
The Annual Report on the Economic Status of the Profession, 2020–21

(JULY 2021)

The COVID-19 pandemic has affected colleges and universities—and the faculty members who teach and conduct research in them—in disparate ways. At one end of the spectrum, larger and more selective universities have increased their numbers of faculty members to handle increased student enrollment as their admissions applications—and endowment assets—have soared. At the other end of the spectrum, some institutions that managed to survive the Great Recession by incurring mountains of debt, and by subsequently increasing tuition to service that debt, have not had enough cash on hand even to make payroll. Overall, the US Labor Department estimates that 650,000 jobs were lost in US colleges and universities in 2020. Declines in tax revenues have forced some states to cut fiscal support for public institutions, although nearly \$2 billion in federal COVID-19 relief funding has allowed most states to maintain roughly the same level of support for higher education through the 2020–21 fiscal year. These economic conditions require a more nuanced approach than this annual report has taken in the past. For example, for laid-off contingent faculty members trying to convince state agencies that they are eligible for unemployment compensation, it is hardly relevant that overall growth in average salaries for full-time faculty members did not keep up with inflation this year.

Data collection for the AAUP's 2020–21 Faculty Compensation Survey concluded in March 2021, with 929 US colleges and universities providing employment and salary data for nearly 380,000 full-time faculty members as well as senior administrators at nearly six hundred institutions (see survey report tables 17 and 18). In addition to full-time faculty employment data, institutions reported data for more

than one hundred thousand part-time faculty members who were employed in the prior academic year, 2019–20. Although the COVID-19 pandemic has surely had a disproportionate impact on part-time faculty members, at the time of the survey administration, most institutions did not yet have available complete part-time faculty employment data for the 2020–21 academic year.

The first section of this report presents findings from a Faculty Compensation Survey “follow-up COVID-19 survey” administered in March 2021 that focused on actions taken by institutions in response to the COVID-19 pandemic. The next section presents a summary of the findings from the main 2020–21 Faculty Compensation Survey administered between December and March, including historical growth in salaries for all full-time faculty members (see table A) as well as continuing full-time faculty members (see table B). This summary is followed by a new section presenting findings from a series of institution-level analyses—with comparisons of data submitted by 889 institutions (95.7 percent) that completed the Faculty Compensation Survey in both 2019–20 and 2020–21—to highlight the differential impact of the COVID-19 pandemic on groups of faculty members and their institutions. The remaining sections present findings from analyses of National Center for Education Statistics (NCES) data and other data sources to address three concerns that are highly relevant in the current economic setting: the prevalence of contingent faculty appointments and the changing makeup of the academic labor force, the growth of administration in higher education, and the explosion of institutional debt in recent years. The report concludes with a brief review of the goals of the AAUP's

TABLE A

Average Percentage Change in Salaries for All Full-Time Faculty in Nominal and Real Terms for Institutions Reporting Comparable Data for Adjacent One-Year Periods, and Percentage Change in the Consumer Price Index, 1971–72 to 2020–21

Interval	NOMINAL TERMS					REAL TERMS					Change in CPI-U
	Prof.	Assoc.	Asst.	Inst.	All Ranks	Prof.	Assoc.	Asst.	Inst.	All Ranks	
1971–72 to 1972–73	4.3	4.2	4.1	3.9	4.1	0.9	0.8	0.7	0.5	0.7	3.4
1972–73 to 1973–74	5.2	5.2	4.8	4.7	5.1	-3.2	-3.2	-3.6	-3.7	-3.3	8.7
1973–74 to 1974–75	5.8	5.9	5.7	5.8	5.8	-5.8	-5.7	-5.9	-5.8	-5.8	12.3
1974–75 to 1975–76	6.2	5.9	5.7	6.1	6.0	-0.7	-0.9	-1.1	-0.7	-0.8	6.9
1975–76 to 1976–77	4.7	4.7	4.7	4.7	4.7	-0.2	-0.2	-0.2	-0.2	-0.2	4.9
1976–77 to 1977–78	5.2	5.4	5.3	5.4	5.3	-1.4	-1.2	-1.3	-1.2	-1.3	6.7
1977–78 to 1978–79	5.6	5.8	5.9	6.0	5.8	-3.1	-2.9	-2.8	-2.7	-2.9	9.0
1978–79 to 1979–80	7.5	7.0	6.8	6.4	7.1	-5.1	-5.5	-5.7	-6.1	-5.4	13.3
1979–80 to 1980–81	8.8	8.5	8.8	8.6	8.7	-3.3	-3.6	-3.3	-3.5	-3.4	12.5
1980–81 to 1981–82	9.0	8.8	9.1	8.2	9.0	0.1	-0.1	0.2	-0.7	0.1	8.9
1981–82 to 1982–83	6.3	6.3	6.8	6.7	6.4	2.4	2.4	2.9	2.8	2.5	3.8
1982–83 to 1983–84	4.6	4.4	5.0	5.1	4.7	0.8	0.6	1.2	1.3	0.9	3.8
1983–84 to 1984–85	6.7	6.4	6.6	6.2	6.6	2.7	2.4	2.6	2.2	2.6	3.9
1984–85 to 1985–86	6.1	5.9	6.2	5.9	6.1	2.2	2.0	2.3	2.0	2.2	3.8
1985–86 to 1986–87	6.0	5.8	5.7	4.9	5.9	4.9	4.7	4.6	3.8	4.8	1.1
1986–87 to 1987–88	5.0	4.8	4.9	3.8	4.9	0.6	0.4	0.5	-0.6	0.5	4.4
1987–88 to 1988–89	5.8	6.7	6.0	5.3	5.8	1.4	2.3	1.6	0.9	1.4	4.4
1988–89 to 1989–90	6.3	6.3	6.3	5.4	6.1	1.7	1.7	1.7	0.8	1.5	4.6
1989–90 to 1990–91	5.5	5.3	5.5	5.0	5.4	-0.6	-0.8	-0.6	-1.1	-0.7	6.1
1990–91 to 1991–92	3.4	3.5	3.8	3.9	3.5	0.3	0.4	0.7	0.8	0.4	3.1
1991–92 to 1992–93	2.6	2.3	2.6	2.3	2.5	-0.3	-0.6	-0.3	-0.6	-0.4	2.9
1992–93 to 1993–94	3.0	3.1	3.0	3.2	3.0	0.3	0.4	0.3	0.5	0.3	2.7
1993–94 to 1994–95	3.4	3.4	3.2	3.5	3.4	0.7	0.7	0.5	0.8	0.7	2.7
1994–95 to 1995–96	3.1	2.9	2.7	2.6	2.9	0.6	0.4	0.2	0.1	0.4	2.5
1995–96 to 1996–97	2.9	3.0	2.4	3.2	3.0	-0.4	-0.3	-0.9	-0.1	-0.3	3.3
1996–97 to 1997–98	3.6	3.2	2.8	2.6	3.3	1.9	1.5	1.1	0.9	1.6	1.7
1997–98 to 1998–99	4.0	3.6	3.5	2.9	3.6	2.4	2.0	1.9	1.3	2.0	1.6
1998–99 to 1999–00	4.3	4.0	3.9	3.7	3.7	1.6	1.3	1.2	1.0	1.0	2.7
1999–00 to 2000–01	4.4	3.9	4.4	3.6	3.5	1.0	0.5	1.0	0.2	0.1	3.4
2000–01 to 2001–02	4.2	3.8	4.8	4.2	3.8	2.6	2.2	3.2	2.6	2.2	1.6
2001–02 to 2002–03	3.4	3.1	3.8	2.2	3.0	1.0	0.7	1.4	-0.2	0.6	2.4
2002–03 to 2003–04	2.4	2.0	2.3	2.0	2.1	0.5	0.1	0.4	0.1	0.2	1.9
2003–04 to 2004–05	3.4	3.0	3.2	2.7	2.8	0.1	-0.3	-0.1	-0.6	-0.5	3.3
2004–05 to 2005–06	3.7	3.3	3.3	3.2	3.1	0.3	-0.1	-0.1	-0.2	-0.3	3.4
2005–06 to 2006–07	4.2	3.9	4.1	3.9	3.8	1.7	1.4	1.6	1.4	1.3	2.5
2006–07 to 2007–08	4.3	4.1	4.1	3.9	3.8	0.2	0.0	0.0	-0.2	-0.3	4.1
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
2010–11 to 2011–12	2.2	1.6	2.1	1.7	1.8	-0.8	-1.4	-0.9	-1.3	-1.2	3.0
2011–12 to 2012–13	2.1	1.7	2.1	2.0	1.7	0.4	0.0	0.4	0.3	0.0	1.7
2012–13 to 2013–14	2.4	2.1	2.3	2.0	2.2	0.9	0.6	0.8	0.5	0.7	1.5
2013–14 to 2014–15	2.6	2.4	2.6	2.4	2.2	1.8	1.6	1.8	1.6	1.4	0.8
2014–15 to 2015–16	3.7	3.5	4.0	n.d.	4.0	3.0	2.8	3.3	n.d.	3.3	0.7
2015–16 to 2016–17	2.4	2.6	2.9	2.7	2.5	0.3	0.5	0.8	0.6	0.4	2.1
2016–17 to 2017–18	3.0	2.5	2.8	3.6	2.8	0.9	0.4	0.7	1.5	0.7	2.1
2017–18 to 2018–19	2.2	2.2	2.1	1.9	2.0	0.3	0.3	0.2	0.0	0.1	1.9
2018–19 to 2019–20	2.8	2.4	2.8	-3.0	2.8	0.5	0.1	0.5	-5.3	0.5	2.3
2019–20 to 2020–21	0.1	0.5	1.0	1.4	1.0	-1.3	-0.9	-0.4	0.0	-0.4	1.4

Note: Consumer Price Index for all Urban Consumers (CPI-U) from the US Bureau of Labor Statistics; change 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 prior years have been recalculated using a consistent level of precision. N.d. = no data.

TABLE B

Average Percentage Change in Salaries for Continuing Full-Time Faculty in Nominal and Real Terms for Institutions Reporting Comparable Data for Adjacent One-Year Periods, and Percentage Change in the Consumer Price Index, 1971–72 to 2020–21

