

It's Not Over Yet

THE ANNUAL REPORT ON THE ECONOMIC STATUS OF THE PROFESSION

2010-11

According to the National Bureau of Economic Research, the Great Recession began in December 2007 and ended in June 2009. With a duration of eighteen months, this recession was almost double the length of the average post–World War II economic downturn. It was also notable for its severity. During the recession, the gross domestic product (GDP) declined 4 percent (even after controlling for inflation); the unemployment rate doubled, as nearly nine million private jobs disappeared, wiping out more than a decade's worth of job growth; and almost \$14 trillion in household wealth evaporated—an amount equal to an entire year's worth of economic production.

Although the worst recession since the Great Depression is now technically over, our analysis of faculty compensation and forecasts for state revenues indicates that the negative impact on higher education will continue for years in many states. Who outside the professoriate should care what happens to faculty salaries and benefits during a recession? Everyone who hopes to be employed in the future, bring home a paycheck, and have something left over to put into savings should care.

In the second decade of the twenty-first century, we live our lives in a global knowledge economy. Education is the primary component of human capital, which is the designation economists give to the skills and abilities workers bring to the various tasks involved in producing and maintaining an economic system; other components include health care and nutrition. Differences in human capital explain the majority of differences in economic growth rates across countries. The rate of innovation drives economic growth; innovation, in turn, is greater in nations with greater levels of human capital. Moreover, investments in human

capital deliver compounded rates of economic return that raise GDP, employment, incomes, and wealth far beyond any other investments we can make. A large body of research shows that economic growth rates rise as a country's educational attainment increases, from the primary to the postsecondary level.¹

And who creates human capital? Well-paid elementary, secondary, and higher education faculties.

Do US academic institutions compensate their faculties at the levels needed to produce college graduates who can compete in the global marketplace? Our analysis of this year's data and our examination of long-term trends in faculty compensation indicate that the answer is “No!”

Results This Year

Our analysis of the economic status of the faculty begins with results from this year's annual survey of full-time faculty compensation. Survey report table 1 presents the most basic results, while table A places these results in historical perspective. The tables report two different measures of the change in full-time faculty salaries: the change in average salary levels, which is a measure of the change from the previous year in what a typical faculty member might earn; and the average change for a faculty member continuing in employment at the same institution (that is, the average raise a faculty member might expect if he or she does not move). The first of these figures is calculated only for institutions that submitted data both this year and last.

The overall increase in salary level, reported on the left side of survey report table 1 and the upper half of table A, was 1.4 percent between 2009–10 and 2010–11. This is barely higher than the

overall change reported last year, when we described it as “the lowest year-to-year change recorded in the fifty years of this comprehensive survey.” It seems that this year has been just as tough as the previous one on full-time faculty salaries. The salary increases laid out in survey report table 1 varied between categories of institutions, however: as has usually been the case in recent years, the change in average salary at public institutions was lower (0.9 percent) than the change in private-independent (2.1 percent) or religiously affiliated (1.8 percent) institutions. (More detailed analysis of the public-private differential in salaries appears later in this report.) As a category, associate’s degree colleges, most of which are public, reported the lowest increase in average salary level, at only 0.1 percent among colleges using faculty ranks and 0.3 percent among colleges that do not use faculty ranks.

Given that many faculty members and other employees in higher education have endured salary freezes or involuntary unpaid furloughs in the last year, it is important to provide further context for these increases in average salary. Between December 2009 and December 2010, the consumer price index for all urban consumers (CPI-U) rose by 1.5 percent. The CPI-U has been used in AAUP reports for decades and is the default measure of inflation used by many economists. Table A provides context for considering how this year’s salary increases stack up historically. The right side of table A puts the increase in “real terms,” adjusted for inflation. Although the 1.5 percent CPI-U increase this year is relatively low, the change in average salaries is even lower. For the second consecutive year, real salary levels fell, and for the fifth time in the last seven years, overall faculty salaries declined in purchasing power. This means that the cumulative change in real salaries for faculty members during the last seven years was 1.8 percent, less than the 2.1 percent increase in real salaries for the median American worker over the same period.

The second measure of the one-year change in salaries is the average change for continuing faculty members, which occupies the right side of table 1 and the lower half of table A. This rate is generally higher, because it excludes the salaries of new faculty members—presumably starting at the low end of the range for their rank and institution—and includes all forms of salary increase (across the board, merit, and promotion). The average increase in salary for continuing full-time faculty members at all types of institutions was 2.5 percent between 2009–10 and 2010–11. This is slightly higher than the 1.8 percent increase reported last year but well below the typical rate of change for the last four decades. As with the increase in average salary levels, the average increase for continuing faculty members in public colleges and

universities was lower (2.2 percent overall) than that reported by private-independent (3.1 percent) and religiously affiliated (2.7 percent) institutions.

Adjusting for inflation, the average real increase in salary for continuing full-time faculty members (the last row of table A) was 1 percent this year—an increase that contrasts with last year’s decrease but is still at the low end of the historical range.

The overall picture this year, then, is of mostly stagnant salaries for full-time faculty members. The numbers vary considerably across institutional types. But aggregate faculty salary levels did not keep up with inflation in the past year, and the cumulative increase during the last seven years lagged behind the cumulative increase in median earnings for all US workers.

Impact of the Recession

Our last two annual reports have noted the paucity of data with which to judge the specific impact of this recession on higher education. Although our overall assessment is that the recession’s effects on higher education funding and employment are far from over, we can now provide detailed analysis of the changes wrought by three years of dramatic cuts in revenues from state appropriations, endowment income, and tuition. Even when looking only at data from institutions that responded to our annual survey immediately prior to the recession (2007–08) and this year, the effects are visible in terms of the continuing shift toward contingent employment, widening salary inequality, and reductions in institutional contributions toward retirement.

CONTINGENT EMPLOYMENT

The increasing use of contingent faculty appointments (both full- and part-time appointments off the tenure track) has been documented in this annual report and elsewhere for many years. In this year’s report we present the most recent comprehensive federal data on the growth of contingent academic employment and also use AAUP survey data to examine the impact of the recession on one component of the contingent academic work: full-time non-tenure-track faculty members.

This analysis of AAUP survey data is especially important because comprehensive national data on instructional staff employment status are not yet available for the full period of higher education’s recession. The most recent data available from the US Department of Education, collected in fall 2009, indicate that the number of contingent appointments among all instructional staff continued to grow between 2007 and 2009. Figure 1 depicts the trend over more than three decades. The proportion of tenured and tenure-track faculty members shrank dramatically between 1975 and

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 to 2010-11

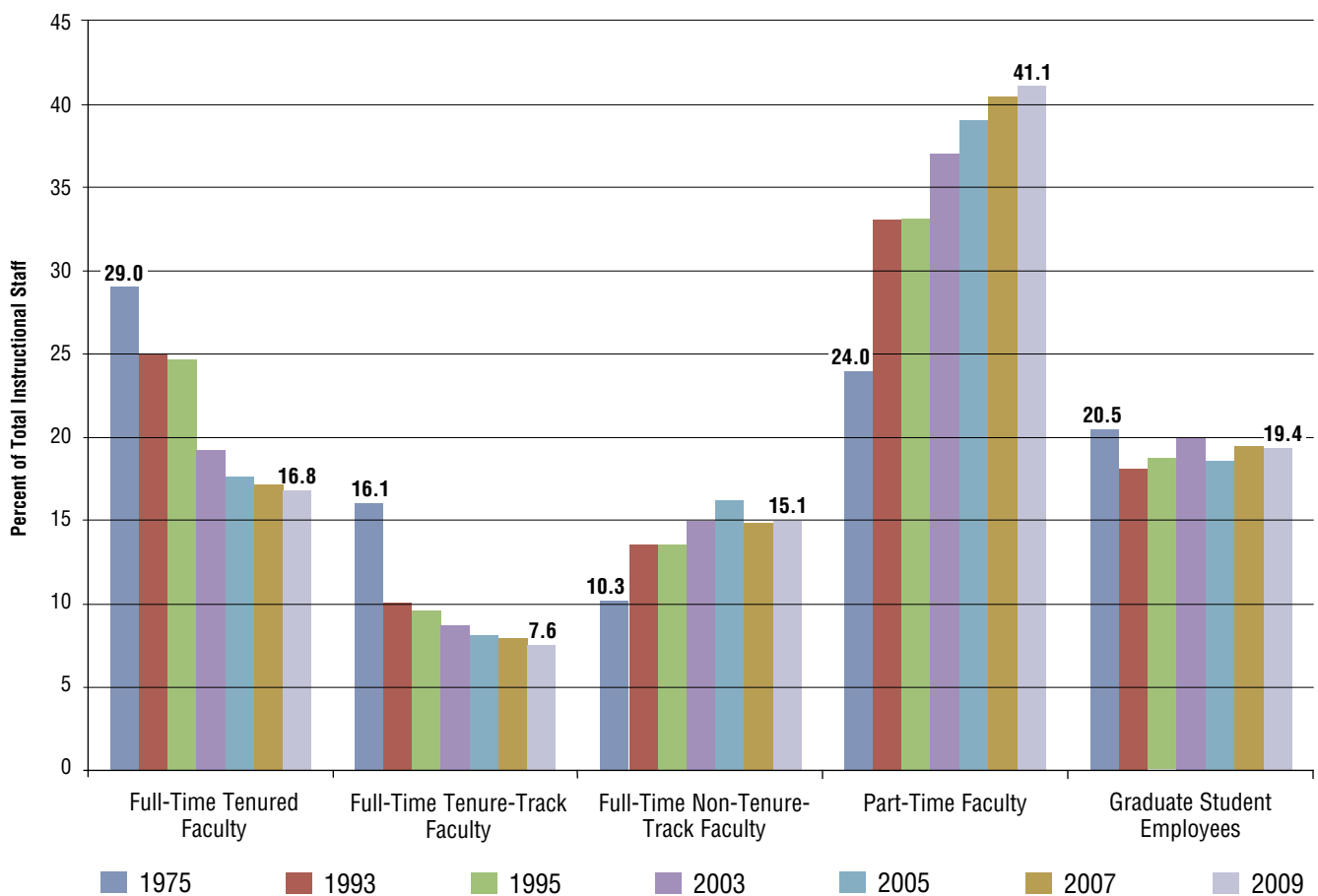
	Prof.	Assoc.	Asst.	Inst.	All Ranks	Prof.	Assoc.	Asst.	Inst.	All Ranks	Change in CPI-U
	NOMINAL TERMS					REAL TERMS					
ALL FACULTY											
1971-72 to 1973-74	9.7	9.6	9.1	8.8	9.4	-2.8	-2.9	-3.4	-3.7	-3.1	12.5
1973-74 to 1975-76	12.4	12.1	11.7	12.3	12.1	-7.7	-8.0	-8.4	-7.8	-8.0	20.1
1975-76 to 1977-78	10.1	10.4	10.2	10.4	10.2	-1.8	-1.5	-1.7	-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	18.0	18.7	17.5	18.5	-3.8	-4.4	-3.7	-4.9	-3.9	22.4
1981-82 to 1983-84	11.2	11.0	11.9	12.1	11.4	3.4	3.2	4.1	4.3	3.6	7.8
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 1987-88	11.3	10.9	10.9	8.9	11.1	5.7	5.3	5.3	3.3	5.5	5.6
1987-88 to 1989-90	12.5	13.4	12.7	11.0	12.3	3.2	4.1	3.4	1.7	3.0	9.3
1989-90 to 1991-92	9.1	9.0	9.5	9.1	9.1	-0.3	-0.4	0.1	-0.3	-0.3	9.4
1991-92 to 1993-94	5.7	5.5	5.7	5.6	5.6	0.0	-0.2	0.0	-0.1	-0.1	5.7
1993-94 to 1995-96	6.6	6.4	6.0	6.2	6.4	1.3	1.1	0.7	0.9	1.1	5.3
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
2007-08 to 2008-09	3.8	3.6	3.6	3.3	3.4	3.7	3.5	3.5	3.2	3.3	0.1
2008-09 to 2009-10	1.0	0.8	1.1	1.4	1.2	-1.7	-1.9	-1.6	-1.3	-1.5	2.7
2009-10 to 2010-11	1.4	1.2	1.5	0.9	1.4	-0.1	-0.3	0.0	-0.6	-0.1	1.5
CONTINUING FACULTY											
1971-72 to 1973-74	10.4	12.4	12.8	13.7	11.9	-2.1	-0.1	0.3	1.2	-0.6	12.5
1973-74 to 1975-76	14.2	15.7	16.5	17.9	15.6	-5.9	-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	-2.5	-1.4	0.0	-0.1	-1.5	22.4
1981-82 to 1983-84	13.3	13.9	15.3	14.7	14.1	5.5	6.1	7.5	6.9	6.3	7.8
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 1987-88	12.8	13.7	14.6	13.8	13.5	7.2	8.1	9.0	8.2	7.9	5.6
1987-88 to 1989-90	13.7	15.0	16.0	15.5	14.6	4.4	5.7	6.7	6.2	5.3	9.3
1989-90 to 1991-92	10.2	11.6	12.5	12.5	11.2	0.8	2.2	3.1	3.1	1.8	9.4
1991-92 to 1993-94	7.1	8.3	9.1	9.1	8.0	1.4	2.6	3.4	3.4	2.3	5.7
1993-94 to 1995-96	8.0	9.0	9.6	9.5	8.8	2.7	3.7	4.3	4.2	3.5	5.3
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
2007-08 to 2008-09	4.5	5.0	5.2	6.0	4.9	4.4	4.9	5.1	5.9	4.8	0.1
2008-09 to 2009-10	1.4	2.1	2.1	2.1	1.8	-1.3	-0.6	-0.6	-0.6	-0.9	2.7
2009-10 to 2010-11	2.2	2.7	2.8	2.3	2.5	0.7	1.2	1.3	0.8	1.0	1.5

Note: Salary increases for the years to 1995-96 are grouped in two-year intervals in order to present the full 1971-72 through current year series. Consumer Price Index for all Urban Consumers (CPI-U) is from the US Bureau of Labor Statistics; change is calculated from December to December. 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-U. 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. Figures for prior years have been recalculated using a consistent level of precision.

