
44,000–45,999			96.4		99.1	91.3	99.2*	95.4	82.1	99.1*	93.9	81.0	85.7
42,000–43,999			97.5		99.0*	95.2		97.1	88.7		97.1	88.3	89.9
40,000–41,999			98.5			97.8		98.3	93.5		99.0*	93.2	94.0
38,000–39,999			99.0*			98.7			96.0			96.6	96.6
36,000–37,999						99.2			98.1			98.6	98.1
34,000–35,999						99.0*			98.9			99.6*	98.8
32,000–33,999									99.3*				99.4*
30,000–31,999													
Below 30,000													

Note: The table is based on 1,273 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35.

† Includes less than 1.0 percent of individuals with salaries higher than that interval.

* Includes less than 1.0 percent of individuals with salaries lower than that interval.

Percentile Distribution of Institutions, by Average Salary and Academic Rank, 2007–08 (Dollars)

Rating ^a	1*		1		2		3		4	
Percentile	95	90	80	70	60	50	40	30	20	10
<i>CATEGORY I (Doctoral)</i>										
Professor	158,629	140,065	127,492	119,365	115,750	110,209	103,691	98,351	92,615	85,638
Associate	102,562	95,577	89,692	84,986	81,678	78,543	75,707	72,239	69,433	66,329
Assistant	87,251	81,221	75,816	72,187	68,957	66,989	64,239	61,825	59,646	56,617
Instructor	69,456	62,357	57,235	54,092	51,080	48,242	46,413	43,509	41,859	39,395
All Combined	121,782	107,549	97,107	91,634	86,733	82,527	76,985	72,825	69,316	65,674
<i>CATEGORY IIA (Master's)</i>										
Professor	110,540	102,626	94,892	90,514	86,015	81,399	78,205	75,020	71,711	66,772
Associate	85,327	78,957	74,580	70,411	67,519	65,585	63,616	61,183	58,542	55,796
Assistant	69,097	66,720	62,216	59,485	56,988	55,150	53,531	52,213	50,287	48,011
Instructor	58,635	55,223	50,125	48,186	46,483	44,520	43,368	41,841	40,137	37,276
All Combined	87,583	79,337	73,704	70,040	65,903	63,013	61,092	58,241	56,338	53,803
<i>CATEGORY IIB (Baccalaureate)</i>										
Professor	113,125	100,892	86,734	79,406	75,916	72,303	67,900	63,815	59,155	53,931
Associate	83,451	77,204	68,847	64,139	61,332	58,866	56,419	53,433	50,773	46,259
Assistant	67,053	62,993	57,291	53,642	51,507	49,692	48,402	46,146	43,937	40,911
Instructor	55,817	51,736	48,525	45,643	43,464	41,998	40,379	38,673	36,828	34,729
All Combined	89,591	80,496	68,288	64,124	60,978	57,447	54,605	52,261	49,807	45,863
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>										
Professor	92,714	84,207	79,833	75,472	71,338	68,557	65,742	62,377	58,105	52,131
Associate	70,976	66,630	65,049	63,277	61,005	57,346	54,574	51,366	50,279	46,104
Assistant	61,358	59,836	56,083	53,326	50,478	48,575	47,265	45,472	43,535	41,002
Instructor	52,742	51,147	48,806	46,783	44,038	42,579	41,209	39,577	35,557	36,109
All Combined	71,634	68,190	62,991	59,687	57,167	55,263	52,060	50,035	47,070	44,450
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>										
No Rank	63,011	60,537	59,047	56,111	53,561	50,034	47,755	45,382	44,011	41,384

Note: The table is based on 1,386 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35.
 a. Interpretation of the Ratings: 1*=95th Percentile; 1=80th; 2=60th; 3=40th; 4=20th. An average lower than the 20th percentile is rated 5.