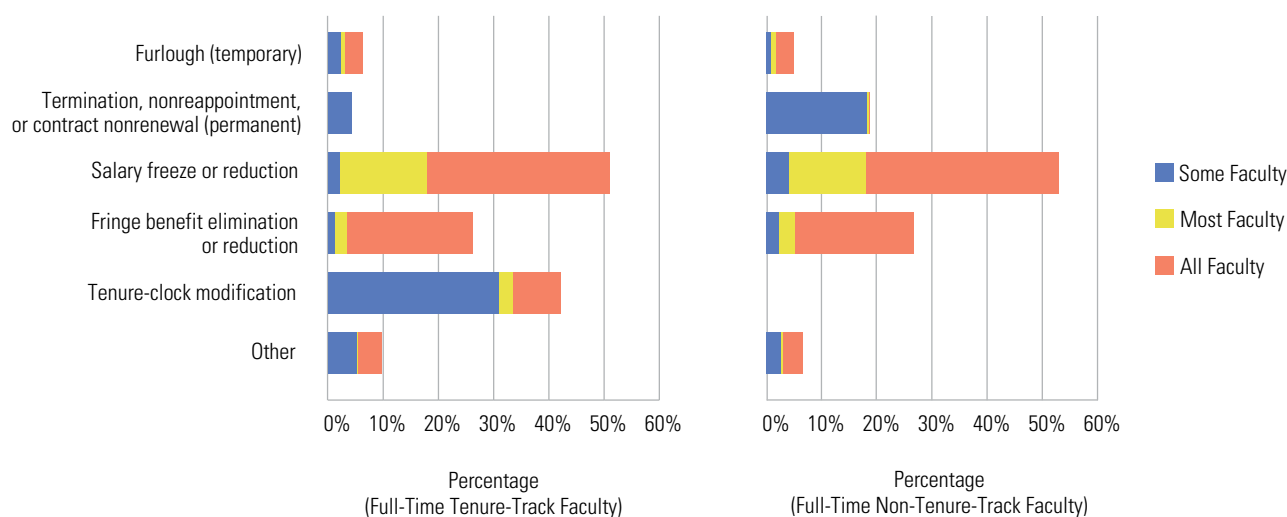
Interval	NOMINAL TERMS					REAL TERMS					Change in CPI-U
	Prof.	Assoc.	Asst.	Inst.	All Ranks	Prof.	Assoc.	Asst.	Inst.	All Ranks	
1971–72 to 1972–73	4.7	5.7	5.9	6.3	5.5	1.3	2.2	2.4	2.8	2.0	3.4
1972–73 to 1973–74	5.4	6.3	6.5	7.0	6.1	-3.0	-2.2	-2.0	-1.6	-2.4	8.7
1973–74 to 1974–75	6.7	7.4	7.9	8.7	7.4	-5.0	-4.4	-3.9	-3.2	-4.4	12.3
1974–75 to 1975–76	7.1	7.7	8.0	8.5	7.6	0.2	0.8	1.0	1.5	0.7	6.9
1975–76 to 1976–77	6.2	6.8	7.2	7.4	6.7	1.2	1.8	2.2	2.4	1.7	4.9
1976–77 to 1977–78	5.9	6.0	5.9	5.9	5.9	-0.7	-0.6	-0.7	-0.7	-0.7	6.7
1977–78 to 1978–79	6.9	7.6	8.0	8.4	7.4	-1.9	-1.3	-0.9	-0.5	-1.5	9.0
1978–79 to 1979–80	7.8	8.2	8.7	8.9	8.1	-4.8	-4.5	-4.0	-3.8	-4.6	13.3
1979–80 to 1980–81	9.6	10.0	10.6	10.6	10.0	-2.6	-2.2	-1.7	-1.7	-2.2	12.5
1980–81 to 1981–82	9.4	10.0	10.7	10.6	9.9	0.4	1.0	1.6	1.5	0.9	8.9
1981–82 to 1982–83	7.5	7.8	8.5	8.3	7.9	3.5	3.8	4.5	4.3	3.9	3.8
1982–83 to 1983–84	5.4	5.7	6.3	5.9	5.7	1.6	1.8	2.4	2.0	1.8	3.8
1983–84 to 1984–85	6.7	7.2	7.8	7.9	7.1	2.7	3.2	3.8	3.8	3.1	3.9
1984–85 to 1985–86	7.0	7.4	7.9	7.6	7.3	3.1	3.5	4.0	3.7	3.4	3.8
1985–86 to 1986–87	6.3	6.7	7.0	6.5	6.6	5.2	5.6	5.9	5.4	5.5	1.1
1986–87 to 1987–88	6.1	6.6	7.1	6.9	6.5	1.7	2.2	2.7	2.5	2.1	4.4
1987–88 to 1988–89	6.4	7.1	7.6	7.4	6.8	2.0	2.7	3.2	3.0	2.4	4.4
1988–89 to 1989–90	6.9	7.4	7.8	7.5	7.3	2.3	2.8	3.2	2.9	2.7	4.6
1989–90 to 1990–91	6.1	6.8	7.2	7.0	6.6	0.0	0.7	1.1	0.9	0.5	6.1
1990–91 to 1991–92	3.9	4.5	4.9	5.1	4.3	0.8	1.4	1.8	2.0	1.2	3.1
1991–92 to 1992–93	3.2	3.7	4.2	4.4	3.6	0.3	0.8	1.3	1.5	0.7	2.9
1992–93 to 1993–94	3.8	4.4	4.7	4.5	4.2	1.1	1.7	2.0	1.8	1.5	2.7
1993–94 to 1994–95	4.1	4.7	4.9	4.9	4.6	1.4	2.0	2.2	2.2	1.9	2.7
1994–95 to 1995–96	3.7	4.1	4.5	4.4	4.0	1.2	1.6	2.0	1.9	1.5	2.5
1995–96 to 1996–97	3.0	4.0	4.2	4.6	3.5	-0.3	0.7	0.9	1.3	0.2	3.3
1996–97 to 1997–98	4.0	4.6	4.8	5.0	4.3	2.3	2.9	3.1	3.3	2.6	1.7
1997–98 to 1998–99	4.5	5.0	5.3	5.3	4.8	2.9	3.4	3.7	3.7	3.2	1.6
1998–99 to 1999–00	4.5	4.9	5.4	5.3	4.8	1.8	2.2	2.7	2.6	2.1	2.7
1999–00 to 2000–01	5.0	5.4	5.8	5.8	5.3	1.6	2.0	2.4	2.4	1.9	3.4
2000–01 to 2001–02	4.8	5.1	5.7	5.4	5.0	3.2	3.5	4.1	3.8	3.4	1.6
2001–02 to 2003–04	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	4.5	4.7	4.8	4.7	4.5	1.2	1.4	1.5	1.4	1.2	3.3
2004–05 to 2005–06	4.5	4.7	4.8	4.4	4.4	1.1	1.3	1.4	1.0	1.0	3.4
2005–06 to 2006–07	4.5	5.3	5.4	5.1	5.0	2.0	2.8	2.9	2.6	2.5	2.5
2006–07 to 2007–08	4.5	5.4	5.4	5.7	5.1	0.4	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
2010–11 to 2011–12	2.7	3.1	3.3	3.2	2.9	-0.3	0.1	0.3	0.2	-0.1	3.0
2011–12 to 2012–13	2.9	3.4	3.5	3.6	3.2	1.2	1.7	1.8	1.9	1.5	1.7
2012–13 to 2013–14	3.0	3.5	3.7	3.6	3.4	1.5	2.0	2.2	2.1	1.9	1.5
2013–14 to 2014–15	3.2	3.7	3.8	3.8	3.7	2.4	2.9	3.0	3.0	2.9	0.8
2014–15 to 2015–16	2.9	3.7	3.8	4.3	3.4	2.2	3.0	3.1	3.6	2.7	0.7
2015–16 to 2016–17	2.7	3.3	3.6	3.6	3.0	0.6	1.2	1.5	1.5	0.9	2.1
2016–17 to 2017–18	2.9	3.4	3.5	3.6	3.3	0.8	1.3	1.4	1.5	1.2	2.1
2017–18 to 2018–19	2.7	3.3	3.4	3.7	3.1	0.8	1.4	1.5	1.8	1.2	1.9
2018–19 to 2019–20	2.8	3.3	3.6	3.4	3.2	0.5	1.0	1.3	1.1	0.9	2.3
2019–20 to 2020–21	0.8	1.4	1.5	1.5	1.2	-0.6	0.0	0.1	0.1	-0.2	1.4

Note: Consumer Price Index for all Urban Consumers (CPI-U) from the US Bureau of Labor Statistics; change 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 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.

FIGURE 1

More than half of institutions froze or reduced salaries in response to the COVID-19 pandemic, and more than a quarter cut fringe benefits.

Percentage of Institutions with Full-Time Faculty Members Affected by Actions Taken during 2020–21



Note: The figure is based on 650 reporting institutions. No answer and not applicable responses are not shown.
 Source: AAUP follow-up COVID-19 survey administered in March 2021.

Faculty Compensation Survey, a call for greater participation and transparency among all colleges and universities, and guidance for faculty members at institutions that may be facing budgetary hardship.

Response to the COVID-19 Pandemic

In March 2021, the AAUP Research Department administered a short Faculty Compensation Survey “follow-up COVID-19 survey” that focused on the impact of the COVID-19 pandemic on full-time faculty members. We sent invitations to the 929 institutions that completed this year’s Faculty Compensation Survey, and 650 institutions (70.0 percent) responded. Respondents to the Faculty Compensation Survey were mostly institutional research or human resources staff members who have access to institutional data systems, not faculty members. The survey asked respondents to indicate how many full-time faculty members (none, some, most, or all) were affected by particular actions taken by institutions in response to the COVID-19 pandemic. The survey included two questions: one about tenured and tenure-track faculty members and another about non-tenure-track faculty members.

The follow-up COVID-19 survey findings, summarized in figure 1, indicate that more than half (54.7 percent) of the responding institutions froze or reduced salaries and more than a quarter (27.7 percent) eliminated or reduced fringe benefits for full-time faculty members in response to the COVID-19 pandemic. Almost 5 percent of institutions terminated the appointments of at least some full-time tenure-line faculty members, and almost 20 percent terminated the appointments of or denied contract renewal to at least some full-time non-tenure-track faculty members. Almost 10 percent of institutions implemented furloughs, and over 40 percent implemented tenure-clock modifications.

Responses to the COVID-19 pandemic varied among institutional types (see table C). Private-independent institutions were more likely (74.1 percent) to freeze or reduce salaries than religiously affiliated (59.6 percent) and public (42.1 percent) institutions. Similarly, private institutions were more likely to eliminate or reduce fringe benefits for full-time faculty members; 74.1 percent of private-independent and 51.7 percent of religiously affiliated institutions

TABLE C

Percentage of Institutions Taking Actions That Affected at Least Some Full-Time Faculty Members during 2020–21, by Institutional Control and Affiliation and AAUP Institutional Category

Action	All Combined					Public				
	I	IIA	IIB	III/IV	All	I	IIA	IIB	III/IV	All
Furlough (temporary)	14.2%	8.0%	7.8%	3.8%	8.8%	19.0%	13.8%	24.2%	3.8%	13.8%
Termination (permanent)	27.7%	19.9%	10.8%	16.7%	18.9%	32.1%	15.5%	27.3%	16.7%	21.5%
Salary freeze or reduction	72.3%	47.5%	61.7%	32.1%	54.7%	61.9%	32.8%	48.5%	32.1%	42.1%
Fringe benefit cuts	28.4%	28.0%	38.3%	2.6%	27.7%	7.1%	4.3%	3.0%	2.6%	4.5%
Tenure-clock modification	73.8%	33.3%	35.3%	30.8%	42.3%	73.8%	38.8%	30.3%	30.8%	45.3%
Other	8.5%	11.5%	7.8%	16.7%	10.5%	11.9%	11.2%	3.0%	16.7%	11.9%

Action	Private-Independent					Religiously Affiliated				
	I	IIA	IIB	III/IV	All	I	IIA	IIB	III/IV	All
Furlough (temporary)	7.7%	5.2%	6.6%	n.d.	6.3%	5.6%	2.3%	1.4%	n.d.	2.2%
Termination (permanent)	25.6%	25.9%	6.6%	n.d.	18.4%	11.1%	21.8%	6.8%	n.d.	14.6%
Salary freeze or reduction	92.3%	65.5%	70.5%	n.d.	74.1%	77.8%	55.2%	60.3%	n.d.	59.6%
Fringe benefit cuts	51.3%	39.7%	49.2%	n.d.	46.2%	77.8%	51.7%	45.2%	n.d.	51.7%
Tenure-clock modification	74.4%	29.3%	50.8%	n.d.	48.7%	72.2%	28.7%	24.7%	n.d.	31.5%
Other	0.0%	17.2%	8.2%	n.d.	9.5%	11.1%	8.0%	9.6%	n.d.	9.0%

Note: The table is based on 650 reporting institutions, including 313 public, 158 private-independent, and 179 religiously affiliated institutions. AAUP institutional categories listed are I—Doctoral (*N* = 142), IIA—Master’s (*N* = 261), IIB—Baccalaureate (*N* = 168), and III/IV—Associate’s (*N* = 78). N.d. = no data.
Source: AAUP Faculty Compensation Survey, Follow-Up COVID-19 Survey.

cut fringe benefits, whereas only 4.5 percent of public institutions cut fringe benefits. Doctoral institutions were more likely (72.3 percent) to freeze or reduce salaries than master’s (47.5 percent), baccalaureate (61.7 percent), and associate’s (54.7 percent) institutions. Tenure-clock modifications were most prevalent (73.8 percent) among doctoral institutions; other institutional categories were less than half as likely to implement tenure-clock modifications.

The actions listed in the survey were by no means intended to encompass all of the ways in which institutions have responded to the COVID-19 pandemic. We limited the choices to actions that most Faculty Compensation Survey respondents would be well positioned to know about, and we can only speculate that differences between institutional types may be related to factors such as higher levels of unionization in public institutions and temporary declines in state fiscal support for higher education. Other institutional actions, such as changes to academic governance or faculty appointment policies, were not

included in this survey.¹ The survey did not include any questions about part-time faculty members, because most respondents would not have been able to provide much relevant information beyond the data already collected for the Faculty Compensation Survey; the lack of information about part-time faculty members is highly problematic and will be discussed later in this report.

Summary of Findings

In a normal year, this report might include a footnote advising the reader to use caution when interpreting certain findings because the Faculty Compensation Survey collects average (arithmetic mean) values rather

1. For more on the pandemic and governance, see the AAUP’s special report *COVID-19 and Academic Governance*, <https://www.aaup.org/report/covid-19-and-academic-governance>. See also “Survey Data on the Impact of the Pandemic on Shared Governance,” <https://www.aaup.org/report/survey-data-impact-pandemic-shared-governance>.

than median values for its compensation measures. The AAUP is acutely aware of the increased potential for distortion from outliers resulting from this approach, but fewer institutions would complete the survey if they were required to calculate median values rather than simply reporting the numbers of faculty members and total expenditures.² This is not a normal year, however, and we have encountered numerous situations where changes in salary distributions have distorted findings. For example, we observed cases where institutions laid off non-tenure-track faculty members and the result was an *increased* average salary at their ranks, even though salaries for the remaining tenure-track faculty members at their ranks were frozen or even reduced. Had we collected median salaries, the values would have likely remained the same or even decreased. This example highlights how an exclusive focus on certain measures of compensation, such as average salary, fails to represent the economic status of many faculty members, especially one group: faculty members who have lost their jobs.

Salary Growth. From fall 2019 to fall 2020, average salaries for full-time faculty members increased 1.0 percent, the smallest increase on record since the AAUP began tracking this measure in 1972. The Consumer Price Index for All Urban Consumers (CPI-U) increased 1.4 percent in 2020, the smallest increase since the 0.7 percent increase in 2015. After adjusting for inflation using the CPI-U, real average salaries for full-time faculty members decreased 0.4 percent, the first decline since fall 2011. Among doctoral institutions, average salaries increased 0.6 percent; after adjusting for inflation, they fell by 0.8 percent. Among master's and baccalaureate institutions, average salaries increased 0.8 percent and 0.1 percent, respectively; in real (inflation-adjusted) terms, they decreased 0.6 percent and 1.3 percent, respectively. For associate's institutions with

faculty ranking systems, average salaries increased 1.7 percent, an increase of 0.3 percent in real terms. For associate's institutions without faculty ranking systems, average salaries decreased 2.7 percent, a decrease of 4.1 percent after adjusting for inflation. Average salaries for full-time faculty members ranged from \$51,444 for a lecturer at a religiously affiliated baccalaureate college to \$202,199 for a full professor at a private-independent doctoral university (see survey report table 1). Survey report table 4 presents full-time faculty salaries by region, and survey report table 5 presents full-time faculty salaries as percentile distributions of institutions.