2009, from more than 45 percent to less than 25 percent. In all, graduate student employees and faculty members serving in contingent appointments now make up more than 75 percent of the total instructional staff. The most rapid growth has been among part-time faculty members, whose numbers swelled by more than 280 percent between 1975 and 2009. Between 2007 and 2009, the numbers of full-time non-tenure-track faculty members and part-time faculty members each grew at least 6 percent. During the same period, tenured positions grew by only 2.4 percent and tenure-track appointments increased by a minuscule 0.3 percent. These increases in the number of faculty appointments have taken place against the background of an overall 12 percent increase in higher education enrollment in just those two years.

Analysis of AAUP data allows us to look more directly at the immediate impact of the current recession on full-time contingent appointments at the institutions supplying data for our annual survey in both 2007–08 and 2010–11. One clear pattern emerges from a review of the aggregate numbers of full-time faculty members before the recession and now: of the 1,095 institutions with tenure-track faculty members, 66 percent increased their total numbers of full-time faculty appointments. This constitutes aggregate growth of 2.7 percent, but the composition of the faculty at these institutions has shifted. The most substantial growth has been in non-tenure-track appointments, which grew by 7.6 percent during the three-year period. Tenured appointments increased by 3.7 percent, but the number of tenure-track positions dropped by 3.7 percent. This means

FIGURE 1
Trends in Instructional Staff Employment Status, 1975–2009
 All Institutions, National Totals



Note: Figures for 2005–09 may not be exactly comparable with previous years due to a change in the type of institutions included in totals. Graduate student figure in 1975 column is for 1976. Percentages may not add to 100 due to rounding.

Source: US Department of Education, IPEDS Fall Staff Survey.

that some tenure-track faculty members have been promoted into tenured positions, but a substantial number of tenure-track faculty members have left their institutions and been replaced by faculty members in non-tenure-track appointments. Table B provides a breakdown of the changes in the numbers of full-time faculty positions by institutional category and tenure status.

The pattern of increasing non-tenure-track appointments and decreasing tenure-track appointments was consistent across institutional types. The greatest shift was at doctoral universities, which saw the most rapid growth in non-tenure-track positions. The associate's degree category—composed almost entirely of public colleges—showed the smallest increase in total faculty positions and the largest decrease in the number of tenure-track appointments.

Differences also exist between public and private institutions in the growth rate of full-time non-tenure-track appointments. At public colleges and universities, which make up the majority of all institutions, the growth in total full-time faculty positions between 2007–08 and 2010–11 was much lower than in either the private-independent or

religiously affiliated sectors. The increase in the number of non-tenure-track and tenured positions was more rapid in both of the private sectors, while the decrease in tenure-track positions was noticeably greater in public institutions. The distinction is particularly sharp at doctoral universities: total faculty positions increased only 1.3 percent at public doctoral universities, with growth of 9.6 percent in non-tenure-track appointments and 1.6 percent in tenured positions and a decrease of 7 percent in tenure-track appointments. By contrast, at private-independent doctoral universities, the total number of full-time positions grew 5.7 percent, non-tenure-track positions grew by 13 percent, and tenured positions increased by 5.1 percent; the number of tenure-track positions declined by 0.6 percent during the period.

A smaller group of 102 institutions that provided data in both years do not have a system of academic tenure. Most of these institutions are public community colleges or smaller private baccalaureate colleges. Since they do not have a tenure track, these colleges were not shifting more of their faculty toward non-tenure-track positions. However, a

TABLE B
Percentage Change in Number of Full-Time Faculty, by Institutional Category and Tenure Status, 2007–08 to 2010–11

	All Full-Time Faculty	Tenured	Tenure-Track	Non-Tenure-Track
CATEGORY I (Doctoral)				
Public	1.3	1.6	-7.0	9.6
Private-Independent	5.7	5.1	-0.6	13.0
Religiously Affiliated	7.1	5.7	4.2	14.7
All Institutions	2.4	2.5	-5.2	10.6
CATEGORY IIA (Master's)				
Public	1.5	5.0	-3.8	-0.5
Private-Independent	6.1	7.6	-0.2	10.1
Religiously Affiliated	5.2	4.8	4.0	7.4
All Institutions	2.7	5.4	-2.4	2.3
CATEGORY IIB (Baccalaureate)				
Public	4.7	6.3	0.6	6.3
Private-Independent	5.0	6.5	0.7	6.6
Religiously Affiliated	3.1	5.2	-3.7	7.2
All Institutions	4.2	6.0	-1.0	6.8
CATEGORY III/IV (Associate's)				
Public	2.0	1.9	-5.5	9.7
All Institutions	2.0	1.9	-5.5	9.9
All Categories				
Public	1.6	2.8	-5.4	6.4
Private-Independent	5.6	6.1	-0.2	11.2
Religiously Affiliated	4.8	5.2	0.5	9.2
All Institutions	2.7	3.7	-3.7	7.6

Note: Includes only institutions with tenure track providing data in both years.

higher proportion (42 percent, compared with 34 percent of all institutions) decreased their total numbers of faculty members during the period.

All of these differences are evident within a three-year period, even when considering only full-time faculty appointments and only those institutions submitting data in the first and last years. Clearly, the recession has affected faculty hiring patterns and accelerated the long-term trend toward a larger number of contingent appointments.

Although the value of tenure is not readily understood by those outside the professoriate, tenure is the mechanism for guaranteeing freedom in research and an open exchange of ideas. It represents a commitment on the part of a college or university to a faculty member that he or she will have

the support necessary to do the job well. Tenured faculty members have a greater stake in the success of their institutions and their graduates than do those without tenure; being a tenured faculty member at an institution that is failing is worth very little.

Faculty members serving in contingent appointments, on the other hand, do not have the protections of academic freedom that come with tenure. They do not have institutional support for pursuing the scholarship that serves as continuing education for college and university professors and often do not have the freedom or the time to research controversial topics. Contingent faculty members find that renewal of their appointments depends more on their ability to please students than their ability to conduct rigorous

TABLE C
Percentage Change in Inflation-Adjusted Salary for Full-Time Faculty, by Institutional Category, 2007–08 to 2010–11

	All Institutions	Public	Private-Independent	Religiously Affiliated
CATEGORY I (Doctoral)				
Professor	2.8	1.7	4.3	3.9
Associate	1.5	0.7	3.4	3.2
Assistant	2.4	1.5	4.5	4.8
Instructor	1.0	0.2	2.6	8.2
All Ranks Combined	2.0	1.0	3.6	3.7
CATEGORY IIA (Master's)				
Professor	1.4	0.9	2.8	1.7
Associate	1.3	0.9	1.7	2.2
Assistant	1.8	1.4	2.4	2.9
Instructor	1.4	0.9	1.6	2.4
All Ranks Combined	1.7	1.3	2.3	2.3
CATEGORY IIB (Baccalaureate)				
Professor	1.1	2.8	0.8	0.5
Associate	1.5	3.3	1.2	0.7
Assistant	1.4	2.4	1.3	1.0
Instructor	0.7	-0.4	2.3	0.8
All Ranks Combined	1.5	2.5	1.2	0.9
CATEGORY III (Associate's with Ranks)				
Professor	1.5	1.5	n.d.	n.d.
Associate	1.5	1.1	n.d.	n.d.
Assistant	0.7	0.6	n.d.	n.d.
Instructor	0.4	0.4	n.d.	n.d.
All Ranks Combined	1.2	1.1	n.d.	n.d.
CATEGORY IV (Associate's without Ranks)				
No Rank	-1.3	-1.3	n.d.	n.d.
All Institutions				
Professor	2.1	1.3	3.3	2.2
Associate	1.3	0.8	2.5	2.1
Assistant	1.8	1.4	2.9	2.8
Instructor	1.1	0.5	2.4	4.0
All Ranks Combined	1.7	1.0	2.9	2.5

Note: Includes only institutions providing data in both years. "All Ranks Combined" includes lecturers and unranked faculty where reported. N.d. = no data. There were too few private-independent and religiously affiliated institutions in categories III and IV to generate valid separate statistics. These institutions are included in the "All Institutions" column, however.

classes that force students to think critically about the material they are learning. As sociologists Richard Arum and Josipa Roksa noted in their recent study, *Academically Adrift*, students' cognitive performance is, on average, mediocre, and the major predictor of cognitive performance is rigorosity of instruction. We are not surprised by a lack of rigor in a system where 75 percent of the instructors are off the tenure track and therefore constantly worried about losing their jobs if they push their students too hard. And we take the opportunity to remind legislators, administrators, trustees, and regents that the path to global competitiveness requires rigor in the classroom—and rigor requires investing in the faculty members expected to provide it.

SALARY INEQUALITY

The recession has also had the effect of widening salary inequalities that already existed. The immediate impact is evident when looking at real (inflation-adjusted) salary changes by institutional category and by region during the

recessionary period. It is also evident in updated tables on the long-term trend in salaries by discipline, and it is perhaps most strikingly evident in our analysis of increases in presidential salaries during the last three years.

Table C shows the change in real average salaries for institutions providing data for both 2007–08 and 2010–11. The combined result for faculty members of all ranks at all institutions is a 1.7 percent increase in salary beyond inflation. This overall figure conceals strong differences between public and private institutions, however. While overall average salaries in public colleges and universities rose 1 percent above the rate of inflation, the increase in private-independent institutions was nearly three times as high. The gap was particularly wide at doctoral universities, a category dominated by state flagship universities that are larger in terms of faculty size than other types of institutions. The pattern did not hold among baccalaureate institutions, where there is a concentration of smaller colleges (many of them religiously affiliated) that have struggled

TABLE D
Percentage Change in Inflation-Adjusted Salary for Full-Time Faculty, by Institutional Category and Region, 2007–08 to 2010–11

	Northeast	Midwest	South	West
CATEGORY I (Doctoral)				
Public	3.8	1.9	-0.4	0.2
Private-Independent	2.3	5.1	5.0	3.5
Religiously Affiliated	3.2	4.2	3.7	1.6
All Institutions	3.1	2.5	0.6	1.0
CATEGORY IIA (Master's)				
Public	5.9	1.5	-1.1	0.5
Private-Independent	1.5	0.7	2.8	3.8
Religiously Affiliated	2.0	1.6	2.6	5.0
All Institutions	4.1	1.5	-0.2	1.4
CATEGORY IIB (Baccalaureate)				
Public	4.9	1.1	-0.2	1.1
Private-Independent	0.4	0.3	1.9	2.5
Religiously Affiliated	1.1	0.7	0.0	1.6
All Institutions	1.5	0.7	0.4	1.9
CATEGORY III/IV (Associate's)				
Public	5.5	-1.0	-1.6	-0.8
All Institutions	5.8	-1.0	-1.6	-0.7
All Categories				
Public	4.7	1.6	-0.8	0.1
Private-Independent	1.8	2.4	4.2	3.2
Religiously Affiliated	2.0	2.4	2.4	3.9
All Institutions	3.2	1.8	0.2	1.0
Change in CPI-U	5.2	4.5	4.4	3.4

Note: Includes only institutions providing data in both years. Regions are defined by the Bureau of Labor Statistics. Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont. Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin. South: Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Tennessee, Texas, Virginia, and West Virginia. West: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

with losses in tuition revenue and declines in charitable giving and investment returns.

Table D details the striking real differences in average full-time faculty salaries by region. The division into four regions is based on the categorization used by the Bureau of Labor Statistics, which is the source for the regional inflation indices used to produce these calculations. Analysis including the regional consumer price index does not allow for a comparison of the purchasing power a specific salary has in different regions of the country at a given point in time.² But incorporating the regional inflation factor does highlight regional differences in the recession's impact across the country.

Although the CPI-U increase over three years was greatest in the Northeast, the increase in average salary beyond inflation was also much greater there. Overall net salary growth in the Midwest was only about half the rate in the Northeast but was still markedly better than the 1 percent real growth in the West and the barely perceptible 0.2 percent increase in the South. In the Midwest, South, and West there was also a substantial public-private gap, with real salary increases much lower at public colleges and universities. The opposite was true in the Northeast, however.

Figures 2 and 3 depict the widening gap in average salaries between faculty members employed in the public

and private-independent sectors over four decades. Figure 2 tracks salaries for the full professor rank and figure 3 shows the assistant professor trend. Each graph shows the average salary in public institutions, by category, as a percentage of the average salary in the private sector. Thus, a point below 100 indicates a disadvantage for the public sector, with a downward trend documenting a widening gap. Associate's degree colleges are not included because so few private colleges from that category submit data.

Figure 2 shows a relatively rapid decline in public-sector professor salaries relative to those at private-independent institutions. Since 1980, the public-sector disadvantage has widened to 16 percent at baccalaureate colleges, 11 percent at master's universities, and a full 24 percent at doctoral universities. Such a wide gap affects the ability of public institutions to recruit and retain an excellent faculty. (Bear in mind that these percentages represent the salary differential for each year in a faculty member's career.) This significant gap is one that junior faculty members notice, as well. They know that if they settle in at midcareer in a public college or university, they are likely to experience a significant cumulative earnings disadvantage over time compared with their private-sector colleagues. That creates a strong disincentive for moving to or remaining at a public college or university.