Percentile Distribution of Institutions, by Average Compensation and Academic Rank, 2007–08 (Dollars)

Rating ^a	1*		1		2		3		4	
Percentile	95	90	80	70	60	50	40	30	20	10
<i>CATEGORY I (Doctoral)</i>										
Professor	195,072	176,451	162,002	150,042	144,943	137,126	129,879	125,590	118,286	110,424
Associate	131,347	122,544	114,560	108,986	104,237	102,339	97,666	93,651	91,161	85,119
Assistant	113,912	102,921	95,651	92,092	89,250	86,508	82,220	80,178	76,458	73,012
Instructor	95,075	83,899	72,690	69,013	66,661	64,485	61,283	58,116	55,401	51,133
All Combined	151,521	135,770	122,887	115,863	109,336	104,388	98,433	94,773	89,049	84,608
<i>CATEGORY IIA (Master's)</i>										
Professor	139,388	128,914	120,358	116,026	109,349	104,435	99,591	95,697	91,758	84,698
Associate	109,888	102,637	96,172	92,127	87,718	84,230	81,739	78,519	75,613	71,585
Assistant	89,809	86,610	80,918	76,936	73,718	71,585	68,563	66,776	64,812	60,687
Instructor	77,209	72,162	66,496	62,572	59,900	57,704	55,822	53,076	51,225	47,684
All Combined	110,318	102,526	95,573	89,644	85,586	81,569	78,316	75,344	71,881	68,058
<i>CATEGORY IIB (Baccalaureate)</i>										
Professor	145,291	130,192	113,914	103,513	98,018	91,861	87,341	81,201	75,701	67,809
Associate	110,254	100,605	89,252	83,872	79,203	75,803	73,126	69,016	64,924	58,901
Assistant	87,234	81,196	73,678	70,057	66,838	64,323	61,796	58,825	56,146	52,140
Instructor	72,119	68,762	61,995	59,361	56,393	53,538	51,725	49,478	47,060	43,361
All Combined	115,332	103,779	88,661	83,064	78,505	74,133	70,756	66,516	63,677	57,760
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>										
Professor	122,040	119,249	104,503	98,272	93,649	90,366	86,531	81,294	77,416	71,739
Associate	98,455	93,735	86,685	84,079	80,994	74,905	71,727	69,118	64,919	60,897
Assistant	83,482	81,947	76,852	72,416	68,394	65,115	62,851	60,670	58,083	54,891
Instructor	73,657	72,087	66,426	64,341	60,525	56,532	54,637	52,903	50,837	47,642
All Combined	101,173	93,265	83,103	80,291	76,500	72,160	70,497	67,614	61,694	57,040
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>										
No Rank	82,107	77,183	74,635	71,090	66,983	63,454	60,086	55,993	54,445	52,452

Note: The table is based on 1,374 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35.

a. Interpretation of the Ratings: 1*=95th Percentile; 1=80th; 2=60th; 3=40th; 4=20th. An average lower than the 20th percentile is rated 5.

Average Institutional Cost of Benefits per Faculty Member and Average Cost for Faculty Members Receiving Specific Benefits, in Dollars and as a Percent of Average Salary, by Institutional Affiliation and Itemized Benefits, 2007–08 (All Ranks)

Itemized Benefits	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
IN DOLLARS				AS A PERCENT OF SALARY				
<i>AVERAGE PER FACULTY MEMBER</i>								
Retirement	7,339	7,426	8,022	5,676	9.7	10.1	9.1	8.3
Medical Insurance	5,176	5,095	5,660	4,858	6.8	7.0	6.4	7.1
Dental Insurance	219	219	230	199	0.3	0.3	0.3	0.3
Medical and Dental Combined	1,705	2,010	1,017	1,022	2.3	2.7	1.2	1.5
Disability	199	173	266	242	0.3	0.2	0.3	0.4
Tuition	593	166	1,595	1,482	0.8	0.2	1.8	2.2
Social Security	4,622	4,277	5,836	4,667	6.1	5.8	6.6	6.8
Unemployment	177	178	204	125	0.2	0.2	0.2	0.2
Group Life	168	143	258	173	0.2	0.2	0.3	0.3
Workers' Compensation	381	339	546	358	0.5	0.5	0.6	0.5
Benefits in Kind	234	152	560	189	0.3	0.2	0.6	0.3
All Combined	20,813	20,178	24,193	18,992	27.5	27.6	27.4	27.6
<i>AVERAGE FOR FACULTY MEMBERS RECEIVING SPECIFIC BENEFITS</i>								
Retirement	7,574	7,541	8,543	6,143	10.0	10.3	9.7	8.9
Medical Insurance	7,186	7,263	7,274	6,595	9.5	9.9	8.2	9.6
Dental Insurance	537	566	504	442	0.7	0.8	0.6	0.6
Medical and Dental Combined	7,977	7,987	7,972	7,876	10.5	10.9	9.0	11.5
Disability	313	332	301	267	0.4	0.5	0.3	0.4
Tuition	6,156	2,243	8,868	16,319	8.1	3.1	10.1	23.7
Social Security	4,887	4,589	5,904	4,880	6.5	6.3	6.7	7.1
Unemployment	248	243	288	208	0.3	0.3	0.3	0.3
Group Life	217	204	274	181	0.3	0.3	0.3	0.3
Workers' Compensation	471	446	587	397	0.6	0.6	0.7	0.6
Benefits in Kind	1,502	1,182	2,067	1,437	2.0	1.6	2.3	2.1
Received Any Benefit	20,838	20,204	24,219	19,014	27.5	27.6	27.5	27.6