Average salaries decreased at 42 percent of colleges and universities surveyed, and inflation-adjusted salaries decreased at 68 percent of colleges and universities completing the survey. Average salary growth varied by institutional control and religious affiliation. Average salaries increased 1.1 percent among public and private religiously affiliated colleges and universities, while average salaries among private-independent institutions increased 0.2 percent. For continuing full-time faculty members—those who were employed full time in 2019–20 and remained employed full time at the same institution in 2020–21—salaries grew by 1.2 percent in nominal (unadjusted) terms and fell by 0.2 percent after adjusting for inflation. Salary growth for continuing full-time faculty members varied by institutional type, ranging from an average increase of 0.2 percent among religiously affiliated baccalaureate institutions to an average increase of 2.4 percent among associate's institutions with faculty ranking systems (see survey report table 2).

Table A lists historical growth in full-time faculty salaries in both nominal and real terms for each year since 1971–72, calculated by comparing the “all categories combined” section of survey report table 1 with the published results from the prior year. Similarly, table B lists historical growth in salaries for continuing faculty members since 1971–72 and corresponds to survey report table 2.

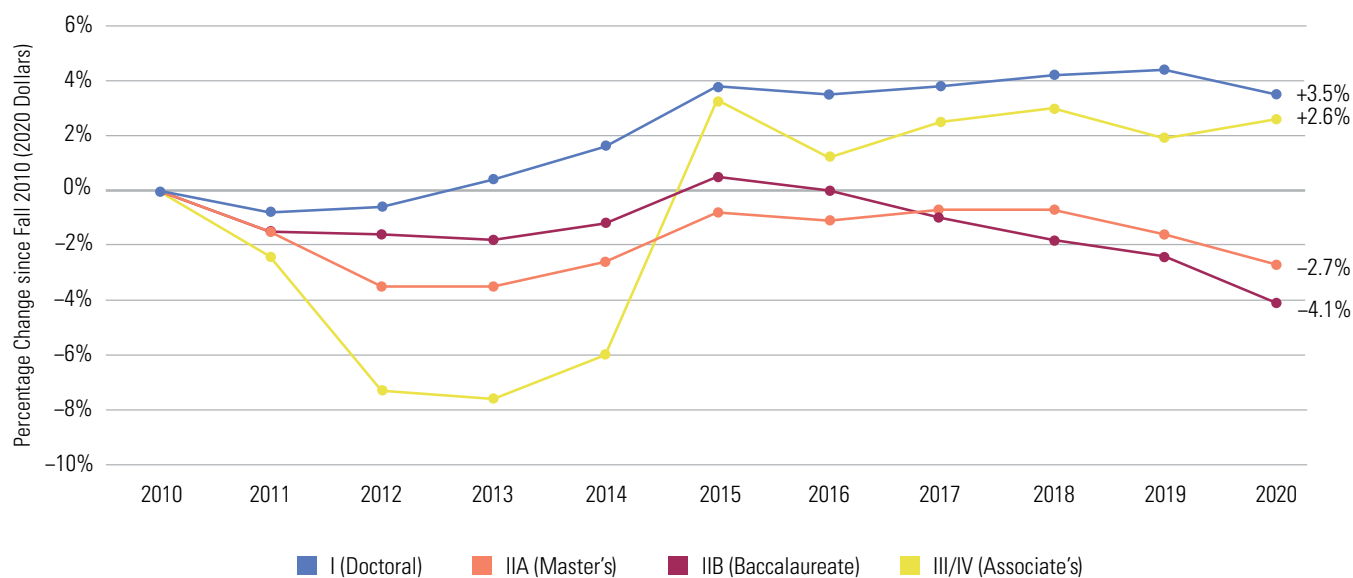
Figure 2 presents inflation-adjusted full-time faculty salary growth since fall 2010. Following the Great Recession of the late 2000s, nominal full-time faculty salary growth remained below consumer price growth until 2015–16, and real salary growth has remained flat or declined among all AAUP institutional categories ever since. From 2010–11 to 2020–21, real average full-time faculty salaries increased 3.5 percent among doctoral institutions and 2.6 percent among associate's institutions. Among master's and baccalaureate institutions, real average full-time faculty salaries decreased 2.7 percent and 4.1 percent, respectively.

2. In fact, when the Association established the program in 1957, it focused not only on average salaries but also on *minimum* ones. As Fritz Machlup, chair of Committee Z on the Economic Status of the Profession, wrote in the 1958 *AAUP Bulletin* article “Grading of Academic Salary Scales,” “While both minima and averages must be considered as relevant criteria, the minima are essential in any rating system for the reasons already mentioned—that the widely practiced discrimination against scholars of lesser mobility is inequitable; that the lowest salary figures may shape the popular impressions of the earnings prospects of the profession and thus deter promising talents from choosing academic careers; that increased minimum salaries in better institutions may have a strong leverage effect upon salary levels everywhere in the country.”

FIGURE 2

Full-time faculty salary growth has varied by AAUP institutional category.

Percentage Change in Real (Inflation-Adjusted) Average Full-Time Faculty Salary, All Ranks Combined, by AAUP Institutional Category, Fall 2010 through Fall 2020



Note: Figure represents year-by-year panel studies of institutions, where salary growth is calculated only for institutions that completed the survey in consecutive years.

Source: AAUP Faculty Compensation Survey.

Fringe Benefits. In 2020–21, 94.4 percent of full-time faculty members received additional compensation through employer contributions toward retirement plans, a 2.4 point decrease from 2019–20, when 96.8 percent received this benefit. Average expenditures as a percentage of the average salary of the full-time faculty members who are covered increased from 10.7 percent to 11.1 percent (see survey report table 8).

Unlike retirement contributions, there was little change in the percentage of full-time faculty members receiving medical benefits in the form of institutional contributions to premiums for insurance plans or the average expenditures on such benefits as a percentage of the full-time faculty members who are covered. As in the previous year, in 2020–21 about 94 percent of full-time faculty members received medical benefits in the form of institutional contributions to premiums for insurance plans, with an average expenditure equivalent to 12.0 percent of the average salary of faculty members who were covered (see survey report table 9).

Almost 94 percent of institutions provided full-time faculty members some form of dependent tuition

waivers in 2020–21, with 87.9 percent providing dependent tuition waivers at their institutions; 58.2 percent provided full waivers and 29.7 percent provided partial waivers. Notably, less than half of public institutions provided full tuition benefits at their institutions; 34.3 percent provided full waivers and 46.8 percent provided partial waivers. In contrast, 69.4 percent of private-independent institutions provided full waivers, and 84.4 percent of religiously affiliated institutions provided full waivers at their institutions. Almost half of institutions provided tuition waivers at other specified institutions, usually through a consortium or system, with 25.9 percent providing full waivers. These waivers were more prevalent at private institutions than at public institutions. Almost half of institutions were members of the Tuition Exchange, a reciprocal scholarship opportunity for dependents of eligible faculty and staff, with private institutions making up the majority of members. Among religiously affiliated institutions, 88.6 percent were members of Tuition Exchange, and 62.9 percent of private-independent institutions were members. Less than 10 percent of public institutions

were members of Tuition Exchange in 2020–21. Finally, 25.9 percent of institutions varied their dependent tuition benefits by the faculty member's years of service. Private institutions were more likely than public institutions to vary dependent tuition benefits by years of service, including 40.0 percent of independent institutions and 43.1 percent of religiously affiliated institutions. Among public institutions, 6.7 percent offered varying dependent tuition benefits depending on years of service. Dependent tuition benefits for full-time faculty members are listed in table 10.

Part-Time Faculty. Data on part-time faculty members were collected for the prior academic year, 2019–20, to ensure that institutions could provide complete data records for an entire academic year.³ Many institutions—particularly those on a quarter calendar system—could not provide accurate data on part-time faculty members who are paid on a per-course-section basis, because the survey opened in December and spring class schedules may not be set until as late as April. Therefore, we will not have figures on part-time faculty members for 2020–21 until we collect data next year. In 2019–20, average pay for part-time faculty members teaching a three-credit course section was \$3,556, an increase of less than 1 percent from 2019–20, when the average pay was \$3,532. Average rates of pay varied widely among institutional types, ranging from \$2,611 in public associate's institutions without ranks to \$5,760 in religiously affiliated doctoral institutions. Minimum and maximum pay rates for teaching a course section spanned huge ranges across all institutional categories, with minima often falling under \$1,000 and maxima often exceeding \$20,000 (see survey report table 15).

Most faculty members who are paid per course section do not receive either retirement or medical benefits contributions. In 2019–20, 30.4 percent of institutions contributed toward retirement plans for some or all part-time faculty members, and 29.9 percent of institutions contributed to premiums for medical insurance plans. Part-time faculty members who are paid per course section were more likely to receive benefits at associate's institutions, with 60.1 percent of institutions contributing to their retirement

plans. Doctoral institutions were most likely to contribute to medical insurance premiums, with 55.0 percent of doctoral institutions providing this benefit (see survey report table 16). The economic status of faculty members who are paid on a per-course-section basis—and contingent faculty members in general—will be discussed in greater detail later in this report.

Salary Equity. On average, faculty salaries for women were 81.8 percent of those for men, a slight improvement from the 81.4 percent reported in 2019–20 but not a major improvement over the 80.9 percent reported in 2010–11. The AAUP Research Department recently discussed the continued disparities in salaries for women and the concentration of women in lower-rank and contingent positions in “Broadening Efforts to Address Gender Inequity,” an article published in the winter 2021 issue of *Academe* that provides guidance for faculty members and administrators as they address gender inequities at colleges and universities. The department also released a data snapshot in 2020, “IPEDS Data on Full-Time Women Faculty and Faculty of Color,” that provides an updated demographic profile of full-time faculty members by academic rank and institutional type as well as further documentation of pay disparities for women faculty members. All of the evidence in the above indicates that women continue to be underrepresented in higher faculty ranks and that within ranks the gender pay gap has not budged in years (see survey report tables 3, 6, and 7).

The aforementioned data snapshot also provides clear evidence that faculty members of color are underrepresented in higher faculty ranks as well as in doctoral institutions that are likely to pay higher salaries. Thus, there are undoubtedly substantial pay gaps between full-time faculty members of color and their white, non-Hispanic colleagues. But without access to faculty salary data disaggregated by race and ethnicity, we cannot calculate the values of the pay gaps.

Administrator Salaries. Salaries for presidents of colleges and universities decreased in nominal terms by 1.1 percent in 2020–21, on average, despite years of growth outpacing full-time faculty salaries across all institutional categories. Changes in presidential salaries across all institutional types were minimal, although any salary freezes or cuts may have been temporary. Average salaries for chief academic officers and chief financial officers increased slightly in nominal terms, but in real terms decreased slightly after adjusting for inflation (see table D).

3. Full employment figures are collected for full-time faculty members because their appointments are relatively stable throughout the academic year, but part-time faculty appointments often vary widely each term.

TABLE D

One-Year Change in Nominal Average Salaries of Senior Administrators, by Institutional Control and Affiliation and AAUP Institutional Category, Fall 2019 to Fall 2020

AAUP Institutional Category	All Combined			Public		
	President	Chief Academic Officer	Chief Financial Officer	President	Chief Academic Officer	Chief Financial Officer
I (Doctoral)	-0.5%	+0.2%	+1.3%	-0.1%	+0.8%	+1.9%
IIA (Master's)	-2.4%	+0.1%	+0.8%	-2.0%	+2.9%	+1.3%
IIB (Baccalaureate)	0.0%	+0.2%	+0.4%	+0.4%	+3.3%	-1.3%
III/IV (Associate's)	-0.2%	+0.8%	+2.8%	-0.2%	+0.8%	+2.8%
All Combined	-1.1%	+0.2%	+1.0%	-0.8%	+1.8%	+1.6%

AAUP Institutional Category	Private-Independent			Religiously Affiliated		
	President	Chief Academic Officer	Chief Financial Officer	President	Chief Academic Officer	Chief Financial Officer
I (Doctoral)	-1.7%	-2.6%	-0.7%	-3.0%	+0.2%	-2.1%
IIA (Master's)	-5.8%	-2.4%	-1.9%	-1.1%	-1.9%	+1.6%
IIB (Baccalaureate)	-3.0%	-1.3%	+0.1%	+2.0%	+0.1%	+1.1%
III/IV (Associate's)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	-4.0%	-1.9%	-0.8%	+0.1%	-0.9%	+1.2%

Note: The table represents all 243 institutions that submitted administrator salary data in both 2019–20 and 2020–21. N.d. = no data.
 Source: 2020–21 AAUP Faculty Compensation Survey and matched institution records from the 2019–20 AAUP Faculty Compensation Survey.

Median salaries for college and university presidents in 2020–21 ranged from just over \$224,000 at public associate’s institutions without faculty rank systems to \$824,000 at private-independent doctoral universities. Ratios of presidents’ to full professors’ average salaries ranged from just over three to one in public associate’s institutions with faculty rank systems to over five to one in private-independent doctoral institutions (see survey report tables 11 and 12). For chief academic officers and chief financial officers, the median salaries ranged from around \$142,000 and \$129,000, respectively, in associate’s institutions without ranks to around \$379,000 and \$300,000, respectively, in doctoral institutions (see survey report tables 13 and 14).