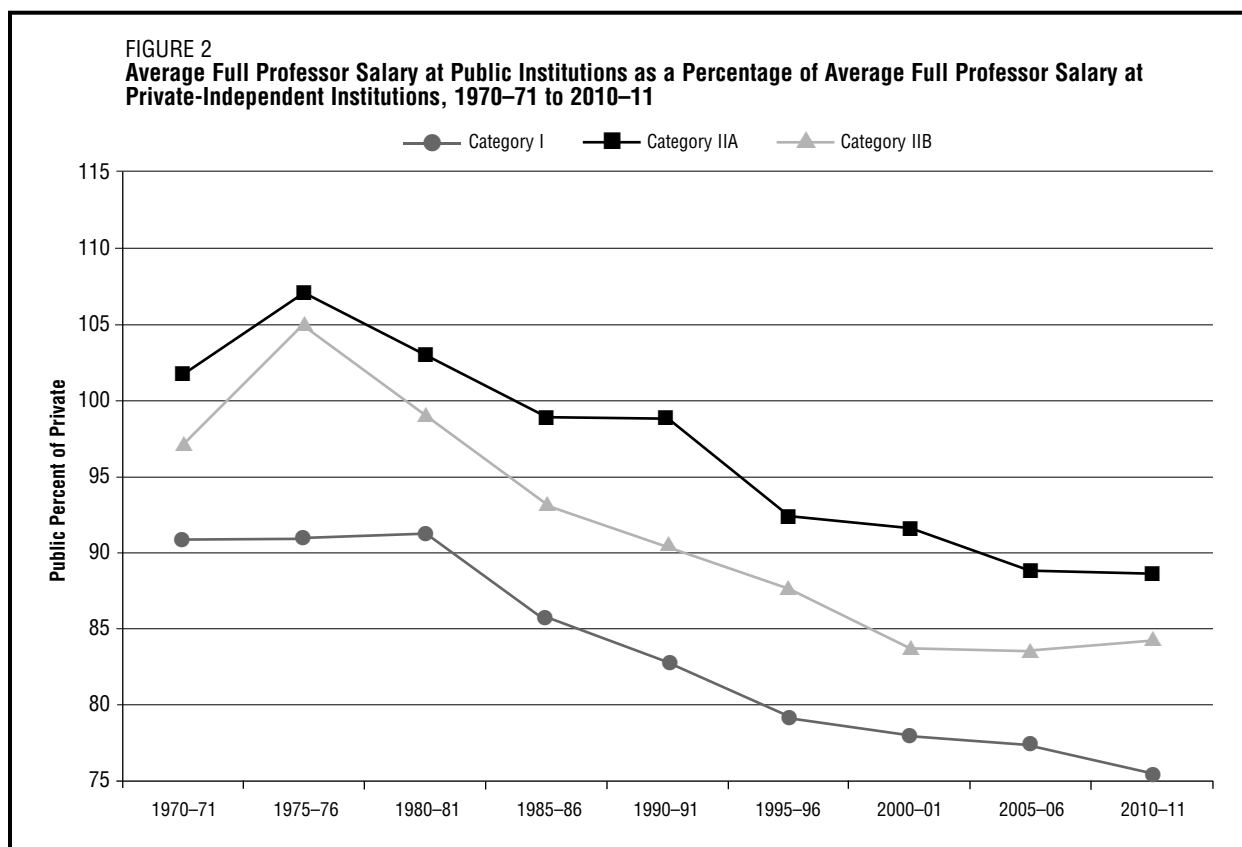
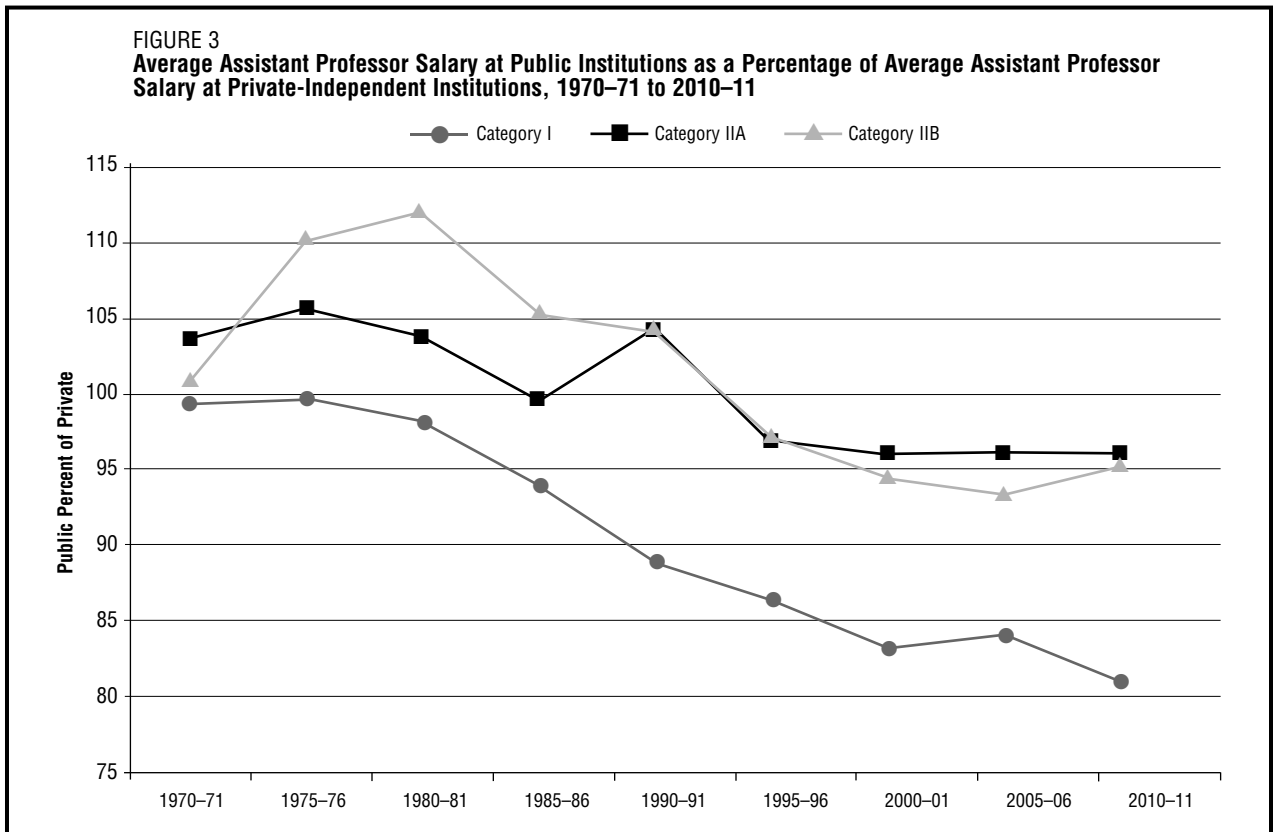


FIGURE 3
Average Assistant Professor Salary at Public Institutions as a Percentage of Average Assistant Professor Salary at Private-Independent Institutions, 1970–71 to 2010–11



The pattern of assistant professor salaries displayed in figure 3 is generally the same as that for full professors, albeit with one interesting difference. Until the mid-1990s, average salaries for assistant professors at public baccalaureate and master’s institutions were equal to or higher than those in private-independent institutions. The public-sector disadvantage at this rank has also not grown as rapidly, currently standing at 4 percent at master’s universities and 5 percent at baccalaureate colleges. In doctoral universities, however, public salaries did not reach parity in the early part of this period, and they are a full 19 percent lower on average this year.

Both figures give some indication of an increased separation at doctoral universities during the most recent five-year period, which might reasonably be attributed to the effect of the recession. This finding reinforces the three-year analysis presented above.

Another aspect of the growing salary inequality during the recessionary period is reflected in table E, which compares growth in presidential salaries with growth in faculty salaries. The table is based on data from the 678 colleges and universities that submitted presidential and faculty salary information in both 2007–08 and 2010–11. The figures in this table are the average (mean) of the percentage salary increases earned by presidents and faculties across all institutions in each category. Some institutions did reduce presidential salaries over this three-year period,

but the average change was a substantial increase.

The result depicted in the table is striking. During this recessionary period, the average increase for presidents was more than twice the rate of the average faculty salary increase at public institutions and nearly three times the rate at private institutions. Presidential salaries in all categories of institutions were already several times higher than the average salary for faculty members at the beginning of this period, and the gap widened considerably even in the space of only three years. As we have argued repeatedly in these annual reports, such a disproportionate increase in compensation for a single individual is an indication of misplaced priorities. This is especially true in a period when faculty members and other higher education employees have been faced with involuntary unpaid furloughs, hiring and salary freezes, and cuts to benefits.

RETIREMENT CONTRIBUTIONS

As documented in last year’s report, we have received numerous indications of college and university administrations reducing the contributions they provide to faculty retirement funds. Our standard aggregate analysis of itemized benefits (survey report table 10) does not reflect a drop in the rate of institutional retirement expenditures as a percentage of salary. However, when we analyze the rate of retirement contribution by each institution, we find that fluctuations

have, in fact, occurred during the recessionary period. Table F documents the direct impact of the recession on contributions, expressed as the change in the institutional contribution rate as a percentage of salary. The majority of institutions maintained the rate of retirement contributions unchanged over three years. About a quarter of institutions raised the retirement contribution rate, most of these only slightly. However, a substantial proportion in

each category decreased the contribution rate by more than half a percentage point. This proportion was highest (27 percent) among baccalaureate colleges, the category with the largest representation of private institutions.

Based on survey data, we are also able to identify at least thirty-two institutions that provided an institutional contribution toward full-time faculty members' retirement in either 2007–08 or 2008–09 and then dropped retirement

TABLE E
Average Increase in Presidential and Full-Time Faculty Salary, 2007–08 to 2010–11

AAUP Category	Public Institutions						
	N	Presidential Salary			Full-Time Faculty Salary		
		Average Increase (%)	Average 2007	Average 2010	Average Increase (%)	Average 2007–08	Average 2010–11
Category I (Doctoral)	86	12.3	353,207	388,995	5.6	75,938	80,156
Category II A (Master's)	133	12.7	229,026	256,477	5.7	62,050	65,685
Category II B (Baccalaureate)	53	9.5	189,482	207,787	6.5	55,719	59,222
Category III/IV (Associate's)	117	10.5	172,696	190,306	4.5	55,151	57,530
All Institutions	389	11.5	234,150	259,238	5.4	62,183	65,551

AAUP Category	Private Institutions						
	N	Presidential Salary			Full-Time Faculty Salary		
		Average Increase (%)	Average 2007	Average 2010	Average Increase (%)	Average 2007–08	Average 2010–11
Category I (Doctoral)	14	20.7	457,934	582,661	7.2	85,924	91,783
Category II A (Master's)	90	21.9	255,158	308,960	6.6	63,694	67,902
Category II B (Baccalaureate)	181	10.3	232,820	255,893	4.9	59,336	62,240
Category III/IV (Associate's)	4	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Institutions	289	14.4	249,442	286,897	5.7	61,804	65,310

Note: Institutions providing all data in both years only. Presidential salary includes base plus supplemental cash payments. Faculty salary includes all ranks. Private includes both independent and religiously affiliated institutions. There were too few private associate's institutions to generate valid separate statistics; these institutions are included in the totals, however.

TABLE F
Change in Retirement Contribution, Institutions Reporting Data for Both 2007–08 and 2010–11

Change (Percentage Points)	Institutional Category									
	Doctoral		Master's		Baccalaureate		Associate's		All Institutions	
	No.	%	No.	%	No.	%	No.	%	No.	%
Decrease of 2 points and more	16	7.5	29	7.8	61	15.1	28	14.2	134	11.3
Decrease of 1 to 1.99 points	6	2.8	21	5.6	27	6.7	5	2.5	59	5.0
Decrease of 0.5 to 0.99 points	7	3.3	21	5.6	20	4.9	5	2.5	53	4.5
Within +/- 0.5 points	128	60.1	199	53.4	245	60.5	62	31.5	634	53.4
Increase of 0.5 to 0.99 points	32	15.0	53	14.2	17	4.2	38	19.3	140	11.8
Increase of 1 to 1.99 points	17	8.0	26	7.0	28	6.9	45	22.8	116	9.8
Increase of 2 points and more	7	3.3	24	6.4	7	1.7	14	7.1	52	4.4
	213	100.0	373	100.0	405	100.0	197	99.9	1,188	100.2

Note: Retirement contribution is calculated as the average institutional expenditure on retirement per eligible faculty member, as a percentage of the institution's average salary. Percentages add to more or less than 100 percent due to rounding.

TABLE G
Average Salaries of Full Professors, by Discipline, as a Percentage of the Average Salary of Full Professors of English Language and Literature, 1980–81 to 2009–10

Discipline	1980–81	1985–86	1991–92	1996–97	2001–02	2005–06	2009–10
Business Administration and Management	111.4	115.2	133.8	138.7	140.8	146.5	150.9
Communications	96.7	93.3	102.6	101.9	97.1	96.7	96.8
Computer and Information Sciences	113.4	117.6	132.2	128.1	128.7	127.5	128.4
Economics	113.9	111.3	128.4	125.7	126.4	132.4	141.2
Education	96.0	92.0	98.8	99.2	97.5	96.2	95.7
Engineering	108.1	114.3	129.0	127.8	124.0	124.3	125.2
Fine Arts: Visual and Performing	91.2	90.4	92.1	90.3	88.9	87.8	87.6
Foreign Language and Literature	100.9	98.2	98.5	100.5	96.1	95.5	95.9
Health Professions and Related Sciences	120.3	119.8	134.3	136.4	131.3	118.1	118.9
Law and Legal Studies	133.2	141.0	154.2	158.4	153.5	154.0	159.5
Library Science	98.5	99.4	109.9	106.6	103.5	97.9	103.6
Mathematics	107.6	104.4	111.0	111.5	106.8	106.8	107.2
Philosophy	102.3	95.2	102.0	101.1	97.1	100.0	102.1
Physical Sciences	107.7	108.0	114.9	114.5	112.8	112.1	112.9
Psychology	105.0	101.6	109.5	109.7	108.3	109.0	108.9
Social Sciences	104.8	103.2	109.0	108.7	109.2	114.1	116.8
All Discipline Average (Including Medical Disciplines)	104.8	105.1	113.3	113.9	112.2	112.0	113.4

Source: Faculty Salary Survey by Discipline, Office of Institutional Research and Information Management, Oklahoma State University, various years.

contributions to zero in a subsequent year. Thirty of these institutions are private colleges and institutions, twenty-four of them private baccalaureate colleges. One community college eliminated institutional retirement contributions in 2008–09 and has not submitted data subsequently. Twenty-three institutions eliminated their retirement contributions beginning in 2009–10; of these, nine did not resume institutional contributions for 2010–11 and four did not provide subsequent data. Of the remaining ten institutions that did resume retirement contributions in 2010–11, seven have done so at a rate substantially lower than was previously the case. An additional eight colleges suspended institutional retirement contributions beginning this year. Nearly all of the institutions that have eliminated retirement contributions are relatively small, which is why their missing institutional expenditures did not affect the national aggregate statistics.