Note: The institution or state contribution to the retirement plan(s) is included regardless of the vesting provision. Tuition includes both waivers and remissions. Medical and Dental Combined is limited to institutions that could not separate the two expenditures; it is not a sum of the other two categories. Benefits in Kind most often include moving expenses, housing, cafeteria plans, or benefits with cash options. For more details on benefits, see Explanation of Statistical Data on page 35. Averages for All Combined are based on total expenditures, not the sum of individual benefit averages. The table is based on 1,374 reporting institutions.

Average Institutional Cost of Benefits per Faculty Member and Average Cost for Faculty Members Receiving Specific Benefits, in Dollars and as a Percent of Average Salary, by Institutional Category and Itemized Benefits, 2007–08 (All Ranks)

Itemized Benefits	I	IIA	IIB	III	IV	I	IIA	IIB	III	IV
	IN DOLLARS					AS A PERCENT OF SALARY				
<i>AVERAGE PER FACULTY MEMBER</i>										
Retirement	8,752	6,388	5,791	6,483	4,839	10.1	9.5	9.0	11.2	8.8
Medical Insurance	5,825	5,048	4,574	4,587	2,022	6.7	7.5	7.1	8.0	3.7
Dental Insurance	216	252	171	249	137	0.2	0.4	0.3	0.4	0.2
Medical and Dental Combined	1,589	1,576	1,179	3,523	3,171	1.8	2.3	1.8	6.1	5.7
Disability	230	180	213	133	46	0.3	0.3	0.3	0.2	0.1
Tuition	604	459	1,230	193	39	0.7	0.7	1.9	0.3	0.1
Social Security	5,073	4,404	4,553	3,616	2,896	5.9	6.6	7.1	6.3	5.2
Unemployment	109	191	176	80	827	0.1	0.3	0.3	0.1	1.5
Group Life	194	149	166	125	97	0.2	0.2	0.3	0.2	0.2
Workers' Compensation	421	350	406	288	230	0.5	0.5	0.6	0.5	0.4
Benefits in Kind	380	97	147	134	46	0.4	0.1	0.2	0.2	0.1
All Combined	23,393	19,093	18,607	19,412	14,351	27.0	28.4	28.8	33.7	26.0
<i>AVERAGE FOR FACULTY MEMBERS RECEIVING SPECIFIC BENEFITS</i>										
Retirement	8,960	6,604	6,159	6,769	4,881	10.4	9.8	9.5	11.7	8.8
Medical Insurance	7,571	6,974	6,286	8,344	5,230	8.8	10.4	9.7	14.5	9.5
Dental Insurance	512	599	453	618	497	0.6	0.9	0.7	1.1	0.9
Medical and Dental Combined	8,646	8,160	7,140	9,407	5,351	10.0	12.2	11.1	16.3	9.7
Disability	374	266	267	290	154	0.4	0.4	0.4	0.5	0.3
Tuition	5,987	5,881	12,561	2,232	227	6.9	8.8	19.5	3.9	0.4
Social Security	5,435	4,599	4,613	3,951	3,190	6.3	6.9	7.2	6.9	5.8
Unemployment	138	287	276	131	1,473	0.2	0.4	0.4	0.2	2.7
Group Life	251	192	191	186	145	0.3	0.3	0.3	0.3	0.3
Workers' Compensation	476	496	460	388	369	0.6	0.7	0.7	0.7	0.7
Benefits in Kind	2,033	778	1,132	699	490	2.3	1.2	1.8	1.2	0.9
Received Any Benefit	23,408	19,131	18,634	19,428	14,381	27.1	28.5	28.9	33.7	26.0