Summary of Institution-Level Findings

The previous section provides a glimpse of the impact of the COVID-19 pandemic on faculty members’ salaries and benefits using indicators that are familiar to those who have read this annual report in past years. But the Faculty Compensation Survey collects and calculates average (arithmetic mean) salaries that might

not always reflect “typical” values. Compounding the problem, many of the indicators presented in this report are themselves averages—typically weighted averages, calculated without the benefit of any measures of within-group variance (for example, standard deviations). As a result, the previous section hardly characterizes the disparate impact of the pandemic on faculty members employed in different institutional types or within individual institutions. And it completely fails to characterize the impact on a particular group of faculty members—those who are no longer employed. This section presents findings from a series of institution-level analyses to better characterize how the COVID-19 pandemic has affected faculty members. These analyses examine one-year changes for three key indicators of full-time faculty employment: the number of faculty members employed, average faculty salary, and employer contributions to retirement plans.

Among institutions that completed the Faculty Compensation Survey in both 2019–20 and 2020–21, the number of full-time faculty members increased 1.9 percent overall. However, there was considerable

TABLE E

One-Year Change in Number of Full-Time Faculty and Average Salary, Panel Study by Institutional Control and Affiliation and AAUP Institutional Category, Fall 2019 to Fall 2020

AAUP Institutional Category	All Combined			Public		
	Number of Faculty	Average Salary		Number of Faculty	Average Salary	
		Nominal	Real		Nominal	Real
I (Doctoral)	+3.1%	+0.5%	-0.8%	+4.3%	+0.8%	-0.5%
IIA (Master's)	+0.4%	+0.3%	-1.1%	+0.7%	+0.7%	-0.7%
IIB (Baccalaureate)	-1.0%	-0.4%	-1.7%	-1.4%	+0.7%	-0.6%
III/IV (Associate's)	-2.4%	+2.0%	+0.6%	-2.4%	+2.0%	+0.6%
All Combined	+1.9%	+0.7%	-0.7%	+2.9%	+1.1%	-0.3%

AAUP Institutional Category	Private-Independent			Religiously Affiliated		
	Number of Faculty	Average Salary		Number of Faculty	Average Salary	
		Nominal	Real		Nominal	Real
I (Doctoral)	+0.6%	+0.4%	-1.0%	-2.0%	+0.7%	-0.6%
IIA (Master's)	-0.4%	-0.2%	-1.5%	-0.1%	-0.6%	-1.9%
IIB (Baccalaureate)	-0.7%	-0.9%	-2.2%	-1.1%	-0.4%	-1.8%
III/IV (Associate's)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	+0.2%	+0.3%	-1.1%	-1.0%	-0.1%	-1.5%

Note: The table represents 889 institutions that completed the survey in both 2019–20 and 2020–21 and excludes two institutions that experienced excessive growth as a result of mergers. N.d. = no data.

Source: 2020–21 AAUP Faculty Compensation Survey and matched institution records from the 2019–20 AAUP Faculty Compensation Survey.

variation between institutional types (see table E). Among doctoral institutions, the number of full-time faculty members increased 4.3 percent in public institutions and 0.6 percent in private-independent institutions, but it decreased 2.0 percent in religiously affiliated institutions. The number of full-time faculty members in associate's institutions decreased 2.4 percent. Among other institutional types, the change in the number of full-time faculty members ranged from a decrease of 1.4 percent in public baccalaureate institutions to an increase of 0.7 percent in public master's institutions.

Table E also includes the one-year change in average full-time faculty salaries, in both nominal and real terms, among institutions that completed the Faculty Compensation Survey in both 2019–20 and 2020–21. The results are similar to those presented in survey report table 2, which consisted of simple comparisons with the previous year's report table 2 rather than a panel study, indicating that the introduction of new

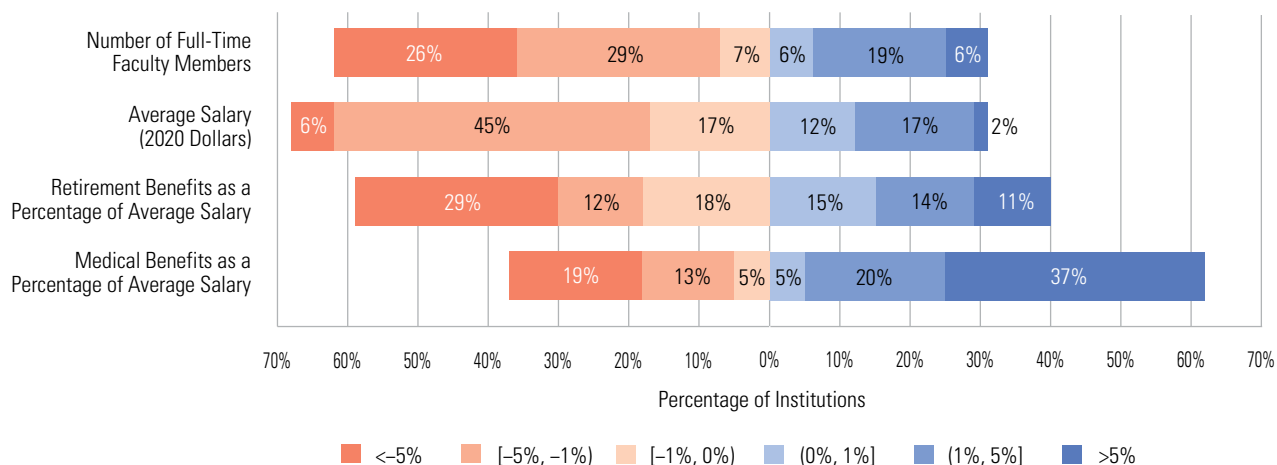
participants did not substantially bias the results.

One finding from the institution-level analyses stands out: the number of full-time faculty members decreased at 61.5 percent of institutions overall from 2019–20 to 2020–21. This finding may appear to contradict the finding above that the number of faculty members increased 1.9 percent overall (see table E), but instead it highlights the disparate ways that the COVID-19 pandemic has affected colleges and universities. Although the number of faculty members increased 3.1 percent among doctoral institutions, more than three-quarters of participating institutions fall under other AAUP institutional categories, most of which saw decreases in the number of faculty members. The decreases reported represent 8,037 full-time faculty members who are no longer employed at those institutions. At 25.6 percent of institutions, the number of full-time faculty members decreased at least 5 percent, and 7.7 percent of institutions reported a decrease of at least 10 percent in the number of full-time faculty

FIGURE 3

In fall 2020, most institutions employed fewer full-time faculty members, paid lower inflation-adjusted salaries, and contributed less to retirement plans as a percentage of average salary than in fall 2019.

Distribution of Percentage Change in Key Full-Time Faculty Compensation Metrics for Institutions, All Academic Ranks Combined, Fall 2019 to Fall 2020



Note: The figure represents 890 institutions that completed the survey in both 2019–20 and 2020–21. Category labels indicate the endpoints of the interval, with parentheses and brackets used to show whether the endpoints are excluded or included. For example, (0%, 1%] is the interval between 0% and 1%, excluding 0% and including 1. Institutions with exactly no change (0%) are not represented in the figure.

Source: 2020–21 AAUP Faculty Compensation Survey and matched institution records from the 2019–20 AAUP Faculty Compensation Survey.

members employed. At the other end of the spectrum, 2 percent of institutions reported an increase of over 10 percent in the number of full-time faculty members. The distribution of change in the number of faculty members is represented in the top bar in figure 3.

The distribution of change in average salaries for full-time faculty members—those who were actually employed—was more concentrated around the mean (0.7 percent), with 91.6 percent of values falling between –5.0 percent and 5.0 percent. But after adjusting for inflation, 67.9 percent of institutions reported an overall decrease in salaries for full-time faculty members. The distribution of change in real average full-time faculty salaries is represented in the second bar in figure 3.

The findings from the follow-up COVID-19 survey reported earlier indicated that 27.7 percent of institutions reduced or eliminated fringe benefits for at least some full-time faculty members. Our institution-level analysis of employer contributions to retirement plans for full-time faculty members provides further evidence of cuts to those fringe benefits. Of course, among the institutions completing the survey in both 2019–20 and 2020–21, not all were contributing to retirement plans

for full-time faculty members in the first place. But among the 787 that reported contributions in 2019–20, 43.1 percent reported a decrease in employer contributions as a percentage of average full-time faculty salaries in 2020–21, with 21.2 percent reporting a decrease of at least 10 percent and 8.8 percent reporting a decrease of at least 50 percent. Nineteen institutions reported completely eliminating or suspending employer contributions to retirement plans for full-time faculty members in 2020–21. The distribution of change in employer contributions as a percentage of average full-time faculty salaries is represented in the third bar in figure 3. Benefit cuts were most common among baccalaureate institutions: 57.7 percent of baccalaureate institutions that reported contributing to retirement plans for full-time faculty members in 2019–20 reduced or eliminated those contributions in 2020–21.

Other than average salary for full-time faculty members, the change in continuing full-time faculty salaries by rank—a survey item in which institutions indicate the number of full-time faculty members employed full time in both the previous year and the current year (at the same contract length) by rank,

along with their previous and current average salaries—is often viewed as the most important measure collected in the Faculty Compensation Survey because it excludes newly hired faculty members and provides the most reliable account of how institutions have changed salaries. This year’s findings are reported as weighted averages by rank and institutional type in survey report table 2, with annual results listed by rank in table B. As discussed earlier, in 2020–21 the average change in salary for full-time continuing faculty members was +1.2 percent, or –0.2 percent after adjusting for inflation. The average change in nominal salary for continuing full-time full professors, associate professors, assistant professors, and instructors was +0.8 percent, +1.4 percent, +1.5 percent, and +1.5 percent, respectively (see survey report table 2).⁴ But these average values fail to indicate the variation of changes across institutions. In fact, 12.3 percent of institutions reported a decrease in average salary for their continuing full-time faculty members, and twenty-three institutions (3.6 percent) reported a decrease of at least 5 percent. In real terms, 61.7 percent of institutions reported a decrease in average salary for their continuing full-time faculty members after adjusting for inflation (see figure 4). The findings were similar across all academic ranks: the number of institutions reporting a decrease in inflation-adjusted average salary for continuing full-time faculty members was 74.2 percent for full professors, 62.9 percent for associate professors, and 54.1 percent for assistant professors.

Contingent Faculty

The term *contingent faculty* refers to faculty members who are appointed off the tenure track, with the word *contingent* reflecting the tenuous nature of their employment. Contingent faculty members are broadly composed of two groups: *contract-renewable* (usually full-time non-tenure-track) faculty members and *adjunct* (fixed-term or temporary) faculty members, who are often paid on a per-course-section basis. Contrary to long-standing Association policy, many institutions classify adjunct faculty members as part time even when they carry course loads equivalent to their full-time tenured and tenure-track colleagues.

4. Average change in salary for continuing full-time faculty members is generally lower for full professors than for lower ranks because many faculty members in lower ranks are promoted each year, with commensurate increases in salary. This is yet another example of how the use of averages (arithmetic means) can result in distortion, as discussed earlier in the report.

Continued overreliance on contingent faculty members creates a wide range of problems for higher education and ultimately weakens academic freedom; the AAUP’s statement *Contingent Appointments and the Academic Profession* provides a detailed description of the costs of this overreliance and offers recommendations for returning to a tenure-track majority.

Contingent appointments are the least secure, lowest remunerated, and generally least supported faculty positions. The economic conditions for adjunct faculty members are particularly appalling: most faculty members who are paid per course section do not receive retirement or medical benefit contributions, and in most states adjunct faculty members do not have rights to unemployment insurance. Given the actions taken by institutions in response to the COVID-19 pandemic, the economic status of contingent faculty members is as precarious as ever. And given that women and people of color are more likely to hold contingent appointments, surely the COVID-19 pandemic has had a disparate impact on these groups of faculty members. The US Bureau of Labor Statistics has preliminarily reported that among the more than 650,000 workers who lost jobs in higher education between February 2020 and February 2021, 58 percent were women and 56 percent were people of color.