As described in last year's report, a reduction of one or two percentage points in the rate of retirement contributions may not seem dramatic. It will likely not result in tremendous savings for the institution. But a small reduction in retirement contributions today compounds into a large decrease in the amount of funds an individual will have available for retirement.

Disciplinary Divergence

One form of inequality in faculty salaries stems from disciplinary differences. Economic theory predicts that faculty members in disciplines for which there are alternative, higher-paying private-sector job opportunities will require higher than average salaries if they are to choose careers

in the professoriate. Although some full-time faculty positions offer nonmonetary benefits such as tenure and control over one's schedule, for many individuals these benefits are not sufficient to compensate for the income lost in taking a faculty job. Thus, higher salaries are required in some disciplines to attract the most qualified faculty members; in such cases, the salary differentials are said to be market-driven. But morale problems can arise when faculty members who do essentially the same jobs (teach classes, advise students, and conduct research) receive substantially different salaries because of disciplinary differences.

As in previous reports, we use the salaries of English professors as the base against which faculty members in other representative disciplines are compared. Annual data collected by Oklahoma State University for larger public universities show a wide range of salaries by discipline for faculty members at the rank of full professor (table G) and assistant professor (table H). Disciplines where faculty members typically earn less than English professors include fine arts, education, foreign languages, and communications. Consistent with the predictions of economic theory, the highest paid faculty members are in law, business, economics, computer science, and engineering.

The data in table G indicate that some, but not all, of the full professor salary differentials have widened substantially in thirty years. Whereas senior law professors formerly earned about one-third more in salary than senior English professors, they now earn almost 60 percent more. The gap between professors in other disciplines at the top of the pay pyramid (engineering, computer science, economics, and

TABLE H
Average Salaries of Assistant Professors, by Discipline, as a Percentage of the Average Salary of Assistant Professors of English Language and Literature, 1980–81 to 2009–10

Discipline	1980–81	1985–86	1991–92	1996–97	2001–02	2005–06	2009–10
Business Administration and Management	131.8	148.5	169.4	166.4	189.8	201.9	214.6
Communications	107.9	109.0	109.0	104.6	105.5	104.8	106.0
Computer and Information Sciences	126.9	149.8	148.2	143.8	161.6	159.5	153.2
Economics	116.1	124.8	132.8	131.0	140.8	151.4	159.7
Education	109.4	105.5	105.4	102.6	104.9	104.3	104.3
Engineering	125.3	144.0	144.9	136.5	142.6	144.2	142.3
Fine Arts: Visual and Performing	99.5	98.9	97.0	93.7	95.4	96.4	95.1
Foreign Language and Literature	102.7	101.3	101.0	97.4	98.3	98.5	100.1
Health Professions and Related Sciences	126.5	133.5	146.2	148.8	154.9	139.4	139.0
Law and Legal Studies	156.7	164.6	179.2	173.9	165.5	165.9	171.6
Library Science	102.9	108.9	112.1	105.5	113.0	109.1	114.1
Mathematics	106.6	113.0	116.1	112.3	114.7	116.2	118.8
Philosophy	101.5	98.7	99.7	95.8	95.3	97.7	99.8
Physical Sciences	111.8	116.6	117.2	113.8	117.5	118.4	120.3
Psychology	104.1	103.5	109.1	107.3	109.7	110.0	112.4
Social Sciences	106.7	108.2	109.5	107.0	110.2	118.0	120.7
All Discipline Average (Including Medical Disciplines)	113.8	119.8	123.4	120.4	125.1	125.5	127.2

Source: Faculty Salary Survey by Discipline, Office of Institutional Research and Information Management, Oklahoma State University, various years.

business) and their colleagues in English has widened somewhat less rapidly. Full professors in fine arts and foreign languages have experienced a widening gap in the other direction: their average salaries have grown at a slower pace than salaries in English.

An analysis of the salary differentials in table H for assistant professors over the last thirty years shows a slightly different ordering of disciplines but is also consistent with theories about the operations of labor markets. Business, law, economics, computer science, and engineering are again at the top of the pay scale. As the private-sector salaries for people in these fields have grown dramatically over the last three decades, so has the premium paid to faculty members. In fact, the average assistant professor of business now earns more than double the salary of his or her assistant professor colleague in the English department. The growth relative to English among assistant professors in social sciences, health professions, mathematics, and library science has also been substantial, but less than in the five disciplines at the top of the pay scale. On the other hand, average salaries for assistant professors in communications, education, foreign languages, philosophy, and fine arts have declined since 1980 relative to those of assistant professors in English.

The gap between disciplines has a compounding effect over the course of a faculty member's career. Because of the disciplinary differences in base salary, we can expect salary gaps among full professors in the future that are larger than those today even if all current assistant professors receive the same annual percentage salary increases in the future.

Another labor market phenomenon that sometimes affects faculty salaries is known as *compression* or *inversion*. Labor economic theory predicts that people with more experience will earn higher salaries; their experience gives them an edge in doing their jobs well. Thus, within a discipline we expect full professors to earn more than associate professors, who in turn earn more than assistant professors. This relationship between experience and pay can be overwhelmed in disciplines for which there is a shortage of individuals willing to complete a graduate degree when they could enter the private-sector job market sooner at higher salaries. In those cases, the market makes the new PhD recipient so much in demand that universities have to pay him or her more than they pay more senior assistant professors (and sometimes more than associate professors as well). *Compression* refers to the situation where a more senior faculty member is paid only slightly more than the newly appointed colleague; the extreme case of this is *inversion*, where the more experienced individual is actually paid less than the newcomer.

From the perspective of economic theory, compression or inversion are simply reflections of the operation of the labor market. From an organizational perspective, however, these conditions can be destructive because of their potential negative effects on faculty morale. Table I examines the disciplines considered in the previous section to determine whether inversion is a problem in the current faculty job market. The first column of the table shows the earnings premium (or penalty) experienced by the average assistant professor relative to the average new assistant

TABLE I
Premium for Experience, by Discipline and Rank, 2009–10

Discipline	Assistant Professor/ New Assistant Professor	Associate Professor/ Assistant Professor	Full Professor/ Associate Professor
Library Science	92.7	121.0	139.4
Philosophy	97.7	125.1	153.8
Business Administration and Management	97.8	99.5	131.3
Economics	98.8	111.7	144.8
Health Professions and Related Sciences	100.3	114.7	138.5
Communications	100.6	121.6	139.6
Mathematics	100.6	118.1	144.4
Engineering	101.8	116.2	140.6
Physical Sciences	102.2	116.5	149.6
Education	103.9	121.5	140.2
Foreign Language and Literature	104.2	122.1	145.7
Fine Arts: Visual and Performing	105.4	123.4	138.6
Psychology	105.5	117.6	153.0
Computer and Information Sciences	109.1	115.8	134.4
Law and Legal Studies	109.8	118.4	145.8
English Language and Literature	112.1	124.0	149.1

Source: Faculty Salary Survey by Discipline 2009–10, Office of Institutional Research and Information Management, Oklahoma State University.

professor. For example, in library science, the average assistant professor currently earns only 93 percent as much as the average new assistant professor, an example of inversion. Other disciplines where new assistant professors are currently paid more than their more experienced colleagues include philosophy, business, and economics. For business professors, inversion also affects faculty members in the next rank, with the average associate professor earning slightly less than the average assistant professor.

For assistant professors in health sciences, communications, mathematics, engineering, and physical sciences, the premium for experience is very small, 2 percent or less, which may be an indication of salary compression within these disciplines. However, there is no clear line demarcating cases of compression. How much more should a faculty member in the more senior rank earn? To a large extent, salary compression is a matter of perceived fairness that cannot be exactly quantified.

Our findings do show some evidence of salary inversion and compression between the disciplines, but in all likelihood the extent is lower than one would expect to find if the economy were more robust. Once the economy has fully recovered, salaries for attorneys, businesspeople, computer scientists, economists, and engineers in non-academic jobs will increase rapidly, forcing academic employers to compete for faculty members in these positions by raising their salaries as well. However, although labor markets affect salaries, decisions about how much to pay faculty members for the important work they perform are not determined by an inexorable, inanimate market. On the contrary, these decisions are ultimately up to indi-

viduals: senior administrators and members of governing boards. Colleges and universities should start planning now in order to keep the salaries of humanities and social science professors from falling even further behind their colleagues in law, business, and the natural sciences and to avoid the morale problems created by hugely disparate salaries for faculty members doing essentially the same work.

What's to Come?

Although the economic expansion began almost two years ago, many individuals report feeling as if the economy is still in a recession. One reason for this is that the terms *recession* and *expansion* do not apply to the level of current economic activity. Instead, they describe the economy's trajectory. Think of a roller coaster. At the top of a very steep incline, the coaster cars are well above the boarding platform, but the turning point from upward to downward marks the start of the plunge. For our economy, that point was December 2007. The Great Recession was a downward plunge that continued well below the boarding platform. The nation stopped careening downward in June 2009, but the upward pitch of our current stretch of track is unusually gradual and the speed at which our economy is moving forward is agonizingly slow.

Although all states were affected by the recession, some states suffered much greater economic losses than others. Even in December 2010, unemployment rates ranged from a high of 14.5 percent in Nevada and around 12 percent in California, Florida, Michigan, and Rhode Island to as low as 3.8 percent in North Dakota, less than 5 percent in

Nebraska and South Dakota, and less than 6 percent in New Hampshire and Vermont.

The budgetary effects of economic declines deal a double blow. Not only do tax revenues fall, but the demand for programs such as Medicaid and unemployment compensation simultaneously climbs. Unlike the federal government, states cannot plug their budget gaps by borrowing year after year, so they have made dramatic cuts in spending. According to the National Governors Association and the National Association of State Budget Officers, midyear reductions to higher education funding made up 14 percent of the dollar value of all midyear cuts in the 2010 fiscal year and 17 percent of midyear cuts so far in fiscal year 2011.³ Here, too, responses varied across states. During the 2010 fiscal year, thirty-two states cut higher education spending midyear; that number has fallen to nine states so far in 2011.

STATE REVENUES

Substantial declines in revenue collections during 2008 and 2009 were the primary force behind state budget cuts. According to the Rockefeller Institute for State and Local Government, total state tax revenues peaked in the third quarter of 2008 and then began to decline. State tax collections began to grow again in 2010, but despite solid gains during the year, the total amount of revenue collected in the third quarter fell short of the 2008 peak by 7 percent. Again, the pace of recovery was uneven: tax collections for that quarter continued to fall in six states, while ten states recorded double-digit increases.

Predicting state tax revenues for the remainder of the 2011 fiscal year and beyond is difficult, but forecasts are important because they provide some indication of the support states can provide to higher education. The National Conference of State Legislatures reported in September 2010 that forty states were projecting increases in tax collections for the 2011 fiscal year; a portion of these increases is expected to result from macroeconomic improvements.⁴ Tax revenues in twenty-five states were also predicted to rise as a result of tax increases adopted in 2009 or 2010.

Twenty-eight states generate some type of long-run forecast for tax revenues. For the 2012 fiscal year, the states projecting the largest increases in revenues over the current fiscal year are Arizona (9.6 percent), Florida (7.4 percent), and Nebraska (7.2 percent). Maine is projecting the smallest increase, at 0.3 percent, but no states are projecting a decline. Of the twenty-five states making forecasts for the 2013 fiscal year, Arizona, Minnesota, and Oregon are projecting the largest growth rates in tax revenues. Among the twenty states making revenue projections for the 2014 fiscal year, Alaska, Arizona, Florida and Oregon are projecting the largest growth.

Perhaps more important than projected growth rates are the forecasted dates when state revenue collections will return to their peak levels. Projected dates vary widely: only three states (New Hampshire, Oregon, and Texas) predict that revenues will return to peak levels this year. Eight states are expecting a return to peak levels in 2012, with eight more projecting a 2013 rebound. Florida, Georgia, Idaho, and North Carolina are projecting restored revenues by 2014, with Arizona, Maine, Montana, and New Mexico expecting a recovery by 2015. California faces the longest delay in restoring tax revenues to peak levels, currently anticipating recovery in 2016.

ATTACKS ON PUBLIC EMPLOYEES

A particularly troubling consequence of the Great Recession and the poor fiscal health of governments at all levels are growing attacks on the compensation of public-sector employees by politicians and pundits. These attacks have not emerged just this year and are not limited to one or two states; among others, the current or former governors of Indiana (Mitch Daniels), Massachusetts (Mitt Romney), Michigan (Rick Snyder), Minnesota (Tim Pawlenty), New Jersey (Christine Todd Whitman and Chris Christie), Ohio (John Kasich), and Wisconsin (Scott Walker) have asserted that a major cause of their state's poor fiscal health is "excessive" compensation for public employees. The remedies they propose for this alleged problem include elimination or reduction in the rights of public employees to bargain collectively, employee pay freezes, benefits reductions, and privatization of public services. The professoriate obviously needs to be especially concerned about these attacks because 63 percent of full- and part-time faculty members in higher education are public employees.

In addition, as this report was in preparation, twelve state legislatures were considering or expecting so-called "right-to-work" legislation.⁵ If adopted by all twelve, only sixteen states would remain where nonmember employees who are part of a collective bargaining unit could be required to make contributions to pay for their union representation. Introduction of this provision appears to be an ideologically driven attempt to capitalize on a difficult fiscal situation by adopting a measure that will not produce any savings in public funds or create jobs but would weaken the political strength of unions.

Despite the assertions of governors and legislators, empirical analyses by the Economic Policy Institute and the Center for Economic and Policy Research unambiguously demonstrate that public employees are not overpaid relative to employees in the private sector.⁶ Comparisons of the overall mean salaries of private- and public-sector employees are meaningless because they do not control for the primary variables that affect worker pay, such as education and experience.

Educational attainment, the most important variable determining income, is substantially higher in the public sector than in the private sector. Rutgers University economist and Economic Policy Institute analyst Jeffrey Keefe finds that 54 percent of full-time state and local government employees have a bachelor's degree, compared with 35 percent of full-time private-sector employees. Employees whose highest level of educational attainment is a high school degree do tend to earn more in the public sector, but this does not mean that public-sector employees are "excessively compensated"; rather, it results from the collapse of the private-sector earnings floor for low-skilled workers. As noted above, when controlling for variables related to productivity, including education and experience, Keefe finds that on average local government employees earn 1.8 percent less than their private-sector counterparts, while state government employees earn 7.6 percent less.