Note: The institution or state contribution to the retirement plan(s) is included regardless of the vesting provision. Tuition includes both waivers and remissions. Medical and Dental Combined is limited to institutions that could not separate the two expenditures; it is not a sum of the other two categories. Benefits in Kind most often include moving expenses, housing, cafeteria plans, or benefits with cash options. Averages for All Combined are based on total expenditures, not the sum of individual benefit averages. For more details on benefits, see Explanation of Statistical Data on page 35. The table is based on 1,374 reporting institutions.

Percent of Faculty in Tenure-Track Appointments and Percent of Faculty with Tenure, by Affiliation, Academic Rank, and Gender, 2007–08

Academic Rank	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related	All Combined	Public	Private-Independent	Church-Related
	NON-TENURE-TRACK				TENURE TRACK				TENURED			
<i>MEN</i>												
Professor	4.1	2.7	6.2	7.9	1.2	0.9	1.3	2.8	94.7	96.4	92.5	89.3
Associate	6.4	4.1	11.7	10.0	10.1	9.0	12.0	12.6	83.6	87.0	76.3	77.4
Assistant	17.0	13.6	23.2	25.4	75.7	78.3	72.7	66.3	7.3	8.1	4.1	8.3
Instructor	83.9	82.3	92.1	84.3	13.8	14.8	7.7	14.9	2.3	2.9	0.2	0.8
Lecturer	96.2	95.6	97.8	99.2	2.3	2.5	1.9	0.6	1.6	1.9	0.3	0.2
No Rank	78.3	75.9	93.2	99.7	4.1	4.5	2.0	0.3	17.5	19.6	4.8	0.0
All Combined	18.9	18.6	19.6	19.2	21.1	21.2	20.2	22.3	60.0	60.2	60.2	58.5
<i>WOMEN</i>												
Professor	6.7	5.6	8.7	8.9	1.6	1.5	1.0	3.2	91.8	92.9	90.3	87.9
Associate	8.7	6.4	14.4	11.7	9.8	8.8	10.9	13.1	81.4	84.8	74.7	75.2
Assistant	21.8	18.2	27.6	30.7	70.9	73.4	68.3	62.8	7.3	8.4	4.1	6.5
Instructor	85.4	84.2	91.9	86.9	13.0	13.8	8.1	12.5	1.6	2.0	0.1	0.6
Lecturer	96.6	96.1	98.1	99.1	2.0	2.2	1.5	0.6	1.4	1.7	0.5	0.3
No Rank	80.2	78.3	98.0	97.2	4.7	5.0	0.6	2.8	15.1	16.7	1.3	0.0
All Combined	32.2	32.9	30.8	29.8	26.2	25.6	26.7	29.0	41.6	41.4	42.5	41.2
<i>MEN AND WOMEN COMBINED</i>												
Professor	4.7	3.5	6.8	8.2	1.3	1.0	1.2	2.9	94.0	95.5	92.0	88.9
Associate	7.3	5.0	12.8	10.7	10.0	8.9	11.6	12.8	82.7	86.1	75.6	76.5
Assistant	19.4	15.8	25.3	28.2	73.3	76.0	70.6	64.5	7.3	8.2	4.1	7.4
Instructor	84.8	83.5	91.9	85.9	13.3	14.2	7.9	13.4	1.9	2.3	0.1	0.7
Lecturer	96.4	95.9	97.9	99.1	2.1	2.3	1.7	0.6	1.5	1.8	0.4	0.3
No Rank	79.3	77.2	95.5	98.5	4.4	4.8	1.3	1.5	16.3	18.0	3.2	0.0
All Combined	24.3	24.5	23.9	23.7	23.2	23.0	22.7	25.2	52.5	52.4	53.4	51.1

Note: The table is based on 1,386 reporting institutions. Prior to 2003–04, this table counted as tenure track all faculty who were tenured and in positions leading to consideration for tenure, and did not separately report faculty not on the tenure track.