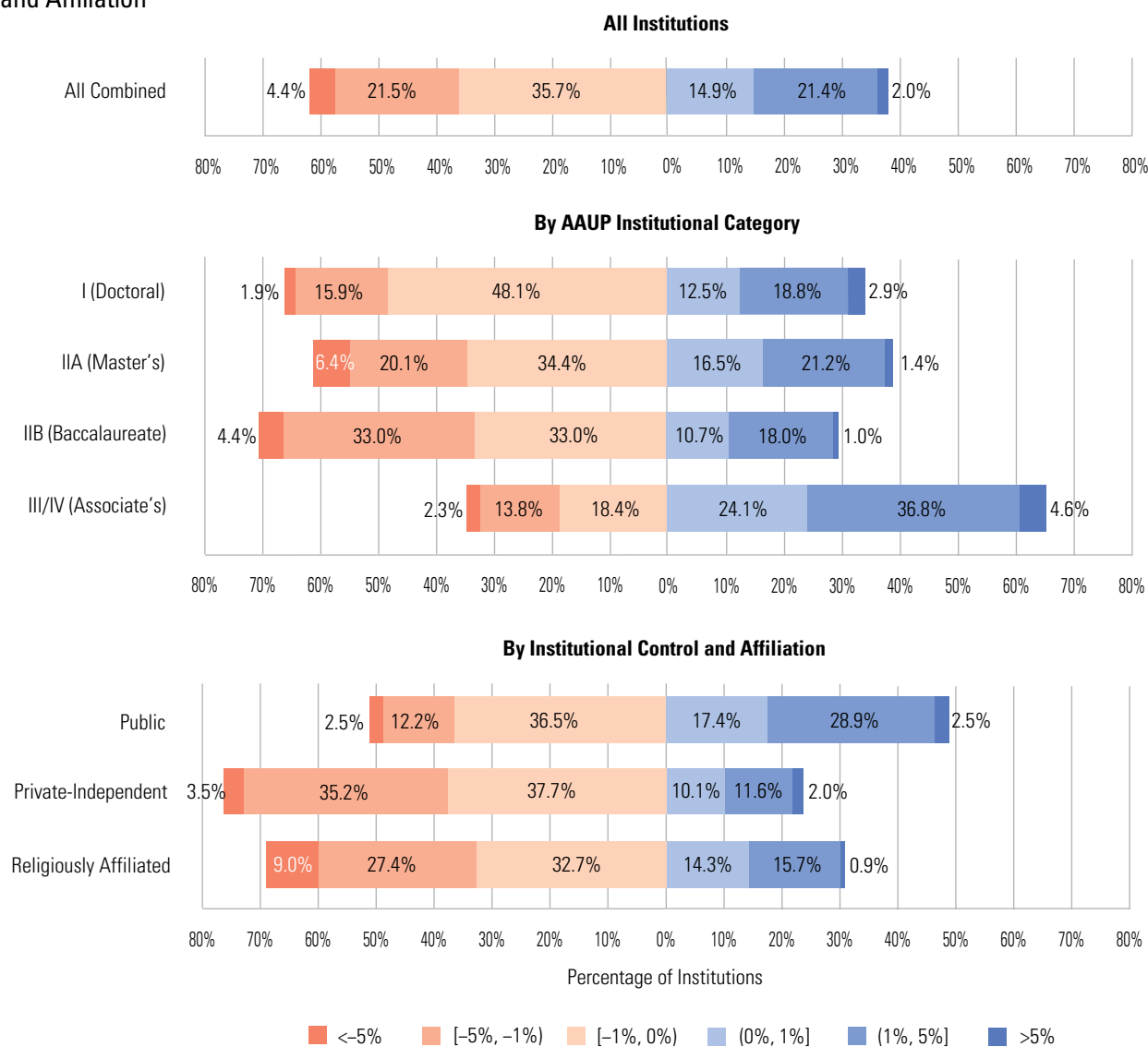
Any researcher who tries to quantify the economic impact of COVID-19 on contingent faculty members—particularly adjunct faculty members—will quickly discover an ugly secret in higher education: colleges and universities are not required to report detailed employment data on contingent faculty members. Since the NCES discontinued its National Study of Postsecondary Faculty in 2004, there has been a dearth of basic information about the compensation, demographics, and workload of contingent faculty members. The NCES Integrated Postsecondary Education Data System (IPEDS) collects employment data on full-time faculty members, including salary and demographic data, but IPEDS data collection on part-time faculty members is limited to headcounts. Notably, IPEDS began collecting data for full-time contingent faculty members disaggregated by contract length (multiyear, indefinite, annual, and less than annual) in 2016. But the fact remains that basic questions about the makeup, compensation, and working conditions of adjunct faculty members are difficult or impossible to answer.

Throughout this year, the AAUP Research Department has received numerous inquiries about the makeup of the faculty in the United States, often from people seeking clarification about figures reported

FIGURE 4

Real average salaries for full-time continuing faculty members decreased at most institutions.

Distribution of One-Year Percentage Change in Salary for Full-Time Continuing Faculty, Inflation-Adjusted, All Academic Ranks Combined, Fall 2019 to Fall 2020, by AAUP Institutional Category and Institutional Control and Affiliation



Note: The figure represents 860 institutions that submitted full-time continuing faculty salary data in 2020–21. Horizontal axis labels are the endpoints of the interval, with parentheses and brackets used to show whether the endpoints are excluded or included. For example, (0%, 1%] is the interval between 0% and 1%, excluding 0% and including 1%.

Source: 2020–21 AAUP Faculty Compensation Survey and matched institution records from the 2019–20 AAUP Faculty Compensation Survey.

in prior AAUP publications. How these figures were derived has often been unclear. For example, who counts as “faculty”? Are graduate assistants, postdoctoral fellows, faculty members with a reduced load during a sabbatical, or instructional staff without faculty status counted as part-time faculty members?

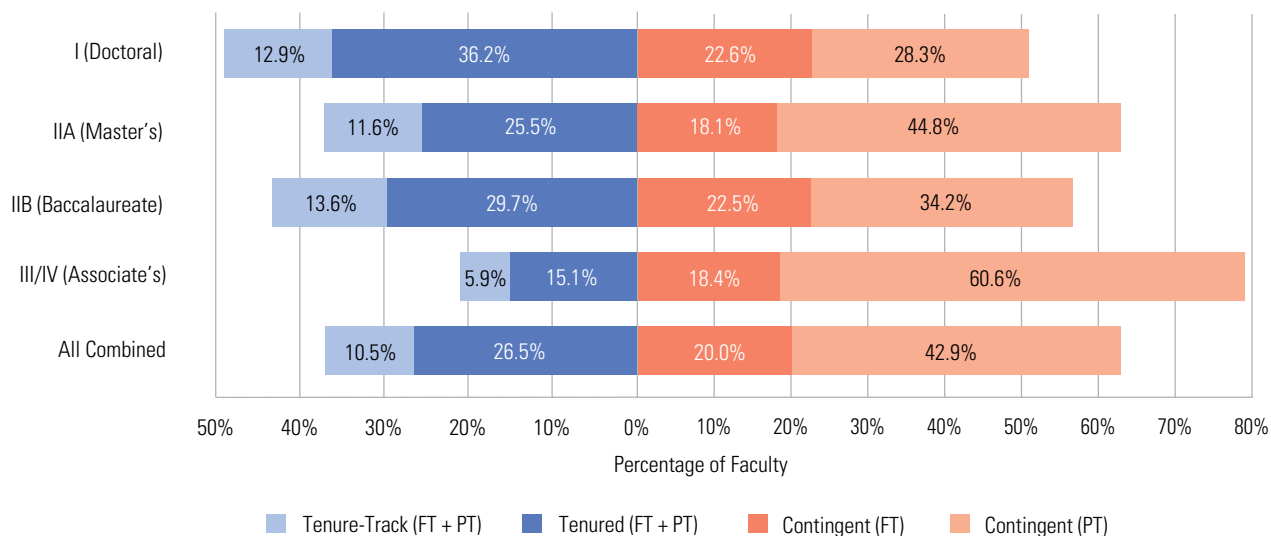
And what institutions are included in the calculations? In an effort to address such questions, this report now provides historical figures on the makeup of the faculty and details on the sources and methodology used.

In fall 2019, 63.0 percent of instructional faculty members employed in the United States were classified

FIGURE 5

Almost two-thirds of faculty members have contingent appointments.

Makeup of the Faculty, by Tenure Status, Employment Status, and AAUP Institutional Category, Fall 2019



Note: Figures represent nonmedical instructional staff with faculty status in degree-granting nonprofit institutions participating in Title IV federal financial aid programs.

Source: IPEDS HR survey component, 2019–20 provisional release. Data compiled by the AAUP Research Department.

as contingent—20.0 percent were employed full time and 42.9 percent were employed part time (see figure 5). Only 37.0 percent were classified as tenure-line faculty members—26.5 percent were classified as tenured and 10.5 percent were classified as tenure track. In doctoral institutions, nearly half (49.1 percent) of faculty members were classified as tenured or tenure track, and just over half (50.9 percent) were classified as contingent. At the other end of the spectrum, in associate’s institutions nearly four out of five faculty members (79.0 percent) were classified as contingent, with 60.6 percent employed part time. Over half of faculty members in master’s and baccalaureate institutions were classified as contingent—62.9 percent in master’s institutions and 56.7 percent in baccalaureate institutions. Figure 5 represents faculty members with instructional responsibilities, including postdoctoral fellows with faculty status. Faculty members with only research or other noninstructional responsibilities are excluded, and graduate student assistants are excluded altogether because many institutions cannot reliably determine whether they have instructional responsibilities.

Since the 2006–07 academic year, the proportion of faculty members who were classified as contingent has remained relatively stable (see figure 6). But within

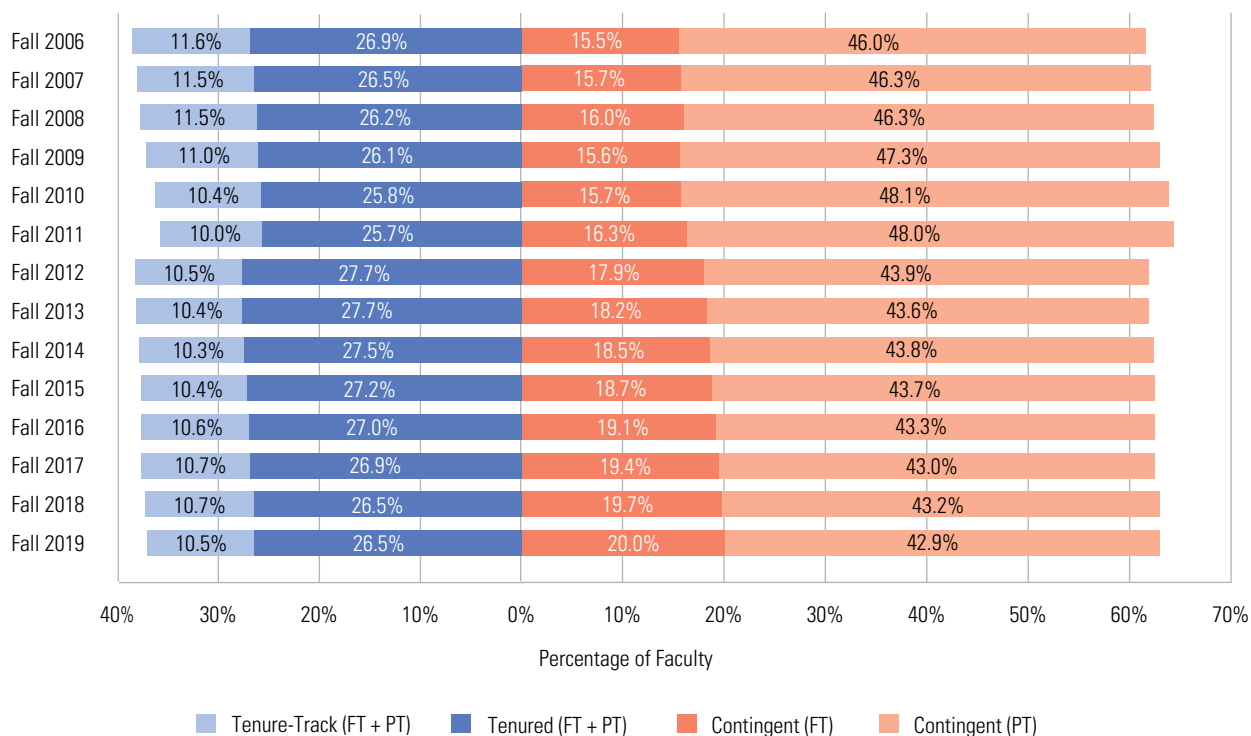
this category, there has been a major shift—from fall 2009 to fall 2019, the proportion of full-time contingent faculty members grew from 15.6 percent to 20.0 percent. The growth has been the greatest in doctoral institutions, where the percentage of full-time contingent faculty members increased from 17.5 percent in fall 2009 to 22.6 percent in fall 2019. Doctoral institutions now have the highest proportion of full-time contingent faculty members, followed by baccalaureate institutions (22.5 percent), associate’s institutions (18.4 percent), and master’s institutions (18.1 percent). Table F provides the complete makeup of the academic workforce—including graduate assistants and instructional staff without faculty status—by AAUP institutional category from fall 2006 through fall 2019.

Why is the proportion of full-time contingent appointments growing across all AAUP institutional categories while the overall proportion of part-time appointments has declined in recent years? We discussed this issue with administrators and faculty members at campuses where this shift has taken place and found that one reason for the shift is that some institutions are taking actions to improve the working conditions for contingent faculty members,

FIGURE 6

The proportion of full-time contingent appointments has increased to 20 percent.

Makeup of the Faculty, by Tenure Status and Employment Status, Fall 2006 through Fall 2019



Note: Figures represent nonmedical instructional staff with faculty status in degree-granting nonprofit institutions participating in Title IV federal financial aid programs.

Source: IPEDS HR survey component, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

recognizing that those who teach a full load deserve to be classified as full-time employees and to receive commensurate benefits and support.

In recent years, we have witnessed a proliferation of ranked full-time contingent appointments with titles such as “teaching professor” or “professor of practice.” At a glance, these appointments may appear to be a form of appeasement, and sometimes that may be an accurate characterization, particularly for adjunct faculty members. But it is not always just about the professorial titles—some institutions have implemented innovative policies that grant contingent faculty members decision-making authority and opportunities for promotion normally associated only with tenure-track faculty members. Other institutions have extended contract lengths for some full-time contingent faculty members, improving their job security and making them feel more connected to the institution. Some institutions even have policies that allow for conversions to

tenure-track appointments after a designated number of terms, as recommended in the Association’s statement *Contingent Appointments and the Academic Profession*.

The efforts described above are a step in the right direction, although they fall short of the recommendation in the AAUP report *Tenure and Teaching-Intensive Appointments* to “bundle the employment and economic securities that activist faculty on contingent appointments are already winning for themselves with the rigorous scrutiny of the tenure system.” The AAUP Research Department will work to better understand and characterize these efforts and to determine their economic impact on contingent faculty members. This will be challenging work because the number of categories and titles of faculty members continues to grow. Furthermore, although some administrations are taking steps to improve the working conditions of contingent faculty members, many are reluctant to share relevant data.