The analysis of AAUP survey data above indicates clearly that public college and university faculty members are not overpaid relative to their private-sector counterparts. Quite the opposite is true. And the threatened sweeping changes in policy regarding the compensation and collective bargaining rights of public employees are likely to worsen the public-private pay gap, with negative consequences for the abilities of public institutions to recruit and retain the best faculty members.

Changes proposed by these and other governors will have the effect of further removing faculty members (and administrators) from the financial decision-making process on their campuses. Unfortunately, the administrations of private colleges and universities also continue to take steps to limit meaningful faculty participation in the budgetary process. Their efforts might limit student learning as well: in its extensive study of elementary and secondary education, the Organization for Economic Cooperation and Development finds that the best-performing education systems in the world have moved away from centralized decision making and that student learning flourishes in environments where individual administrations and faculties have considerable discretion in determining how to allocate resources.⁷

Faculty members, as educators, need to invest time communicating with their governors, state legislators, and fellow citizens about the realities of public-employee compensation. We also need to help policy makers and citizens understand that education at all levels is a public investment that yields enormous benefits—for everyone. Employers prefer to locate operations in cities or regions with highly educated populations, and that means more jobs for everyone.⁸ Better-educated citizens earn higher incomes, which translate into higher state tax revenues for decades. Meeting with state legislators in their offices or in their districts is one way to communicate with them about these benefits.

Other options include writing letters to the editors of local newspapers and contacting staff members on state legislative committees with jurisdiction over labor affairs or higher education in order to secure an invitation to testify against bills that reduce compensation for public employees or that cut off rights to bargain collectively.

A Way Forward

In February 2009, Congress passed the American Recovery and Reinvestment Act (ARRA) to help stimulate the national economy and aid states struggling with revenue shortfalls. Congress realized that state budget cuts would only worsen the recession and so provided funds to support key programs—including more than \$87 billion to support higher education. Although the recovery is still nascent, ARRA funds are about to run out, and state revenues remain, for the most part, below the peak levels of the last decade.

President Barack Obama's budget proposal for the 2012 fiscal year, submitted to Congress in February, called for steep cuts in many government programs, but not in most of the programs that support the mission of higher education. (The exceptions are the proposed elimination of the Leveraging Educational Assistance Partnership, a need-based grant program for states, and decreased funding for the National Endowment for the Humanities and the National Endowment for the Arts.)⁹ Although there is room for criticism of the administration's narrow focus on job preparation and numbers of college graduates, the president's proposal reflects an understanding of the fragility of the economic recovery and the necessity of high-quality educational programs to ensure continued economic growth. State legislatures and governors grappling with the lingering effects of the recession need to understand these lessons as well.

Higher education needs to be efficient, but some cuts strike at the fat and some at the heart. Although most policy makers state a preference for improved educational systems, too often higher education slips down the policy agenda. The costs of better education are incurred now, but the benefits of investing in higher education, in terms of lower rates of unemployment and better standards of living, accrue over decades. College and university performance in producing human capital for the next generation is determined by the quality of the human capital that faculty members bring to campus. Therefore our campuses need to be places that train, attract, and retain the best faculty members in the world.

Acknowledgments

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AAUP research office. John W. Curtis, director of research and public policy, is responsible for the data collection and was the primary author of the sections analyzing AAUP survey data. His ability to sort through the mosaic of information in order to create a report of value to very different faculty members at very different institutions, as well as his meticulous analysis of data and good cheer through the long days and nights it takes to produce this report, are essential to the process. Research assistant Samuel Dunitz provided invaluable aid in the collection of faculty salary data. We also are extremely grateful to the hundreds of institutional representatives who take the time each year to respond to our survey. ■

February 15, 2011, <http://chronicle.com/article/Highlights-of-Obamas-Fiscal/126364/>.

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Notes

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2. The 1982–84 base that the US Department of Labor uses to compute subsequent values of the CPI-U was set at the same value (100) for all regions of the country, despite the fact that the costs of living in some parts of the country were higher than others. So while one can compare the change in the cost of living for a region over time, it is not possible to compare the cost of living across regions at any given point.
3. National Governors Association and National Association of State Budget Officers, *The Fiscal Survey of States: Fall 2010* (Washington, DC: National Governors Association and National Association of State Budget Officers, 2010), tables 10 and 11.
4. National Conference of State Legislatures, "NCSL Fiscal Brief: Projected State Revenue Growth in FY 2011 and Beyond," September 29, 2010, http://www.ncsl.org/documents/fiscal/Projected_Revenue_Growth_in_FY_2011_and_Beyond.pdf.
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7. Organization for Economic Cooperation and Development, *PISA 2009 Results: What Makes A School Successful?*, vol. 4 (Paris: Organization for Economic Cooperation and Development, 2010).
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SURVEY REPORT TABLE 1

Percentage Change in Salary Levels and Percentage Increases in Salary for Continuing Faculty, by Category, Affiliation, and Academic Rank, 2009–10 to 2010–11

Academic Rank	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
	SALARY LEVELS				CONTINUING FACULTY			
<i>CATEGORY I (Doctoral)</i>								
Professor	1.8	1.3	2.4	1.9	2.2	2.0	2.7	2.5
Associate	1.4	1.0	2.8	1.8	2.7	2.4	3.6	2.9
Assistant	2.1	1.6	3.0	2.6	2.8	2.6	3.5	3.3
Instructor	1.4	0.9	3.8	3.3	2.4	2.3	2.4	3.3
All Combined	1.7	1.2	2.5	2.2	2.5	2.2	3.0	2.8
<i>CATEGORY IIA (Master's)</i>								
Professor	0.9	0.5	1.8	1.7	2.2	1.8	3.1	2.6
Associate	1.1	0.8	1.5	2.0	2.8	2.4	3.4	3.2
Assistant	1.3	1.2	1.6	1.6	2.8	2.4	3.5	3.4
Instructor	0.4	-0.2	1.2	2.8	2.2	1.6	4.7	3.3
All Combined	1.0	0.8	1.6	1.7	2.5	2.1	3.4	3.1
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	1.1	0.2	1.4	1.1	2.2	1.4	2.5	2.1
Associate	1.3	1.1	1.5	1.2	2.7	2.7	3.0	2.3
Assistant	1.3	0.8	1.5	1.4	3.0	2.6	3.4	2.8
Instructor	1.1	1.0	0.4	1.8	2.9	2.7	3.4	2.8
All Combined	1.3	0.6	1.5	1.3	2.6	2.2	2.9	2.4
<i>CATEGORY III (Associate's with Ranks)</i>								
Professor	0.1	0.1	n.d.	n.d.	1.8	1.7	n.d.	n.d.
Associate	0.5	0.4	n.d.	n.d.	2.1	2.0	n.d.	n.d.
Assistant	0.2	0.3	n.d.	n.d.	2.3	2.2	n.d.	n.d.
Instructor	-0.7	-0.7	n.d.	n.d.	1.1	1.1	n.d.	n.d.
All Combined	0.1	0.1	n.d.	n.d.	1.9	1.8	n.d.	n.d.
<i>CATEGORY IV (Associate's without Ranks)</i>								
No Rank	0.3	0.3	n.d.	n.d.	1.0	1.0	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	1.4	1.0	2.2	1.7	2.2	1.9	2.8	2.4
Associate	1.2	0.8	2.2	1.6	2.7	2.4	3.4	2.8
Assistant	1.5	1.3	2.1	1.8	2.8	2.5	3.5	3.1
Instructor	0.9	0.3	2.4	2.5	2.3	1.9	3.3	3.1
All Combined	1.4	0.9	2.1	1.8	2.5	2.2	3.1	2.7

Note: The table is based on 1,191 responding institutions reporting comparable salary data for both years and 1,151 institutions reporting continuing faculty data. For definitions of categories, see Explanation of Statistical Data on page 37. N.d. = no data. There were too few private-independent and religiously affiliated institutions in categories III and IV to generate valid separate statistics. These institutions are included in the All Combined column, however. Rows labeled All Combined include lecturers and unranked faculty where reported.

SURVEY REPORT TABLE 2

Percent of Institutions and Percent of Faculty by Average Increase in Salary Levels, by Affiliation and Category, 2009–10 to 2010–11

Percentage Increase	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	3.8	4.1	4.8	1.8	2.9	3.0	3.2	1.4
5 to 5.99	2.4	2.2	3.2	2.2	1.4	0.9	3.1	1.5
4 to 4.99	6.0	5.8	6.7	5.5	5.6	6.0	4.2	5.9
3 to 3.99	9.9	8.9	10.9	10.9	12.0	10.6	15.1	14.2
2 to 2.99	15.1	9.4	20.8	21.2	15.4	10.6	25.5	25.2
1 to 1.99	15.5	13.2	17.9	17.9	16.4	12.6	25.7	22.0
Between 0 and 0.99	16.8	17.2	17.3	15.3	17.7	20.1	11.9	13.7
No change	0.2	0.2	0.0	0.4	0.1	0.1	0.0	0.2
Decrease	30.3	38.9	18.5	24.8	28.6	36.0	11.4	15.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Percentage Increase	Institutional Category				Institutional Category			
	I	IIA	IIB	III & IV	I	IIA	IIB	III & IV
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	2.8	3.7	3.1	6.8	2.7	3.0	3.0	3.0
5 to 5.99	1.4	2.9	3.1	1.1	0.8	2.1	2.7	0.8
4 to 4.99	6.5	5.8	6.7	4.0	6.3	4.8	6.7	1.5
3 to 3.99	12.0	9.9	9.9	7.4	14.6	9.9	10.0	3.9
2 to 2.99	19.4	16.5	15.4	6.3	16.7	14.2	15.3	9.4
1 to 1.99	18.0	13.1	17.1	14.2	18.4	12.3	19.3	13.4
Between 0 and 0.99	18.0	17.0	17.1	14.2	17.9	18.1	17.2	14.9
No change	0.0	0.3	0.2	0.0	0.0	0.2	0.1	0.0
Decrease	22.1	30.9	27.4	46.0	22.6	35.4	25.6	53.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Note: The table is based on 1,191 institutions reporting comparable data both years. For definitions of categories, see Explanation of Statistical Data on page 37.

Percent of Institutions and Percent of Faculty by Average Increase in Salary for Continuing Faculty, by Affiliation and Category, 2009–10 to 2010–11

Percentage Increase	All Combined	Public	Private Independent	Religiously Affiliated	All Combined	Public	Private Independent	Religiously Affiliated
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	5.3	5.3	5.5	5.1	3.3	3.4	2.7	3.7
5 to 5.99	7.6	9.4	6.8	4.7	7.3	8.4	5.5	4.5
4 to 4.99	7.8	6.2	11.7	6.9	9.3	8.2	13.6	7.8
3 to 3.99	17.4	8.7	27.5	23.9	15.5	7.3	31.1	32.1
2 to 2.99	17.8	13.3	22.3	22.1	19.4	16.1	27.6	23.1
1 to 1.99	15.2	16.1	12.0	17.0	15.1	16.4	10.9	15.5
Between 0 and 0.99	21.5	32.5	9.7	12.3	26.3	36.4	5.9	8.2
No change	4.0	4.2	2.9	4.7	2.0	1.8	2.3	2.5
Decrease	3.4	4.4	1.6	3.3	1.7	2.0	0.4	2.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Percentage Increase	Institutional Category				Institutional Category			
	I	IIA	IIB	III & IV	I	IIA	IIB	III & IV
	INSTITUTIONS				FACULTY MEMBERS			
6 and over	2.0	5.1	5.9	8.2	2.1	3.6	5.7	7.3
5 to 5.99	8.3	11.3	4.4	6.5	7.0	10.0	4.0	4.8
4 to 4.99	10.2	7.6	8.1	4.9	11.1	7.8	8.3	3.3
3 to 3.99	16.1	15.3	22.1	12.5	14.6	13.3	25.5	11.2
2 to 2.99	21.0	17.5	19.9	10.3	22.2	15.6	20.2	11.2
1 to 1.99	13.7	17.8	15.0	12.5	14.2	17.5	15.2	11.7
Between 0 and 0.99	26.3	20.9	15.9	29.9	26.5	29.0	14.9	39.0
No change	1.5	3.4	4.4	7.1	1.1	2.6	2.8	4.9
Decrease	1.0	1.1	4.4	8.2	1.2	0.7	3.5	6.6
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Note: The table is based on 1,151 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37.