Distribution of Faculty, by Rank, Gender, Category, and Affiliation, 2007–08 (Percent)

Academic Rank	All Combined		Public		Private-Independent		Church-Related	
	Men	Women	Men	Women	Men	Women	Men	Women
<i>CATEGORY I (Doctoral)</i>								
Professor	28.1	7.2	27.0	6.9	33.2	8.4	24.4	7.6
Associate	16.4	9.8	16.8	10.1	14.0	7.9	19.2	12.0
Assistant	13.4	10.9	13.8	11.3	12.4	9.3	12.3	11.4
Instructor	2.1	3.1	2.3	3.5	1.5	1.6	2.3	3.2
Lecturer	3.3	3.9	3.2	3.9	3.9	4.3	1.7	2.4
No Rank	0.9	1.0	0.6	0.7	1.8	1.7	1.7	1.8
All Combined	64.1	35.9	63.6	36.4	66.9	33.1	61.6	38.4
<i>CATEGORY IIA (Master's)</i>								
Professor	19.6	8.3	19.7	8.5	19.5	8.0	19.4	7.6
Associate	15.6	11.5	14.8	10.9	17.5	12.8	17.5	12.8
Assistant	14.7	15.1	14.6	14.5	15.2	16.3	14.9	17.0
Instructor	2.4	4.1	2.6	4.4	2.0	2.9	2.1	3.9
Lecturer	3.0	3.8	3.7	4.7	1.5	1.6	1.5	1.9
No Rank	0.9	0.9	0.8	0.8	1.5	1.3	0.8	0.6
All Combined	56.3	43.7	56.1	43.9	57.1	42.9	56.2	43.8
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	19.8	9.2	16.0	8.1	22.2	10.4	19.8	8.6
Associate	16.4	12.5	15.9	11.6	16.0	12.8	17.0	12.7
Assistant	15.6	16.5	16.6	15.8	15.1	15.9	15.5	17.6
Instructor	2.8	4.1	4.4	5.8	2.0	2.7	2.6	4.4
Lecturer	1.0	1.1	2.5	2.2	0.7	1.0	0.4	0.6
No Rank	0.5	0.5	0.6	0.5	0.8	0.5	0.3	0.3
All Combined	56.1	43.9	55.9	44.1	56.7	43.3	55.6	44.4
<i>CATEGORY III (Two-Year Colleges with Ranks)</i>								
Professor	15.7	14.0	15.7	14.1	15.3	7.8	25.7	0.0
Associate	11.5	11.4	11.4	11.3	18.8	20.0	20.0	0.0
Assistant	12.5	14.4	12.5	14.3	11.4	16.5	28.6	11.4
Instructor	7.7	9.3	7.8	9.3	2.0	8.2	5.7	8.6
Lecturer	1.4	1.9	1.4	1.9	0.0	0.0	0.0	0.0
No Rank	0.1	0.2	0.1	0.2	0.0	0.0	0.0	0.0
All Combined	49.0	51.0	48.9	51.1	47.5	52.5	80.0	20.0
<i>CATEGORY IV (Two-Year Colleges without Ranks)</i>								
No Rank	45.7	54.3	45.6	54.4	83.9	16.1	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	23.5	8.2	23.1	8.1	26.7	8.8	20.8	8.0
Associate	15.9	10.8	15.7	10.5	15.4	10.5	17.7	12.6
Assistant	14.1	13.2	14.1	12.9	13.8	12.9	14.5	15.9
Instructor	2.6	3.9	2.9	4.4	1.8	2.3	2.4	3.9
Lecturer	2.8	3.4	3.2	3.9	2.4	2.7	1.1	1.5
No Rank	0.8	0.8	0.6	0.7	1.5	1.3	0.8	0.8
All Combined	59.7	40.3	59.5	40.5	61.6	38.4	57.3	42.7

Note: The table is based on 1,386 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35. N.d. = no data.