TABLE F
Makeup of the Academic Workforce, by AAUP Category, Fall 2006 through Fall 2019

Year	Instructional Staff										Grad. Assts.	
	Total	With Faculty Status								Without Faculty Status		
		Total	Tenured		Tenure-Track		Contingent		FT	PT		
			FT	PT	FT	PT	FT	PT				
<i>AAUP CATEGORY I (Doctoral)</i>												
Fall 2006	290,730	279,131	113,384	2,286	44,044	468	45,293	73,656	1,400	10,199	267,410	
Fall 2007	305,226	291,168	116,480	2,516	45,626	494	48,933	77,119	1,931	12,127	273,837	
Fall 2008	299,722	286,786	115,118	2,395	45,107	476	50,008	73,682	1,838	11,098	275,783	
Fall 2009	308,163	292,720	118,899	2,406	44,873	367	51,198	74,977	1,933	13,510	284,730	
Fall 2010	314,246	298,170	119,713	2,469	43,280	325	52,986	79,397	2,030	14,046	290,707	
Fall 2011	318,315	301,727	119,904	2,592	41,608	339	56,070	81,214	2,032	14,556	292,345	
Fall 2012	331,669	313,499	123,357	2,500	42,214	310	59,143	85,975	3,863	14,307	293,067	
Fall 2013	339,287	323,174	125,482	2,444	42,250	292	63,594	89,112	2,917	13,196	295,724	
Fall 2014	353,239	337,787	128,911	2,522	43,377	301	68,025	94,651	2,983	12,469	303,757	
Fall 2015	360,108	344,695	130,420	2,319	45,194	427	70,276	96,059	2,832	12,581	302,520	
Fall 2016	369,620	348,211	130,155	2,259	46,931	283	73,479	95,104	2,903	18,506	311,413	
Fall 2017	377,295	356,791	130,797	2,485	47,642	259	77,412	98,196	2,862	17,642	314,335	
Fall 2018	392,200	370,720	133,739	2,322	48,883	228	81,475	104,073	3,094	18,386	319,528	
Fall 2019	399,677	377,714	134,512	2,310	48,555	213	85,267	106,857	2,985	18,978	321,486	
<i>AAUP CATEGORY IIA (Master's)</i>												
Fall 2006	275,928	253,875	71,593	1,480	37,477	300	35,271	107,754	470	21,583	29,639	
Fall 2007	287,931	262,382	71,816	1,537	37,521	298	36,453	114,757	482	25,067	28,445	
Fall 2008	309,883	282,014	75,324	1,568	40,005	261	40,454	124,402	318	27,551	31,594	
Fall 2009	311,865	283,599	76,107	1,536	39,174	256	39,948	126,578	339	27,927	31,803	
Fall 2010	319,870	290,047	78,503	1,598	38,102	272	41,629	129,943	404	29,419	33,339	
Fall 2011	329,536	297,862	80,020	1,504	37,382	248	45,354	133,354	472	31,202	36,021	
Fall 2012	329,332	285,024	79,916	1,434	36,280	251	46,403	120,740	634	43,674	36,847	
Fall 2013	334,230	287,651	80,370	1,549	35,841	212	48,261	121,418	959	45,620	37,373	
Fall 2014	338,054	291,691	79,816	1,502	35,384	194	49,058	125,737	948	45,415	34,871	
Fall 2015	338,300	288,556	77,453	1,486	34,519	220	49,707	125,171	1,006	48,738	34,212	
Fall 2016	346,064	296,271	77,754	1,530	35,602	195	51,722	129,468	870	48,923	35,767	
Fall 2017	352,559	300,616	77,223	1,557	35,955	212	52,819	132,850	567	51,376	35,663	
Fall 2018	345,743	296,458	74,525	1,520	35,091	203	53,053	132,066	689	48,596	34,934	
Fall 2019	350,395	301,663	75,446	1,620	34,722	185	54,514	135,176	790	47,942	34,563	
<i>AAUP CATEGORY IIB (Baccalaureate)</i>												
Fall 2006	88,089	80,491	22,578	311	12,320	133	16,165	28,984	347	7,251	1,006	
Fall 2007	87,064	79,723	22,394	391	12,438	96	16,353	28,051	424	6,917	1,201	
Fall 2008	89,915	81,822	23,276	415	12,840	168	16,721	28,402	463	7,630	1,334	
Fall 2009	88,233	80,692	22,599	373	12,249	83	16,065	29,323	359	7,182	1,184	
Fall 2010	90,006	82,547	22,697	402	11,705	76	16,296	31,371	398	7,061	1,253	
Fall 2011	90,499	82,778	22,949	379	11,377	83	16,184	31,806	589	7,132	1,335	
Fall 2012	87,238	75,186	21,979	320	10,689	68	17,553	24,577	953	11,099	1,557	
Fall 2013	85,998	75,397	22,530	318	10,646	77	16,991	24,835	460	10,141	1,683	
Fall 2014	83,912	74,559	21,796	387	10,318	78	16,306	25,674	321	9,032	1,319	
Fall 2015	89,074	78,517	22,260	348	10,371	90	16,952	28,496	634	9,923	1,292	
Fall 2016	85,477	73,055	21,173	319	9,932	82	16,017	25,532	1,272	11,150	1,269	
Fall 2017	80,609	69,574	20,491	345	9,712	75	15,763	23,188	1,213	9,822	1,433	
Fall 2018	84,615	72,636	20,696	310	9,874	61	16,253	25,442	1,314	10,665	1,371	
Fall 2019	79,098	67,810	19,836	331	9,149	66	15,235	23,193	1,257	10,031	1,550	

TABLE F (continued)

Makeup of the Academic Workforce, by AAUP Category, Fall 2006 through Fall 2019

Year	Instructional Staff										Grad. Assts.
	Total	With Faculty Status						Without Faculty Status			
		Total	Tenured		Tenure-Track		Contingent		FT	PT	
			FT	PT	FT	PT	FT	PT			
<i>AAUP CATEGORY III/IV (Associate's with and without Ranks Combined)</i>											
Fall 2006	386,620	365,643	51,171	449	18,440	370	54,815	240,398	670	20,307	110
Fall 2007	392,780	372,106	50,609	490	19,105	382	55,740	245,780	663	20,011	40
Fall 2008	399,775	378,688	50,802	482	19,497	430	57,070	250,407	716	20,371	64
Fall 2009	414,304	393,109	51,408	421	18,504	448	56,822	265,506	687	20,508	52
Fall 2010	426,401	406,386	52,005	439	17,734	442	58,454	277,312	732	19,283	43
Fall 2011	425,838	405,928	52,059	502	16,792	498	59,900	276,177	666	19,244	32
Fall 2012	413,900	341,280	51,753	334	16,655	182	58,374	213,982	2,183	70,437	78
Fall 2013	415,638	339,778	51,377	307	16,866	699	58,094	212,435	2,465	73,395	98
Fall 2014	407,829	336,095	50,380	365	17,126	165	58,823	209,236	2,501	69,233	72
Fall 2015	399,554	333,646	50,153	394	17,422	170	58,456	207,051	2,320	63,588	59
Fall 2016	390,867	329,902	48,912	355	18,281	168	58,714	203,472	2,053	58,912	50
Fall 2017	382,958	322,302	48,442	517	18,549	289	57,790	196,715	2,419	58,237	104
Fall 2018	379,685	320,836	47,320	415	18,800	250	57,811	196,240	2,133	56,716	169
Fall 2019	373,057	314,911	47,212	403	18,388	259	57,916	190,733	2,126	56,020	55
<i>ALL AAUP CATEGORIES COMBINED</i>											
Fall 2006	1,041,367	979,140	258,726	4,526	112,281	1,271	151,544	450,792	2,887	59,340	298,165
Fall 2007	1,073,001	1,005,379	261,299	4,934	114,690	1,270	157,479	465,707	3,500	64,122	303,523
Fall 2008	1,099,295	1,029,310	264,520	4,860	117,449	1,335	164,253	476,893	3,335	66,650	308,775
Fall 2009	1,122,565	1,050,120	269,013	4,736	114,800	1,154	164,033	496,384	3,318	69,127	317,769
Fall 2010	1,150,523	1,077,150	272,918	4,908	110,821	1,115	169,365	518,023	3,564	69,809	325,342
Fall 2011	1,164,188	1,088,295	274,932	4,977	107,159	1,168	177,508	522,551	3,759	72,134	329,733
Fall 2012	1,162,139	1,014,989	277,005	4,588	105,838	811	181,473	445,274	7,633	139,517	331,549
Fall 2013	1,175,153	1,026,000	279,759	4,618	105,603	1,280	186,940	447,800	6,801	142,352	334,878
Fall 2014	1,183,034	1,040,132	280,903	4,776	106,205	738	192,212	455,298	6,753	136,149	340,019
Fall 2015	1,187,036	1,045,414	280,286	4,547	107,506	907	195,391	456,777	6,792	134,830	338,083
Fall 2016	1,192,028	1,047,439	277,994	4,463	110,746	728	199,932	453,576	7,098	137,491	348,499
Fall 2017	1,193,421	1,049,283	276,953	4,904	111,858	835	203,784	450,949	7,061	137,077	351,535
Fall 2018	1,202,243	1,060,650	276,280	4,567	112,648	742	208,592	457,821	7,230	134,363	356,002
Fall 2019	1,202,227	1,062,098	277,006	4,664	110,814	723	212,932	455,959	7,158	132,971	357,654

Note: Figures represent nonmedical instructional staff and graduate assistants in degree-granting nonprofit institutions participating in Title IV federal financial aid programs.

Source: IPEDS HR survey component, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

Growth of Administrations

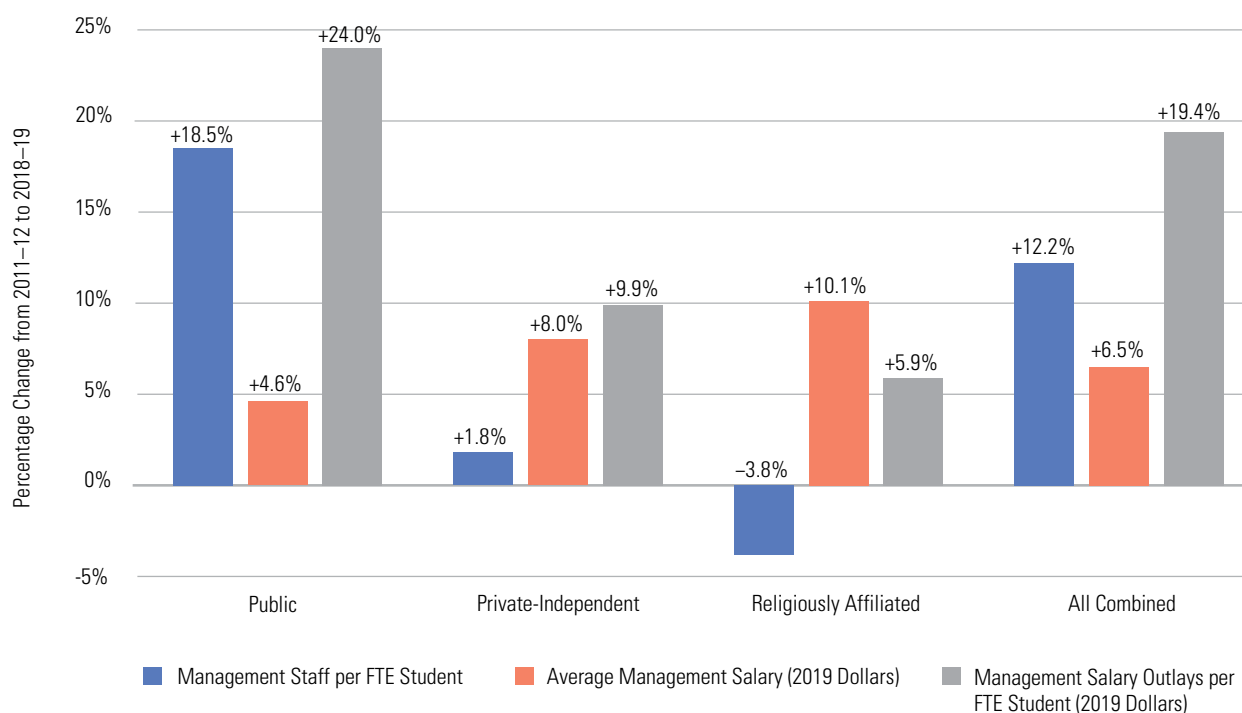
The implications of the high proportion of contingent faculty members discussed in the previous section go beyond working conditions. The prevalence of contingent faculty appointments also means that shared governance in higher education is increasingly at risk. Without adequate numbers of full-time tenure-track faculty members, many institutions now appoint administrators to committees that govern areas formerly within the sole purview of faculty committees. More important, overreliance on contingent

faculty members represents an existential threat to academic freedom—and therefore to higher education itself—because faculty tenure is the only secure protection for academic freedom in teaching, research, and service.⁵ Furthermore, many faculty members bemoan the increased spending on high-level administrative

5. See *Contingent Appointments and the Academic Profession*, <https://www.aaup.org/report/contingent-appointments-and-academic-profession>.

FIGURE 7

Management staff per FTE student, average salary, and salary outlays per FTE student have increased since 2011–12.
 Percentage Growth in Key Management Indicators, by AAUP Institutional Category, 2011–12 to 2018–19



Note: Figures represent full-time nonmedical noninstructional staff in degree-granting nonprofit institutions participating in Title IV federal financial aid programs. Figures include staff and expenditures at system offices.