SURVEY REPORT TABLE 4

Average Salary and Average Compensation Levels, by Category, Affiliation, and Academic Rank, 2010–11 (Dollars)

Academic Rank	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
SALARY				COMPENSATION				
<i>CATEGORY I (Doctoral)</i>								
Professor	127,296	118,054	157,282	131,374	160,775	149,643	196,849	165,878
Associate	84,686	81,266	99,404	89,329	109,915	105,667	127,869	116,427
Assistant	72,893	69,777	86,189	75,488	94,600	91,063	109,808	97,198
Instructor	48,812	46,300	59,419	62,954	66,062	63,039	79,677	81,214
Lecturer	55,520	53,154	63,960	55,913	73,799	70,896	84,220	73,809
No Rank	65,148	56,767	73,336	70,651	85,058	74,091	94,545	96,476
All Combined	92,468	86,653	114,661	95,432	118,735	111,736	145,345	122,652
<i>CATEGORY IIA (Master's)</i>								
Professor	91,998	89,808	101,290	91,225	117,737	115,294	128,816	115,688
Associate	72,469	71,516	76,311	71,400	94,411	93,514	98,918	91,991
Assistant	61,056	60,612	63,574	59,692	79,903	80,086	81,539	76,561
Instructor	45,336	43,772	51,195	49,025	59,824	58,340	65,876	62,700
Lecturer	50,195	49,309	56,151	52,468	67,577	66,625	74,422	69,159
No Rank	56,470	54,756	63,549	57,012	73,858	72,133	79,849	76,171
All Combined	71,121	69,620	77,223	70,793	92,409	90,970	99,154	90,682
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	87,835	84,398	99,976	74,970	113,450	108,072	129,080	97,190
Associate	68,042	68,996	73,804	61,304	88,765	89,658	96,320	79,995
Assistant	56,425	57,544	60,234	51,875	73,406	75,795	77,912	67,245
Instructor	46,475	47,282	48,636	44,090	60,959	63,264	62,805	57,096
Lecturer	52,118	51,014	58,146	42,095	69,689	69,285	76,216	55,098
No Rank	58,818	48,755	63,893	49,213	76,313	63,511	83,169	62,651
All Combined	68,047	65,199	76,487	60,759	88,457	85,092	99,148	78,919
<i>CATEGORY III (Associate's with Ranks)</i>								
Professor	73,869	74,092	57,200	n.d.	98,037	98,405	74,231	n.d.
Associate	61,391	61,469	57,744	n.d.	82,573	82,733	75,405	n.d.
Assistant	54,094	54,307	44,351	n.d.	73,728	74,051	60,193	n.d.
Instructor	46,905	47,072	35,400	n.d.	63,803	64,055	45,993	n.d.
Lecturer	52,931	52,943	43,187	n.d.	74,926	74,943	60,972	n.d.
No Rank	40,687	40,501	27,255	n.d.	51,264	50,916	42,772	n.d.
All Combined	60,353	60,532	50,142	n.d.	80,844	81,122	66,131	n.d.
<i>CATEGORY IV (Associate's without Ranks)</i>								
No Rank	57,517	57,603	n.d.	n.d.	75,233	75,345	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	110,488	105,780	131,589	95,163	140,725	135,122	166,074	121,537
Associate	77,365	76,242	84,648	71,969	100,779	99,543	109,526	93,612
Assistant	65,257	64,711	71,014	59,183	85,162	85,105	91,021	76,381
Instructor	47,143	45,701	53,585	49,683	63,103	61,756	70,298	64,074
Lecturer	53,556	51,747	61,890	52,073	71,627	69,538	81,549	68,622
No Rank	61,574	54,886	70,423	64,428	80,426	71,833	90,686	86,907
All Combined	81,009	78,294	94,619	72,776	104,758	101,704	120,855	93,896

Note: The table is based on 1,319 (salary) and 1,311 (compensation) reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37. N.d. = no data. There were too few religiously affiliated institutions in category III and private-independent and religiously affiliated 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, 2010–11 (Dollars)

Academic Rank	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
MEN				WOMEN				
<i>CATEGORY I (Doctoral)</i>								
Professor	130,008	120,690	159,964	134,172	117,977	109,032	147,702	122,696
Associate	87,127	83,565	102,378	91,761	80,902	77,702	94,612	85,863
Assistant	75,788	72,337	89,434	79,005	69,558	66,881	81,861	72,109
Instructor	50,457	47,522	60,429	66,715	47,713	45,522	58,503	60,378
Lecturer	59,667	56,796	68,921	58,753	52,188	50,354	59,195	53,968
No Rank	70,044	59,783	78,334	78,817	60,647	54,262	68,270	62,610
All Combined	100,671	94,236	124,059	103,551	78,862	74,358	96,931	83,471
<i>CATEGORY IIA (Master's)</i>								
Professor	93,561	90,999	103,932	93,490	88,705	87,311	95,795	86,213
Associate	73,819	72,669	78,229	73,029	70,764	70,040	73,977	69,374
Assistant	62,266	61,743	65,244	60,726	59,958	59,548	62,138	58,863
Instructor	46,116	44,332	52,406	50,117	44,896	43,460	50,388	48,464
Lecturer	51,611	50,415	59,339	54,026	49,089	48,460	53,320	51,239
No Rank	59,703	58,145	64,884	59,536	53,534	51,926	61,589	55,201
All Combined	75,236	73,495	81,995	75,307	66,181	64,955	71,431	65,565
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	89,107	85,489	101,596	76,127	85,315	82,334	96,807	72,580
Associate	68,874	70,451	74,539	61,931	66,998	67,067	72,913	60,513
Assistant	57,109	58,597	61,024	52,050	55,785	56,435	59,512	51,720
Instructor	47,225	48,450	48,974	44,487	46,001	46,468	48,431	43,857
Lecturer	53,561	53,309	58,821	42,221	50,985	48,924	57,722	42,010
No Rank	62,927	52,102	68,196	48,930	54,074	45,407	58,149	49,434
All Combined	71,192	68,136	80,296	63,222	64,210	61,646	71,778	57,780
<i>CATEGORY III (Associate's with Ranks)</i>								
Professor	75,166	75,330	64,430	n.d.	72,495	72,784	50,897	n.d.
Associate	62,369	62,433	59,418	n.d.	60,483	60,570	56,650	n.d.
Assistant	54,272	54,471	44,733	n.d.	53,953	54,177	44,086	n.d.
Instructor	47,377	47,545	33,098	n.d.	46,515	46,681	36,597	n.d.
Lecturer	52,464	52,491	43,187	n.d.	53,274	53,274	n.d.	n.d.
No Rank	40,405	40,230	27,255	n.d.	40,906	40,707	n.d.	n.d.
All Combined	61,689	61,843	52,787	n.d.	59,152	59,353	48,267	n.d.
<i>CATEGORY IV (Associate's without Ranks)</i>								
No Rank	58,111	58,225	n.d.	n.d.	56,980	57,044	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	114,421	109,451	136,283	98,251	100,231	96,156	118,918	87,925
Associate	79,620	78,449	87,417	73,655	74,266	73,160	80,903	69,782
Assistant	67,575	66,838	74,244	60,470	62,922	62,523	67,679	58,060
Instructor	48,298	46,679	54,973	51,349	46,395	45,073	52,565	48,712
Lecturer	56,570	54,307	66,278	53,938	51,167	49,767	57,916	50,724
No Rank	65,857	57,887	74,468	70,803	57,581	52,388	65,916	58,727
All Combined	88,024	84,941	103,206	77,917	71,237	69,061	81,807	66,323

Note: The table is based on 1,319 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37. N.d. = no data. There were too few religiously affiliated institutions in category III and private-independent and religiously affiliated 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, 2010–11 (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	148,478	145,866	122,741	115,595	109,335	117,402	124,384	107,152	134,389
Associate	95,660	96,559	82,089	78,390	76,797	80,218	83,926	77,929	87,886
Assistant	81,208	80,643	71,917	68,181	63,965	70,476	72,326	66,472	77,823
Instructor	59,730	57,051	48,323	44,493	43,746	44,271	50,409	46,082	47,974
Lecturer	63,438	62,026	50,219	53,059	43,773	54,057	50,900	52,654	67,455
No Rank	69,294	73,527	55,628	47,227	44,326	56,047	65,762	44,815	63,358
All Combined	109,440	105,827	89,926	85,216	78,513	83,803	89,388	80,046	103,374
<i>CATEGORY IIA (Master's)</i>									
Professor	102,077	106,175	85,265	81,708	79,782	86,387	87,469	74,829	96,166
Associate	78,521	82,200	67,868	66,056	64,078	68,325	68,903	62,303	75,766
Assistant	65,878	67,324	58,026	56,373	54,329	58,632	58,783	54,016	65,682
Instructor	54,811	51,744	43,857	43,106	42,691	43,263	45,916	40,191	49,742
Lecturer	57,857	57,779	43,740	43,467	41,184	45,409	46,205	38,132	58,370
No Rank	68,398	49,461	47,139	41,214	52,720	51,859	56,323	47,166	67,214
All Combined	80,518	81,722	65,479	65,119	61,120	65,253	66,799	59,385	78,089
<i>CATEGORY IIB (Baccalaureate)</i>									
Professor	110,532	99,392	78,070	76,859	70,311	72,544	80,937	73,792	101,461
Associate	79,317	75,058	63,759	61,685	57,517	61,697	64,599	58,889	74,875
Assistant	63,832	62,106	53,360	52,355	48,710	51,585	53,923	49,266	63,547
Instructor	49,995	51,654	46,438	43,009	40,495	45,384	43,513	41,900	51,289
Lecturer	67,743	57,331	44,742	44,067	42,007	44,482	43,374	39,180	49,589
No Rank	58,798	51,038	63,640	53,126	40,558	43,922	68,212	41,208	54,937
All Combined	84,837	74,486	63,510	61,192	56,881	57,867	63,486	58,611	77,340
<i>CATEGORY III (Associate's with Ranks)</i>									
Professor	64,329	87,000	77,348	67,745	n.d.	62,533	75,471	69,208	76,886
Associate	51,818	71,173	60,248	58,030	n.d.	53,423	61,217	58,525	67,881
Assistant	47,704	62,418	48,965	52,382	n.d.	55,112	53,129	51,810	59,607
Instructor	46,071	47,911	42,090	45,945	n.d.	46,345	46,128	47,091	56,783
Lecturer	n.d.	60,281	46,128	39,766	n.d.	n.d.	38,811	45,241	n.d.
No Rank	n.d.	27,255	39,399	48,072	n.d.	39,717	50,015	45,884	n.d.
All Combined	56,946	69,675	56,594	57,869	n.d.	56,010	59,364	57,119	65,260
<i>CATEGORY IV (Associate's without Ranks)</i>									
No Rank	n.d.	n.d.	n.d.	58,917	54,658	53,373	59,959	48,581	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>									
Professor	128,032	123,652	107,039	95,677	95,183	101,134	107,588	99,148	116,452
Associate	86,229	85,681	74,584	70,535	69,559	73,313	75,656	73,702	80,810
Assistant	71,676	70,455	63,355	59,952	58,115	63,584	63,947	62,295	70,331
Instructor	55,315	53,217	46,035	43,665	42,847	44,060	47,415	45,519	50,433
Lecturer	63,018	60,068	47,594	51,196	42,585	50,916	48,782	51,099	61,513
No Rank	67,690	70,097	52,547	48,205	50,906	50,927	63,663	45,425	64,795
All Combined	95,809	89,807	78,059	72,731	69,303	73,975	77,736	74,593	89,523

Note: The table is based on 1,319 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37. 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, Virgin Islands, 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 7

Average Compensation, by Region, Category, and Academic Rank, 2010–11 (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	186,462	183,938	155,974	145,227	138,912	144,359	154,628	135,600	175,469
Associate	124,146	125,196	108,468	101,031	99,818	100,815	107,124	100,880	118,666
Assistant	104,196	104,276	95,628	87,382	83,315	87,887	92,396	86,847	105,141
Instructor	80,729	77,654	66,067	61,134	58,514	58,509	66,435	62,296	69,385
Lecturer	82,341	81,345	68,975	71,784	58,441	68,793	66,902	71,000	94,186
No Rank	87,135	96,862	84,547	65,821	57,340	68,894	83,287	61,858	86,571
All Combined	139,224	135,564	117,165	108,840	101,340	104,406	113,018	103,269	137,323
<i>CATEGORY IIA (Master's)</i>									
Professor	131,942	134,827	111,743	104,048	101,346	107,333	111,067	98,801	124,164
Associate	103,191	107,134	90,485	85,890	81,898	86,361	88,451	82,708	99,754
Assistant	86,904	88,165	78,422	73,400	69,893	74,036	75,663	73,059	87,139
Instructor	72,271	65,318	58,942	57,778	57,252	56,646	60,041	52,607	67,996
Lecturer	75,953	78,963	62,786	57,444	54,375	57,719	58,815	53,711	79,559
No Rank	87,274	64,725	65,735	54,599	65,595	63,357	71,777	62,423	88,689
All Combined	105,170	105,740	87,561	84,264	78,488	82,336	85,560	79,456	102,450
<i>CATEGORY IIB (Baccalaureate)</i>									
Professor	143,856	128,074	102,528	99,427	89,648	90,156	102,897	94,734	131,144
Associate	105,087	98,343	84,571	80,313	73,176	77,267	82,495	75,589	97,900
Assistant	83,988	81,230	70,396	68,057	61,117	65,006	68,641	63,628	84,004
Instructor	66,332	67,845	61,471	57,378	51,975	58,509	55,812	55,742	69,091
Lecturer	88,723	77,166	63,308	60,417	49,576	58,058	56,060	52,459	70,022
No Rank	74,693	66,620	76,928	68,021	49,036	57,580	91,493	51,982	70,879
All Combined	111,215	97,102	83,782	79,583	72,182	72,823	81,000	75,592	101,290
<i>CATEGORY III (Associate's with Ranks)</i>									
Professor	88,613	116,639	98,804	90,542	n.d.	81,141	96,318	88,117	100,742
Associate	72,657	97,150	81,241	78,784	n.d.	67,156	79,503	81,560	90,389
Assistant	67,343	86,776	68,523	70,999	n.d.	65,127	69,832	73,268	80,120
Instructor	63,110	67,593	60,164	63,159	n.d.	56,218	60,935	65,203	76,876
Lecturer	n.d.	85,624	65,113	53,532	n.d.	n.d.	50,657	64,517	n.d.
No Rank	n.d.	42,772	57,088	65,382	n.d.	46,423	63,427	65,147	n.d.
All Combined	79,116	95,490	76,236	78,177	n.d.	67,293	77,131	77,364	86,965
<i>CATEGORY IV (Associate's without Ranks)</i>									
No Rank	n.d.	n.d.	n.d.	78,845	71,557	66,027	81,290	63,492	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>									
Professor	162,843	157,022	137,389	121,462	121,109	127,194	134,795	125,996	151,433
Associate	112,863	111,755	98,917	91,478	89,962	92,732	96,848	96,080	107,628
Assistant	93,355	92,126	84,746	77,625	75,215	79,792	82,006	82,105	94,080
Instructor	73,862	70,862	62,685	58,955	57,257	57,516	62,163	61,743	70,620
Lecturer	82,030	80,594	66,459	69,086	56,469	64,873	63,460	69,236	84,875
No Rank	85,407	92,273	75,130	65,307	63,590	62,757	81,296	61,413	86,557
All Combined	123,419	116,103	102,636	93,758	89,333	93,028	98,868	96,935	118,264