Number and Percent of Faculty, Average Salary, Average Compensation, Average Benefits, and Percent of Faculty Tenured, by Category and Academic Rank, 2007–08

Category or Rank	Number of Faculty	Percent of Faculty	Average Salary (\$)	Average Compensation (\$)	Average Benefits (\$)	Benefits as % of Salary	Percent Tenured
I	178,584	46.2	86,520	109,928	23,393	27.0	57.1
IIA	118,557	30.7	67,119	86,305	19,093	28.4	52.1
IIB	50,557	13.1	64,498	83,233	18,607	28.8	51.1
III	19,778	5.1	57,642	76,933	19,412	33.7	46.4
IV	18,866	4.9	55,302	69,683	14,351	26.0	20.9
All Combined	386,342	100.0	74,682	95,616	20,813	27.9	52.5
<i>INSTITUTIONS WITH ACADEMIC RANKS (Categories I through III)</i>							
Professor	116,749	31.8	102,867	129,976	26,900	26.2	94.0
Associate	97,847	26.6	72,961	94,191	21,165	29.0	82.7
Assistant	100,340	27.3	61,103	78,918	17,738	29.0	7.3
Instructor	23,969	6.5	44,533	58,327	13,824	31.0	1.9
Lecturer	22,608	6.2	49,846	65,381	15,435	31.0	1.5
No Rank	5,963	1.6	56,245	72,625	16,325	29.0	1.5
All Combined	367,476	100.0	75,677	96,956	21,146	27.9	54.1

Note: The table is based on 1,386 (salary) and 1,374 (compensation) reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 35.

SURVEY REPORT TABLE 14A

Number of Campuses Surveyed and Number of Campuses Included in Tabulations, by Category and Affiliation, 2007–08

Category	Number Surveyed				Number in Tabulations				
	All Combined	Public	Private-Independent	Church-Related	All Combined	Percent in Tabulations	Public	Private-Independent	Church-Related
I	279	181	71	27	250	89.6	164	61	25
IIA	853	299	336	218	500	58.6	246	150	104
IIB	919	146	379	394	488	53.1	93	183	212
III	737	588	118	31	242	32.8	234	7	1
IV	760	692	53	15	208	27.4	207	1	0
All Combined	3,548	1,906	957	685	1,688	47.6	944	402	342

Note: Appendices I and II include listings for individual institutions whose data were received after the completion of the tabulations. For definitions of categories, see Explanation of Statistical Data on page 35.

SURVEY REPORT TABLE 14B

Number of Institutions Surveyed and Number of Institutions Included in Tabulations, by Category and Affiliation, 2007–08

Category	Number Surveyed				Number in Tabulations				
	All Combined	Public	Private-Independent	Church-Related	All Combined	Percent in Tabulations	Public	Private-Independent	Church-Related
I	241	159	60	22	212	88.0	142	50	20
IIA	734	280	264	190	420	57.2	229	104	87
IIB	850	130	352	368	456	53.6	83	176	197
III	588	441	117	30	153	26.0	145	7	1
IV	626	561	50	15	145	23.2	144	1	0
All Combined	3,039	1,571	843	625	1,386	45.6	743	338	305

Note: Appendices I and II include listings for individual institutions whose data were received after the completion of the tabulations. For definitions of categories, see Explanation of Statistical Data on page 35.

Comparison of Average Salaries of Presidents and Faculty, by Category and Affiliation, 2007–08

	Ratio of Salaries, President to Average Full Professor					
	Public			Private		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Category I (Doctoral)	3.49	1.91	6.24	3.49	2.55	6.00
Category IIA (Master's)	2.83	1.84	4.60	3.13	1.26	7.62
Category IIB (Baccalaureate)	2.52	1.47	4.28	3.18	1.16	8.56
Category III (Two-Year Colleges with Ranks)	2.49	1.46	5.06	2.39	2.11	4.43
Category IV (Two-Year Colleges without Ranks)	2.97	1.72	7.45	n.d.	n.d.	n.d.

	Presidential Salary					
	Public			Private		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Category I (Doctoral)	338,228	176,500	600,000	400,000	216,000	840,000
Category IIA (Master's)	226,000	143,362	353,600	248,500	53,155	532,400
Category IIB (Baccalaureate)	182,311	89,447	351,475	216,000	70,076	518,605
Category III (Two-Year Colleges with Ranks)	159,566	94,584	339,561	137,187	98,000	250,000
Category IV (Two-Year Colleges without Ranks)	159,151	73,480	340,062	n.d.	n.d.	n.d.

Note: The table is based on 822 reporting institutions. Private refers to both private-independent and church-related institutions. The average salary for All Ranks is used for category IV colleges and other institutions that do not use academic ranks. Presidential salary is for calendar year 2007. It includes supplemental salary but not benefits. N.d. = no data. For definitions of categories, see Explanation of Statistical Data on page 35.