Source: IPEDS HR and Fall Enrollment survey components, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

officers, especially chief executive officers, often singling this out as the most significant reason that their institutions are struggling financially.

Faculty members express concern about much more than the high base salaries of chief executive officers. Our Faculty Compensation Survey results indicate that the median base salary of presidents of doctoral institutions is over \$500,000 (see survey report table 11), and most college and university presidents also receive substantial housing provisions, car allowances, and other lavish perks that are often undisclosed to the public. Unlike the process for determining raises for faculty members, who are usually subject to stringent public guidelines for raises and promotion, the process for determining administrators' raises is often cloaked from public view.

An in-depth investigation into the exorbitant size of many top executives' compensation packages is beyond the scope of this report and might not be relevant to the threat to shared governance described above. Instead, this section addresses three broader questions about

administration in higher education:

1. Has the number of administrators increased in recent years?
2. Have the average salaries of administrators increased in recent years?
3. Have total annual salary outlays (combined salaries) for administrators increased in recent years?

The NCES has collected data for IPEDS on the number of and salary outlays for full-time nonmedical noninstructional staff in US colleges and universities by occupational category since 2012. We have totaled these figures for staff classified as "management," an IPEDS category based on the major group called "management occupations" in the 2010 *Standard Occupational Classification (SOC) Manual* published by the US Bureau of Labor Statistics. This group includes operations management positions; administrator positions such as dean, provost, and director; and executive positions such as president. The number of management staff and management salary outlays

TABLE G

Measures for Key Management Indicators, by AAUP Institutional Category and Fiscal Year, 2011–12 to 2018–19

Fiscal Year	All Combined			Public		
	FTE Students	Number of Managers	Salary Outlays (\$)	FTE Students	Number of Managers	Salary Outlays (\$)
2011–12	14,611,242	210,002	19,802,117,066	11,130,176	124,905	11,670,407,251
2012–13	14,436,545	212,464	20,515,150,124	10,940,009	126,191	12,064,366,379
2013–14	14,373,580	214,526	21,363,049,015	10,850,542	129,333	12,701,585,755
2014–15	14,318,476	218,122	22,185,705,328	10,777,245	131,883	13,226,269,024
2015–16	14,315,098	222,062	23,025,536,762	10,723,663	134,035	13,667,393,450
2016–17	14,322,514	223,433	23,764,429,904	10,728,059	134,450	14,003,969,060
2017–18	14,329,367	227,587	24,682,790,710	10,716,693	137,963	14,611,466,906
2018–19	14,308,057	230,712	25,627,288,718	10,668,664	141,888	15,350,947,380

Fiscal Year	Private-Independent			Religiously Affiliated		
	FTE Students	Number of Managers	Salary Outlays (\$)	FTE Students	Number of Managers	Salary Outlays (\$)
2011–12	1,867,323	49,337	5,127,874,905	1,613,743	210,002	3,003,834,910
2012–13	1,872,607	51,223	5,398,903,961	1,623,929	212,464	3,051,879,784
2013–14	1,900,359	50,702	5,562,145,709	1,622,679	214,526	3,099,317,551
2014–15	1,918,613	51,320	5,745,125,434	1,622,618	218,122	3,214,310,870
2015–16	1,967,663	53,190	6,039,949,259	1,623,772	222,062	3,318,194,053
2016–17	1,976,989	54,246	6,392,844,485	1,617,466	223,433	3,367,616,359
2017–18	2,000,798	54,600	6,625,691,942	1,611,876	227,587	3,445,631,862
2018–19	2,017,141	54,246	6,736,211,227	1,622,252	230,712	3,540,130,111

Note: Figures represent full-time nonmedical noninstructional staff in degree-granting nonprofit institutions participating in Title IV federal financial aid programs. Figures include staff and expenditures at system offices.

Source: IPEDS HR and Fall Enrollment survey components, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

are reported per student using IPEDS full-time equivalent (FTE) fall student enrollment figures.

From fiscal year 2011–12 to fiscal year 2018–19, the number of full-time management staff in colleges and universities increased by 9.9 percent, from 210,002 to 230,712. During this same period, FTE fall enrollment decreased by 2.1 percent, so that the number of full-time management staff per FTE student increased by 12.2 percent overall. In contrast, the number of full-time instructional staff increased only 6.4 percent, from 585,360 to 622,905, and the number of full-time instructional staff per FTE student increased 8.7 percent overall. In real terms, average salaries for full-time management staff increased 6.5 percent overall after adjusting for inflation, with an average salary of \$111,079 in fiscal year 2018–19. The combination of the 12.2 percent increase in the number of full-time management staff per FTE student and the 6.5 percent increase in average salaries yields a 19.4 percent increase in management staff salary outlays per FTE student (see figure 7). In contrast, average salaries for

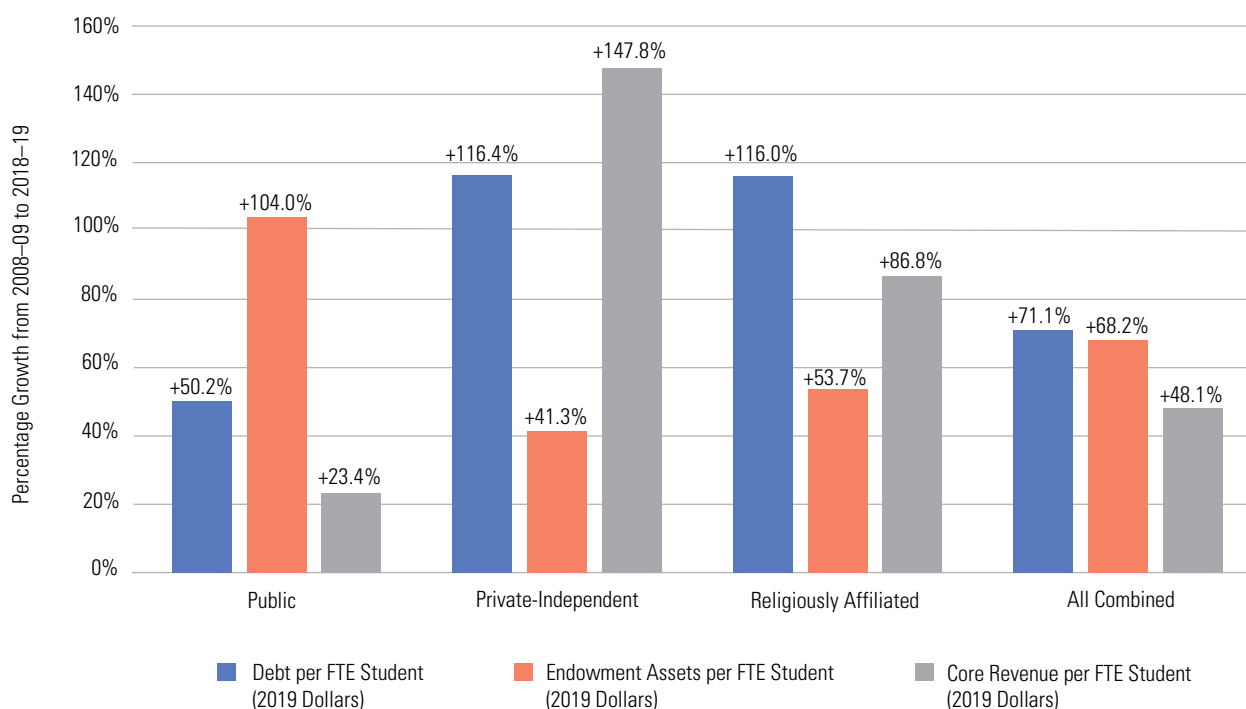
instructional staff increased only 4.6 percent during the same period, with instructional staff salary outlays per FTE student increasing only 13.7 percent.

The increase in salary outlays per FTE student was greatest in public institutions, with the combination of an 18.5 percent increase in the number of full-time management staff per FTE student and a 4.6 percent increase in average salaries yielding an overall 24.0 percent increase in management salary outlays per FTE student after adjusting for inflation. Overall growth in salary outlays per FTE student was less pronounced in private institutions, with a 9.9 percent increase in private-independent institutions and a 5.9 percent increase in religiously affiliated institutions after adjusting for inflation. Measures for key management indicators from fiscal years 2011–12 through 2018–19 are listed in table G.

The answer to the three questions presented above, in other words, is a resounding yes: the numbers of administrators, their average salaries, and their salary outlays all increased considerably from fiscal year 2011–12 to fiscal year 2018–19, including an extraordinary 24

FIGURE 8

Growth of debt, endowment assets, and core revenue from 2009 to 2019 varied by AAUP institutional category.
 Percentage Growth in Key Institutional Financial Indicators, by AAUP Institutional Category, 2008–09 to 2018–19



Note: Figures represent full-time nonmedical noninstructional staff in degree-granting nonprofit institutions participating in Title IV federal financial aid programs. Figures include staff and expenditures at system offices.
Source: IPEDS HR and Fall Enrollment survey components, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

percent increase in real salary expenditures per FTE student in public colleges and universities. To be clear, the IPEDS “management” employee category used for this analysis does not include entry-level and mid-level professionals who perform the day-to-day operations of colleges and universities and are often overworked and underpaid. Some argue that the growth in the number of these staff members is also a problem.

Institutional Debt

Much attention has been given—and rightfully so—to the student debt crisis in the United States. Collectively, outstanding student loan balances have ballooned to a record \$1.7 trillion, and even before the COVID-19 pandemic, the racial disparities in how quickly graduates were able to repay their loans were stark. As student debt has grown, so has institutional debt, with colleges and universities increasing their debt load to fund ambitious projects and cover expenses. In fiscal year 2018–19, 70 percent of public and private colleges and universities in the United States held interest-bearing debt, amounting

to more than \$336 billion. Given comparable growth in other key institutional financial metrics such as endowment assets and core revenue, the implications of institutional debt in an aggregate sense are unclear. This section presents common indicators for institutional finances to help understand the national implications of rising debt balances as well as the differing effects of long-term debt at public and private institutions and at individual institutions.

In public institutions, state support often provides a large proportion of operating revenues, and the amount of state support provided per full-time student is a key indicator of a state’s commitment to higher education. In addition to providing a substantial share of operating revenue, state support can allow public colleges and universities to cover debt that funds projects such as new dormitories. Public institutions may also issue debt at a system level; analyses of public institutions must consider how the structure of system-level finances might affect finances at the campus level. In contrast, private institutions often rely on endowments to service debt, and

TABLE H

Key Institutional Financial Metrics, by AAUP Institutional Category and Fiscal Year, 2008–09 to 2018–19

Fiscal Year	All Combined				Public			
	Student Enrollment (FTE)	Long-Term Debt (Billion \$)	Endowment Assets (Billion \$)	Core Revenue (Billion \$)	Student Enrollment (FTE)	Long-Term Debt (Billion \$)	Endowment Assets (Billion \$)	Core Revenue (Billion \$)
2008–09	13,473,777	159.5	326.0	280.0	10,230,804	115.2	89.0	218.6
2009–10	14,271,595	215.6	356.3	384.0	10,929,449	129.8	99.3	250.8
2010–11	14,632,569	232.6	422.2	438.4	11,210,041	142.3	123.1	268.8
2011–12	14,611,242	245.6	424.5	380.8	11,130,176	151.5	126.9	258.4
2012–13	14,436,545	254.8	467.2	428.9	10,940,009	157.3	142.5	267.2
2013–14	14,373,580	271.1	536.6	473.9	10,850,542	168.5	169.7	288.1
2014–15	14,318,476	285.5	552.7	431.5	10,777,245	178.0	171.1	278.4
2015–16	14,315,098	298.2	542.9	424.5	10,723,663	187.4	171.3	289.4
2016–17	14,322,514	312.4	598.8	502.3	10,728,059	194.2	191.3	309.7
2017–18	14,329,367	328.5	655.1	518.7	10,716,693	205.7	210.5	323.9
2018–19	14,308,057	336.1	675.3	510.9	10,668,664	209.3	219.4	326.3

Fiscal Year	Private-Independent				Religiously Affiliated			
	Student Enrollment (FTE)	Long-Term Debt (Billion \$)	Endowment Assets (Billion \$)	Core Revenue (Billion \$)	Student Enrollment (FTE)	Long-Term Debt (Billion \$)	Endowment Assets (Billion \$)	Core Revenue (Billion \$)
2008–09	1,709,337	30.3	184.0	39.8	1,533,636	14.0	53.0	21.6
2009–10	1,772,945	59.9	199.2	92.2	1,569,201	26.0	57.7	40.9
2010–11	1,815,337	62.9	232.2	120.7	1,607,191	27.4	66.9	48.9
2011–12	1,867,323	64.9	231.6	84.5	1,613,743	29.2	66.1	37.9
2012–13	1,872,607	66.6	252.0	113.5	1,623,929	30.9	72.7	48.3
2013–14	1,900,359	70.5	284.8	132.7	1,622,679	32.0	82.0	53.1
2014–15	1,918,613	75.2	296.4	108.3	1,622,618	32.3	85.2	44.8
2015–16	1,967,663	76.9	289.0	94.5	1,623,772	34.0	82.5	40.7
2016–17	1,976,989	82.5	316.6	139.1	1,617,466	35.7	90.9	53.5
2017–18	2,000,798	86.5	346.4	140.8	1,611,876	36.3	98.1	54.0
2018–19	2,017,141	89.8	355.9	135.1	1,622,252	37.1	99.9	49.6

Note: Figures represent totals for degree-granting nonprofit institutions participating in Title IV federal financial aid programs. Figures include totals for system offices.