Note: The table is based on 1,311 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37. 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, Virgin Islands, 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, 2010–11 (Cumulative 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	1.3												
265,000–269,999	1.5												
260,000–264,999	1.7												
255,000–259,999	1.9												
250,000–254,999	2.1												
245,000–249,999	2.4												
240,000–244,999	2.6												
235,000–239,999	3.0												
230,000–234,999	3.4												
225,000–229,999	3.8												
220,000–224,999	4.6												
215,000–219,999	5.2												
210,000–214,999	5.8												
205,000–209,999	6.5												
200,000–204,999	7.4												
195,000–199,999	8.3												
190,000–194,999	9.3												
185,000–189,999	10.4												
180,000–184,999	11.8												
175,000–179,999	13.2	1.1†											
170,000–174,999	14.8	1.3	1.1†	1.1†			1.0†						
165,000–169,999	16.7	1.6	1.3	1.4			1.4						
160,000–164,999	18.7	1.9	1.5	1.7			1.9						
155,000–159,999	20.8	2.2	1.8	2.2			2.4						
150,000–154,999	23.4	2.7	2.2	2.6			3.1						
145,000–149,999	26.0	3.1	2.6	3.3			3.9						
140,000–144,999	29.0	3.7	3.2	4.3			4.7						
135,000–139,999	32.3	4.3	3.7	5.3			6.2						
130,000–134,999	36.2	5.2	4.4	6.7			7.7						
125,000–129,999	40.4	6.2	5.0	8.5	1.1†		9.6						
120,000–124,999	45.0	7.7	5.8	10.4	1.7		12.0	1.0†		1.0†			
115,000–119,999	49.9	9.5	6.6	15.9	2.4	1.1†	15.4	1.3		4.4			
110,000–114,999	55.3	11.8	7.6	18.9	3.4	1.5	18.3	1.8		4.7			
108,000–109,999	57.9	13.1	7.9	20.9	4.0	1.7	19.9	2.1		5.4			
106,000–107,999	60.2	14.2	8.2	25.3	4.5	2.0	22.1	2.3		6.6			
104,000–105,999	63.0	15.9	8.8	28.0	5.2	2.3	23.8	2.7		6.9			
102,000–103,999	65.0	17.4	9.2	30.1	5.9	2.6	25.5	3.1		7.5			
100,000–101,999	68.1	19.6	10.0	32.7	6.7	3.0	27.3	3.7		7.8			
98,000–99,999	70.1	21.2	10.4	34.8	7.5	3.4	29.1	4.2		9.0	1.0†		
96,000–97,999	73.0	23.8	11.2	37.4	9.8	3.8	31.1	5.3	1.0†	10.6	2.0		
94,000–95,999	75.1	25.8	12.0	39.8	11.5	4.4	33.4	6.3	1.1	13.1	2.2		
92,000–93,999	77.9	28.7	13.4	42.8	12.9	5.0	36.0	7.5	1.3	14.7	2.3		1.7†
90,000–91,999	80.0	31.3	14.7	45.8	14.4	5.6	38.1	8.9	1.6	16.9	2.6		1.9
88,000–89,999	82.2	34.3	15.9	48.7	18.6	6.2	40.7	11.0	1.9	20.1	4.0		2.4
86,000–87,999	84.4	37.5	17.5	51.9	20.5	6.8	43.5	12.7	2.2	23.2	4.3		2.7
84,000–85,999	86.6	41.1	19.5	55.3	23.1	7.5	46.6	15.0	2.8	26.3	5.5	1.0†	3.6
82,000–83,999	88.6	44.8	21.7	59.0	25.9	8.2	49.6	17.7	3.3	29.7	6.9	1.2	4.2
80,000–81,999	90.6	48.7	24.7	62.8	28.6	9.7	52.8	20.2	4.3	32.9	7.9	2.5	4.8
78,000–79,999	92.2	52.6	27.4	66.6	31.8	11.0	57.0	23.0	5.3	36.4	10.6	2.6	5.2
76,000–77,999	93.7	56.8	30.9	70.3	35.4	13.0	60.6	26.4	6.7	40.5	13.6	3.4	5.7
74,000–75,999	95.1	61.3	34.8	74.3	38.8	16.3	64.4	30.0	9.0	45.8	16.7	7.5	6.9
72,000–73,999	96.1	65.4	38.3	78.2	42.3	18.3	67.8	33.8	10.8	50.2	18.9	7.9	8.2
70,000–71,999	97.1	70.2	43.1	82.0	46.4	21.1	71.7	38.1	13.5	55.5	22.7	9.6	9.5
68,000–69,999	97.8	74.7	47.0	85.7	50.9	23.7	75.8	42.3	16.5	60.4	26.5	11.8	23.8
66,000–67,999	98.4	79.0	51.4	89.0	56.0	26.6	79.4	47.5	19.5	65.8	30.9	13.2	25.4
64,000–65,999	98.8	83.4	56.8	91.9	62.1	30.5	83.1	52.8	23.3	70.7	36.7	17.5	28.8
62,000–63,999	99.1*	87.3	62.2	94.2	67.5	34.6	86.2	58.5	27.0	75.2	43.4	20.7	32.4
60,000–61,999		91.0	68.3	96.2	73.8	40.0	89.2	65.1	31.7	80.7	49.9	26.9	37.0
58,000–59,999		93.8	73.5	97.5	80.0	45.1	91.7	71.0	36.8	85.7	58.0	32.4	45.4
56,000–57,999		96.0	78.8	98.4	85.4	51.5	94.3	76.9	42.8	90.2	65.9	40.0	52.5
54,000–55,999		97.5	84.0	99.0*	90.1	60.4	95.9	82.2	49.7	92.9	73.1	47.8	59.0
52,000–53,999		98.5	88.4		94.0	69.9	97.1	86.9	57.8	95.1	80.3	56.7	65.4
50,000–51,999		99.1*	92.2		96.9	79.0	98.0	91.2	66.8	96.4	86.0	65.4	71.7
48,000–49,999			94.4		98.6	86.0	98.6	94.5	74.7	97.7	91.0	74.0	78.5
46,000–47,999			96.1		99.2*	91.4	98.9	96.6	82.0	98.2	95.3	81.2	84.2
44,000–45,999			97.7			95.2	99.2*	98.0	89.2	98.6	97.5	87.5	90.2
42,000–43,999			98.4			97.5		98.9	93.8	98.9	98.6	92.7	93.7
40,000–41,999			99.1*			98.8		99.4*	96.7	99.1*	99.3*	96.2	96.9
38,000–39,999						99.2*			98.2			98.4	98.0
36,000–37,999									99.0*			99.4*	98.7
34,000–35,999													99.2*
32,000–33,999													
30,000–31,999													
Below 30,000													

Note: The table is based on 1,263 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37.

† 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, 2010–11 (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	164,935	152,034	137,637	129,914	121,490	116,293	111,216	105,513	100,729	92,424
Associate	108,341	101,513	96,232	89,103	86,047	83,033	80,131	76,892	74,625	70,005
Assistant	94,809	88,303	81,135	77,151	73,664	70,927	68,876	66,514	63,438	60,465
Instructor	72,720	69,011	61,583	58,533	55,174	52,225	49,130	45,188	43,029	40,930
All Combined	126,107	112,959	105,356	97,173	90,994	86,680	81,779	78,392	74,242	69,420
<i>CATEGORY IIA (Master's)</i>										
Professor	117,454	111,578	100,738	94,709	90,335	86,761	83,072	78,373	74,264	69,821
Associate	90,737	84,906	78,148	74,216	71,330	68,949	66,438	63,927	61,072	57,746
Assistant	76,316	71,413	66,684	63,096	61,057	58,490	57,047	55,091	52,913	50,326
Instructor	64,559	61,070	55,362	52,209	49,182	47,241	45,293	43,744	41,731	38,818
All Combined	94,318	84,565	78,772	74,076	70,410	67,657	64,629	62,239	59,015	55,959
<i>CATEGORY IIB (Baccalaureate)</i>										
Professor	119,879	107,429	93,918	83,408	80,020	75,641	71,988	66,802	63,499	57,333
Associate	88,832	82,299	72,375	67,493	63,982	61,378	59,184	56,582	53,559	49,926
Assistant	71,881	67,660	60,509	56,904	54,595	52,421	50,838	48,394	46,409	43,939
Instructor	60,165	56,294	52,269	49,011	46,073	43,873	42,140	40,338	38,663	36,000
All Combined	93,897	84,514	72,584	67,640	63,894	60,604	57,657	55,058	52,434	48,758
<i>CATEGORY III (Associate's with Ranks)</i>										
Professor	96,646	89,765	84,033	77,256	72,265	68,498	64,344	62,260	59,945	56,492
Associate	80,613	73,230	68,525	64,876	61,965	58,820	56,777	53,593	51,345	49,166
Assistant	67,913	62,488	57,963	55,143	52,743	50,889	49,797	48,162	45,544	42,820
Instructor	57,430	55,175	51,365	48,462	47,563	45,885	44,385	42,742	40,699	38,142
All Combined	77,691	70,713	63,739	61,096	58,051	56,334	54,865	53,379	50,076	47,137
<i>CATEGORY IV (Associate's without Ranks)</i>										
No Rank	71,370	63,347	61,663	60,847	59,750	58,827	56,224	53,958	49,449	44,842

Note: The table is based on 1,319 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37.

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, 2010–11 (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	203,145	193,699	175,694	163,628	154,316	146,634	140,483	134,282	127,659	116,984
Associate	138,962	133,552	123,108	117,253	111,873	108,575	104,066	99,436	96,615	91,527
Assistant	123,810	114,077	105,409	100,349	96,506	92,776	89,062	85,608	83,294	77,447
Instructor	96,899	89,652	82,139	77,644	73,247	69,354	66,371	61,627	57,371	53,556
All Combined	165,841	145,768	134,420	127,064	116,574	111,030	104,837	100,590	96,887	89,772
<i>CATEGORY IIA (Master's)</i>										
Professor	151,983	142,032	129,635	121,948	116,001	110,213	106,269	100,677	96,503	87,814
Associate	118,495	111,313	102,818	97,595	92,383	89,021	86,144	83,969	79,261	74,093
Assistant	100,314	94,660	86,915	82,912	79,927	76,615	74,207	72,163	68,565	64,554
Instructor	89,082	82,802	72,979	68,614	64,852	62,196	59,224	56,298	53,706	50,441
All Combined	120,952	111,966	102,171	96,567	90,794	87,382	83,630	80,788	77,611	71,949
<i>CATEGORY IIB (Baccalaureate)</i>										
Professor	153,916	138,557	122,419	109,163	103,007	96,327	91,191	85,258	79,224	73,689
Associate	114,915	107,874	95,631	88,645	84,726	79,271	76,505	72,751	67,648	62,532
Assistant	94,994	89,122	79,313	74,784	71,902	68,270	65,401	61,910	59,107	55,630
Instructor	78,651	73,843	68,268	64,544	61,167	57,800	55,585	52,336	48,884	45,266
All Combined	121,948	111,089	96,051	88,664	82,563	78,691	74,365	70,709	66,045	62,085
<i>CATEGORY III (Associate's with Ranks)</i>										
Professor	130,469	118,538	107,494	102,047	96,899	88,170	84,625	82,738	79,711	75,900
Associate	107,279	96,731	91,296	87,735	82,533	77,761	75,939	73,051	70,354	64,093
Assistant	93,227	82,818	78,486	74,663	70,783	67,828	66,834	64,602	62,121	58,690
Instructor	82,522	75,671	69,019	66,921	64,405	63,195	60,832	57,209	55,281	51,239
All Combined	102,599	90,412	85,398	83,076	79,498	75,296	72,876	71,486	66,685	62,371
<i>CATEGORY IV (Associate's without Ranks)</i>										
No Rank	92,175	83,983	82,024	80,880	79,157	76,421	73,477	69,675	63,569	56,476

Note: The table is based on 1,311 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37.

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, 2010–11 (All Ranks)

Itemized Benefits	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
	IN DOLLARS				AS A PERCENT OF SALARY			
<i>AVERAGE PER FACULTY MEMBER</i>								
Retirement	8,137	8,388	8,563	5,812	10.0	10.7	9.1	8.0
Medical Insurance	6,288	6,399	6,301	5,577	7.8	8.2	6.7	7.7
Dental Insurance	250	257	240	226	0.3	0.3	0.3	0.3
Medical and Dental Combined	1,805	1,978	1,513	1,270	2.2	2.5	1.6	1.7
Disability	198	169	260	262	0.2	0.2	0.3	0.4
Tuition	672	195	1,740	1,687	0.8	0.2	1.8	2.3
Social Security	5,187	4,890	6,177	5,228	6.4	6.2	6.5	7.2
Unemployment	143	129	191	145	0.2	0.2	0.2	0.2
Group Life	164	150	211	163	0.2	0.2	0.2	0.2
Workers' Compensation	413	400	489	356	0.5	0.5	0.5	0.5
Other Benefits	227	148	527	174	0.3	0.2	0.6	0.2
All Combined	23,485	23,103	26,211	20,899	29.0	29.5	27.7	28.7
<i>AVERAGE FOR FACULTY MEMBERS RECEIVING SPECIFIC BENEFITS</i>								
Retirement	8,438	8,536	9,153	6,432	10.4	10.9	9.7	8.8
Medical Insurance	8,477	8,590	8,517	7,689	10.5	11.0	9.0	10.6
Dental Insurance	602	628	582	491	0.7	0.8	0.6	0.7
Medical and Dental Combined	9,391	9,475	9,281	8,862	11.6	12.1	9.8	12.2
Disability	301	309	289	293	0.4	0.4	0.3	0.4
Tuition	9,046	3,311	14,440	19,609	11.2	4.2	15.3	26.9
Social Security	5,419	5,167	6,309	5,309	6.7	6.6	6.7	7.3
Unemployment	189	162	282	223	0.2	0.2	0.3	0.3
Group Life	206	207	221	172	0.3	0.3	0.2	0.2
Workers' Compensation	490	493	533	392	0.6	0.6	0.6	0.5
Other Benefits	1,476	1,117	2,143	1,453	1.8	1.4	2.3	2.0
Received Any Benefit	23,542	23,172	26,236	20,936	29.1	29.6	27.7	28.8

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. Other Benefits 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 37. Averages for All Combined are based on total expenditures, not the sum of individual benefit averages. The table is based on 1,311 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, 2010–11 (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	9,733	6,740	6,010	6,961	5,689	10.5	9.5	8.8	11.5	9.9
Medical Insurance	6,974	5,812	5,156	5,184	6,385	7.5	8.2	7.6	8.6	11.1
Dental Insurance	265	252	203	222	241	0.3	0.4	0.3	0.4	0.4
Medical and Dental Combined	1,646	1,894	1,620	3,521	1,324	1.8	2.7	2.4	5.8	2.3
Disability	219	185	198	103	62	0.2	0.3	0.3	0.2	0.1
Tuition	644	537	1,378	141	25	0.7	0.8	2.0	0.2	0.0
Social Security	5,668	4,930	4,833	3,611	3,177	6.1	6.9	7.1	6.0	5.5
Unemployment	142	139	163	102	210	0.2	0.2	0.2	0.2	0.4
Group Life	173	147	163	173	149	0.2	0.2	0.2	0.3	0.3
Workers' Compensation	444	394	383	236	590	0.5	0.6	0.6	0.4	1.0
Other Benefits	347	80	153	135	121	0.4	0.1	0.2	0.2	0.2
All Combined	26,255	21,111	20,261	20,389	17,973	28.4	29.7	29.8	33.8	31.2
<i>AVERAGE FOR FACULTY MEMBERS RECEIVING SPECIFIC BENEFITS</i>										
Retirement	9,987	6,995	6,504	7,220	5,734	10.8	9.8	9.6	12.0	10.0
Medical Insurance	8,899	8,170	7,410	8,671	7,899	9.6	11.5	10.9	14.4	13.7
Dental Insurance	609	638	515	581	518	0.7	0.9	0.8	1.0	0.9
Medical and Dental Combined	9,820	9,020	8,219	10,573	8,537	10.6	12.7	12.1	17.5	14.8
Disability	342	270	254	227	243	0.4	0.4	0.4	0.4	0.4
Tuition	9,067	7,198	14,398	2,291	582	9.8	10.1	21.2	3.8	1.0
Social Security	5,932	5,069	4,933	4,176	3,712	6.4	7.1	7.2	6.9	6.5
Unemployment	175	183	254	202	262	0.2	0.3	0.4	0.3	0.5
Group Life	219	191	187	236	168	0.2	0.3	0.3	0.4	0.3
Workers' Compensation	503	492	438	360	770	0.5	0.7	0.6	0.6	1.3
Other Benefits	1,912	734	1,211	687	575	2.1	1.0	1.8	1.1	1.0
Received Any Benefit	26,267	21,230	20,314	20,452	17,995	28.4	29.9	29.9	33.9	31.3

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. Other Benefits 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 37. The table is based on 1,311 reporting institutions.

Percent of Faculty in Tenure-Track Appointments and Percent of Faculty with Tenure, by Affiliation, Academic Rank, and Gender, 2010–11

Academic Rank	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
	NON-TENURE-TRACK				TENURE-TRACK				TENURED			
<i>MEN</i>												
Professor	4.7	3.4	7.4	7.5	0.9	0.8	0.9	2.0	94.4	95.8	91.7	90.5
Associate	7.1	5.0	12.7	9.5	7.8	6.6	10.6	9.7	85.1	88.4	76.7	80.9
Assistant	18.1	14.9	23.3	26.8	75.4	78.2	72.0	65.8	6.5	6.9	4.6	7.4
Instructor	87.3	86.3	91.9	88.5	10.3	10.7	8.0	10.7	2.4	3.0	0.1	0.9
Lecturer	95.9	95.0	99.0	98.7	2.1	2.5	0.9	0.6	2.0	2.6	0.1	0.6
No Rank	70.5	63.1	91.6	97.3	4.9	6.0	2.0	0.7	24.5	30.9	6.4	2.0
All Combined	18.3	17.3	21.1	19.5	19.8	19.9	19.1	20.8	61.9	62.8	59.8	59.8
<i>WOMEN</i>												
Professor	8.0	7.2	10.0	8.7	1.1	0.9	1.1	1.9	90.9	91.9	88.9	89.4
Associate	10.1	8.6	14.4	11.4	7.9	6.7	10.0	10.4	82.0	84.8	75.6	78.2
Assistant	23.4	20.2	28.6	31.3	70.1	72.3	68.3	62.3	6.5	7.5	3.1	6.4
Instructor	89.1	88.1	92.4	92.1	8.9	9.5	7.1	7.1	2.0	2.4	0.5	0.9
Lecturer	96.3	95.6	99.1	98.9	2.0	2.3	0.7	0.8	1.7	2.1	0.2	0.3
No Rank	72.7	66.2	95.9	98.2	5.5	6.7	1.3	0.9	21.7	27.1	2.8	0.9
All Combined	31.2	31.3	31.7	30.0	24.8	24.4	25.1	26.8	44.0	44.3	43.2	43.2
<i>MEN AND WOMEN COMBINED</i>												
Professor	5.6	4.5	8.1	7.8	1.0	0.8	1.0	2.0	93.4	94.7	91.0	90.2
Associate	8.4	6.5	13.4	10.3	7.8	6.6	10.3	10.0	83.8	86.9	76.2	79.7
Assistant	20.8	17.5	25.9	29.2	72.8	75.3	70.2	64.0	6.5	7.2	3.9	6.9
Instructor	88.4	87.4	92.2	90.7	9.5	10.0	7.5	8.4	2.2	2.6	0.3	0.9
Lecturer	96.1	95.3	99.1	98.8	2.0	2.4	0.8	0.7	1.8	2.3	0.2	0.4
No Rank	71.7	64.8	93.6	97.8	5.3	6.4	1.7	0.8	23.1	28.8	4.7	1.4
All Combined	23.7	23.2	25.4	24.1	21.9	21.8	21.5	23.5	54.3	55.0	53.1	52.4

Note: The table is based on 1,319 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, 2010–11 (Percent)

Academic Rank	All Combined		Public		Private-Independent		Religiously Affiliated	
	Men	Women	Men	Women	Men	Women	Men	Women
<i>CATEGORY I (Doctoral)</i>								
Professor	27.4	8.0	26.6	7.8	31.9	8.9	23.2	7.5
Associate	16.1	10.4	16.5	10.6	13.6	8.4	18.8	13.2
Assistant	12.3	10.7	12.5	11.1	11.8	8.8	11.6	12.1
Instructor	2.1	3.1	2.2	3.5	1.6	1.8	2.1	3.0
Lecturer	3.5	4.3	3.4	4.4	4.2	4.4	1.7	2.4
No Rank	1.0	1.1	0.6	0.7	2.3	2.3	2.2	2.3
All Combined	62.4	37.6	61.9	38.1	65.4	34.6	59.6	40.4
<i>CATEGORY IIA (Master's)</i>								
Professor	19.2	9.1	19.4	9.3	18.9	9.1	18.6	8.4
Associate	15.5	12.3	14.8	11.6	17.1	14.1	16.9	13.6
Assistant	13.6	15.0	13.5	14.3	14.1	16.4	14.0	17.5
Instructor	2.4	4.3	2.6	4.6	1.9	2.9	2.2	4.4
Lecturer	3.1	3.9	3.6	4.7	1.9	2.1	1.4	1.8
No Rank	0.7	0.8	0.7	0.9	0.9	0.6	0.5	0.7
All Combined	54.6	45.4	54.6	45.4	54.8	45.2	53.7	46.3
<i>CATEGORY IIB (Baccalaureate)</i>								
Professor	19.1	9.6	14.9	7.9	21.3	10.9	19.5	9.5
Associate	16.1	12.8	15.6	11.7	15.9	13.1	16.6	13.2
Assistant	15.2	16.3	16.2	15.4	14.4	15.8	15.5	17.5
Instructor	2.5	4.0	4.2	6.1	1.6	2.6	2.4	4.1
Lecturer	1.4	1.7	3.4	3.7	0.9	1.5	0.4	0.6
No Rank	0.7	0.6	0.4	0.4	1.3	0.9	0.3	0.4
All Combined	55.0	45.0	54.7	45.3	55.3	44.7	54.8	45.2
<i>CATEGORY III (Associate's with Ranks)</i>								
Professor	14.9	14.0	14.9	14.1	11.4	13.0	16.5	2.1
Associate	11.9	12.9	12.0	12.8	11.4	17.4	11.3	10.3
Assistant	11.6	14.7	11.5	14.6	13.7	19.7	24.7	19.6
Instructor	6.8	8.3	6.9	8.3	4.3	8.4	7.2	5.2
Lecturer	1.6	2.2	1.6	2.2	0.3	0.0	0.0	0.0
No Rank	0.4	0.6	0.4	0.6	0.3	0.0	2.1	1.0
All Combined	47.3	52.7	47.4	52.6	41.5	58.5	61.9	38.1
<i>CATEGORY IV (Associate's without Ranks)</i>								
No Rank	47.4	52.6	47.4	52.6	n.d.	n.d.	n.d.	n.d.
<i>ALL CATEGORIES COMBINED EXCEPT IV</i>								
Professor	23.1	8.9	22.9	8.7	25.6	9.5	20.2	8.6
Associate	15.7	11.4	15.6	11.1	15.1	11.2	17.2	13.3
Assistant	13.1	13.0	12.9	12.6	13.1	12.7	14.1	16.1
Instructor	2.5	3.9	2.8	4.3	1.7	2.3	2.3	3.9
Lecturer	3.0	3.7	3.3	4.3	2.8	3.0	1.1	1.5
No Rank	0.9	0.9	0.6	0.8	1.7	1.5	0.9	1.0
All Combined	58.2	41.8	58.1	41.9	59.9	40.1	55.7	44.3

Note: The table is based on 1,319 reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37. 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, 2010–11

Category or Rank	Number of Faculty	Percent of Faculty	Average Salary (\$)	Average Compensation (\$)	Average Benefits (\$)	Benefits as % of Salary	Percent Tenured
I	200,673	50.0	92,468	118,735	26,255	28.4	57.6
IIA	118,585	29.6	71,121	92,409	21,111	29.7	53.5
IIB	53,244	13.3	68,047	88,457	20,261	29.8	51.7
III	21,143	5.3	60,353	80,844	20,389	33.8	39.6
IV	7,622	1.9	57,517	75,233	17,973	31.2	41.6
All Combined	401,267	100.0	80,563	104,200	23,485	29.2	54.3
<i>INSTITUTIONS WITH ACADEMIC RANKS (Categories I through III)</i>							
Professor	126,020	32.0	110,488	140,725	29,446	26.7	93.4
Associate	106,499	27.1	77,365	100,779	22,785	29.5	83.8
Assistant	102,644	26.1	65,257	85,162	19,183	29.4	6.5
Instructor	25,103	6.4	47,143	63,103	14,544	30.9	2.2
Lecturer	26,339	6.7	53,556	71,627	17,712	33.1	1.8
No Rank	7,040	1.8	61,574	80,426	17,346	28.2	3.1
All Combined	393,645	100.0	81,009	104,758	23,592	29.1	54.6

Note: The table is based on 1,319 (salary) and 1,311 (compensation) reporting institutions. For definitions of categories, see Explanation of Statistical Data on page 37.

SURVEY REPORT TABLE 14A

Number of Campuses Surveyed and Number of Campuses Included in Tabulations, by Category and Affiliation, 2010–11

Category	Number Surveyed				Number in Tabulations				
	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Percent in Tabulations	Public	Private-Independent	Religiously Affiliated
I	333	216	88	29	312	93.7	208	79	25
IIA	891	307	357	227	556	62.4	259	192	105
IIB	951	169	382	400	572	60.1	117	225	230
III	733	635	67	31	277	37.8	260	12	5
IV	783	739	34	10	142	18.1	140	0	2
All Combined	3,691	2,066	928	697	1,859	50.4	984	508	367

Note: The institutional survey universe has been reduced for 2010–11 as the result of an extensive review of institutional eligibility. The number of individual institutions included in the appendices may differ from that shown in the tabulations. For definitions of categories, see Explanation of Statistical Data on page 37.

SURVEY REPORT TABLE 14B

Number of Institutions Surveyed and Number of Institutions Included in Tabulations, by Category and Affiliation, 2010–11

Category	Number Surveyed				Number in Tabulations				
	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Percent in Tabulations	Public	Private-Independent	Religiously Affiliated
I	249	168	59	22	228	91.6	160	50	18
IIA	687	267	241	179	410	59.7	224	107	79
IIB	783	130	304	349	449	57.3	85	170	194
III	518	431	61	26	154	29.7	144	8	2
IV	572	533	29	10	78	13.6	76	0	12
All Combined	2,809	1,529	694	586	1,319	47.0	689	335	295

Note: The institutional survey universe has been reduced for 2010–11 as the result of an extensive review of institutional eligibility. The number of individual institutions included in the appendices may differ from that shown in the tabulations. For definitions of categories, see Explanation of Statistical Data on page 37.

Comparison of Average Salaries of Presidents and Faculty, by Category and Affiliation, 2010–11

	Ratio of Salaries, President to Average Full Professor					
	Public			Private		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Category I (Doctoral)	3.61	1.99	6.13	4.06	2.85	12.17
Category IIA (Master's)	2.95	1.86	7.22	3.48	1.51	10.23
Category IIB (Baccalaureate)	2.67	1.45	5.21	3.32	1.21	8.09
Category III (Associate's with Ranks)	2.54	1.39	6.88	2.64	1.96	4.02
Category IV (Associate's without Ranks)	3.10	1.74	5.65	n.d.	n.d.	n.d.

	Presidential Salary					
	Public			Private		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Category I (Doctoral)	380,585	190,000	710,000	491,353	225,000	2,007,873
Category IIA (Master's)	242,700	140,000	570,027	300,000	68,750	1,076,779
Category IIB (Baccalaureate)	193,369	100,946	451,805	236,500	63,096	645,900
Category III (Associate's with Ranks)	175,832	116,052	383,800	142,982	78,446	348,899
Category IV (Associate's without Ranks)	176,750	78,200	360,066	n.d.	n.d.	n.d.

Note: The table is based on 877 reporting institutions. Private refers to both private-independent and religiously affiliated 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 2010. It includes supplemental salary but not benefits. N.d. = no data.