Source: IPEDS Finance and Fall Enrollment survey components, including data from the 2019–20 provisional release that includes finance data for fiscal year 2018–19. Data compiled by the AAUP Research Department.

over the past year top-tier private institutions with large endowments have been able to use them as collateral to borrow money on highly favorable terms.

Given the different funding models involved, the evaluation of long-term debt looks very different in public and private institutions. The fact that public and private institutions use very different accounting standards further complicates the matter. Public institutions use Governmental Accounting Standards Board accounting standards, which are broad in scope, whereas private institutions use Financial Accounting Standards Board accounting standards, which are narrower and include only interest-bearing debt issued

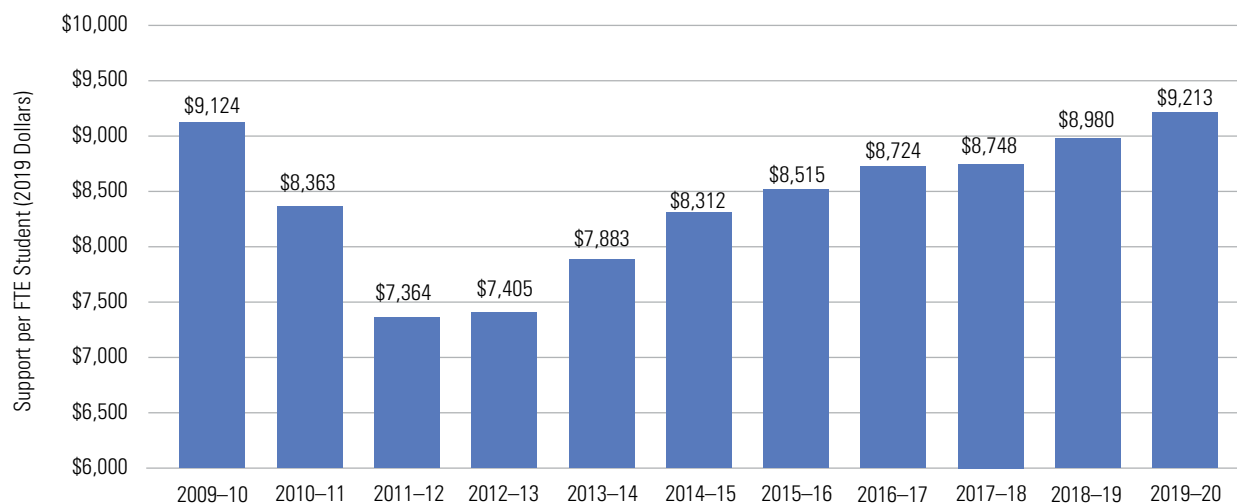
for property, plant, or equipment projects and leases. For a more complete view of long-term debt at private institutions, it would be necessary to obtain and analyze IRS Form 990s for each institution—a major undertaking well beyond the scope of this report.

Figure 8 shows the real change in key institutional financial metrics by AAUP institutional category from fiscal year 2008–09 to fiscal year 2018–19, and table H provides year-by-year nominal values. Overall, colleges and universities reported a total of over \$336 billion in long-term debt in fiscal year 2018–19, and long-term debt grew 71.1 percent since fiscal year 2008–09. From fiscal year 2008–09 to fiscal year 2018–19, long-term

FIGURE 9

In 2019–20, state fiscal support for higher education returned to the level of 2009–10.

State Fiscal Support for Higher Education per FTE Student Enrolled in Degree-Granting Public Institutions, Inflation-Adjusted, by Fiscal Year, 2009–10 to 2019–20



Note: State fiscal support includes taxes, other state monies, and federal stimulus funds from the American Recovery and Reinvestment Act of 2009 (2009–10 through 2011–12) and the Coronavirus Aid, Relief, and Economic Security Act (2019–20).

Sources: Grapevine project of the Center for the Study of Education Policy at Illinois State University and IPEDS Fall Enrollment survey component, including data from the 2019–20 provisional release. Data compiled by the AAUP Research Department.

debt at public institutions grew just over 50 percent, while long-term debt among private institutions grew about 116 percent in both private-independent and religiously affiliated institutions.

Total endowment assets increased over 68 percent in real terms from fiscal year 2008–09 to fiscal year 2018–19 after adjusting for inflation. Although public institutions saw the greatest percentage growth in endowment assets during this time, table H shows that they did not start from the same place—public institutions do not rely on endowments for funding as much as private institutions do. Among private institutions, endowment assets grew 41.3 percent in private-independent institutions and 53.7 percent in religiously affiliated institutions from fiscal year 2008–09 to fiscal year 2018–19 after adjusting for inflation (see figure 8).

Along with increases in long-term debt and endowment assets, institutions increased their core revenue per FTE by more than 48 percent from fiscal year 2008–09 to fiscal year 2018–19 after adjusting for inflation, with huge variation between public and

private institutions.⁶ Among public institutions, core revenue per FTE increased 23.4 percent during this period after adjusting for inflation, while core revenue per FTE increased 147.8 percent and 86.8 percent among private-independent and religiously affiliated institutions, respectively, after adjusting for inflation. The lower rate of increase among public institutions may have resulted from the fact that state funding for higher education decreased during this period and did not return to its 2009 level until 2019, after adjusting for inflation (see figure 9).

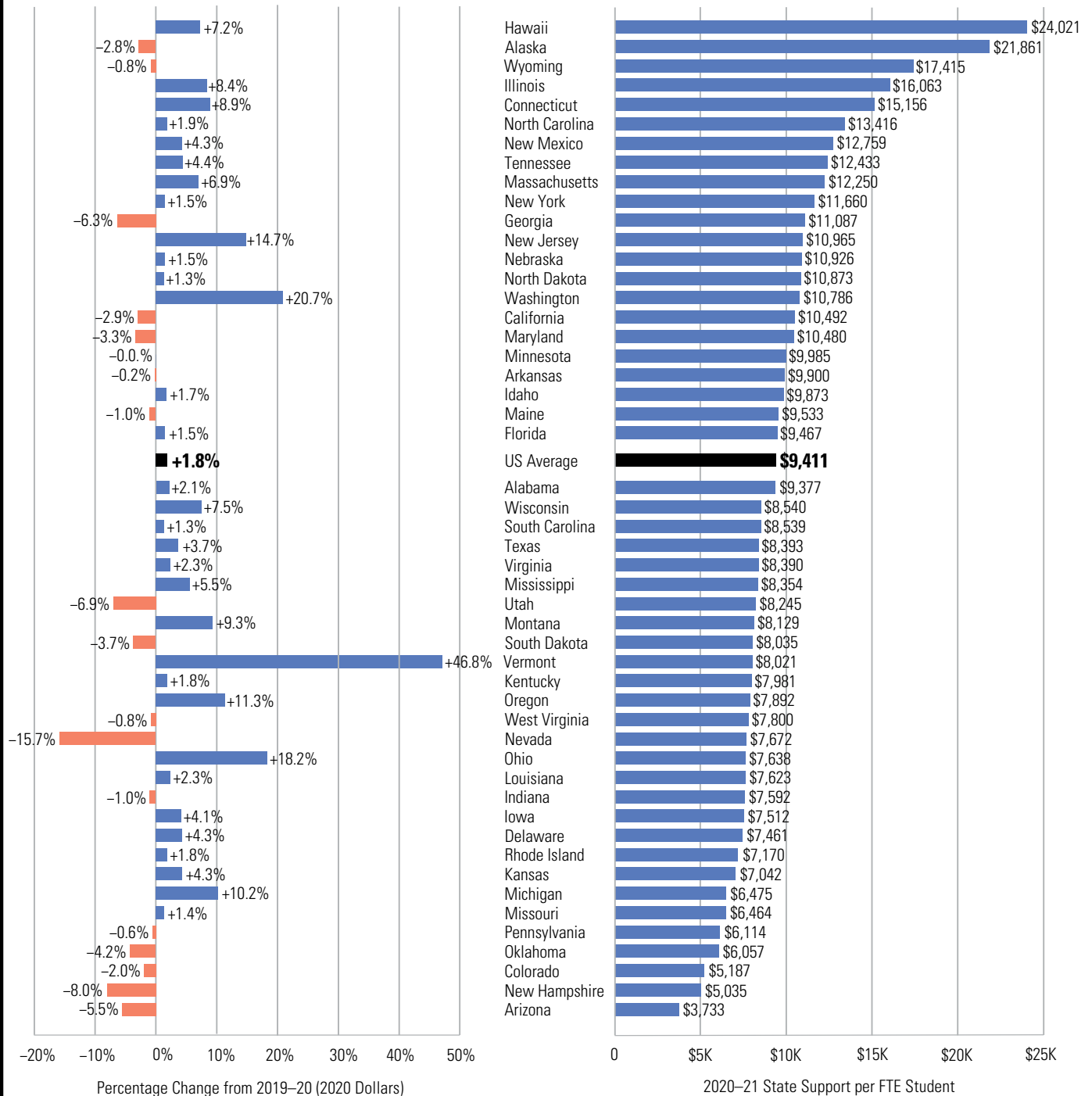
As indicated above, state support per FTE is a key financial indicator for public institutions, although the majority of funding for public higher education in half of the states now comes from student tuition and fees, according to a 2018 study by the State Higher Education Executive Officers Association. For 2020–21, state support per FTE has remained roughly the

6. See https://surveys.nces.ed.gov/ipeds_py/Downloads/Forms/IPEDSGlossary.pdf for the IPEDS definition of core revenue.

FIGURE 10

For 2020–21, state fiscal support for higher education remained roughly the same as in 2019–20.

State Fiscal Support for Higher Education per FTE Student (Estimated) Enrolled in Degree-Granting Public Institutions, Inflation-Adjusted, by State, 2019–20 to 2020–21



Note: State fiscal support includes taxes, other state monies, and federal stimulus funds the Coronavirus Aid, Relief, and Economic Security Act (2019–20) and the American Rescue Plan Act of 2021 (2020–21).

Sources: Grapevine project of the Center for the Study of Education Policy at Illinois State University, IPEDS Fall Enrollment survey component 2019–20 provisional release, and the National Student Clearinghouse’s “Term Enrollment Estimates: Fall 2020” report. Data compiled by the AAUP Research Department.

same as in 2019–20, due in part to nearly \$2 billion in federal COVID-19 relief funding (see figure 10). But cuts are looming large—state revenues are projected to fall by as much as \$200 billion by the end of the 2020–21 fiscal year, according to projections by the Urban Institute.

Economists tell us that debt is fine so long as growth continues. Debt is now woven into the fabric of higher education—both institutional debt and student debt. But for an institution with a poor outlook for growth, debt can become a burden and might limit its ability to deal with adversity.

Conclusion and Recommendations

When the AAUP established the Faculty Compensation Survey in 1958, the goal of what was known then as the Committee Z survey was to “achieve correction or mitigation of the distortion in salary structures which has resulted from the uneven and incomplete impact of competition.” The concern at the time was that wages of college and university faculty members had deteriorated in relation to the wages of other professions and to labor incomes in general so much as to threaten the standards of the profession and the quality of higher education itself. The threat remains today. Following a slow recovery from the Great Recession of the late 2000s and then flat or declining salary growth since 2015–16, salaries for full-time faculty members have once again failed to keep up with the Consumer Price Index, the most widely used measure of inflation. Most colleges and universities now have fewer full-time faculty members than they did before the COVID-19 pandemic. Faculty members have taken on increased course loads, converted face-to-face classes into online classes, and assumed more service responsibilities, all without additional pay. There is an urgent need for governing boards, legislators, and other policy makers to provide funds for a substantial readjustment of academic salary levels to avoid irreparable harm to the US higher education system.

The AAUP Faculty Compensation Survey makes transparent the economic conditions of faculty members in the United States—not only by publishing salaries and other compensation data, but also by analyzing the determinants of that compensation. This work depends on the cooperation and support of colleges and universities. When institutions openly share data on faculty and administrator compensation, they indicate that they are committed to creating fair compensation for all. We, in turn, are committed to reporting the data that institutions submit to us with accuracy, objectivity, and

integrity, but we cannot report data that we do not receive. For example, we are pleased that once again all sixty-three US institutions that are members of the Association of American Universities (AAU) submitted full-time faculty compensation data to the AAUP this year; nevertheless, only two were able to submit salary data on part-time faculty members who were paid per course section. At many AAU member institutions, payroll systems do not include information about teaching loads, and assignments to course sections are managed locally by deans or department chairs, thus precluding institutional researchers from reporting this information. An abundance of anecdotal evidence indicates that part-time faculty members—already the worst remunerated in higher education—have endured terrible economic hardship this year, but without more data we can only speculate.

No single number in this report can come close to adequately representing the economic status of the profession. For years, the focus for many has been on average salary, perhaps adjusted for inflation or disaggregated by academic rank, gender, institutional control, and so forth. But upon closer inspection of the institution-level data, one can easily find examples of how average salary by itself fails to capture the economic conditions at an institution. For example, there are cases where institutions terminated large numbers of full-time faculty members, and yet their average salary growth for continuing full-time faculty members increased. We cannot emphasize enough the importance of looking beyond average salary figures when examining the results of this year’s survey.

Many institutions—especially smaller private colleges that rely on auxiliary revenue sources such as housing—are facing pressures to discontinue programs, merge with larger institutions, or close. When an institution faces budgetary hardship, there are recommended standards and procedures to follow, as described in the AAUP report *The Role of the Faculty in Conditions of Financial Exigency*. In the current economic setting, it is important for faculty members not only to become familiar with those standards and procedures but also to be able to distinguish between a perceived budgetary *hardship* and an actual budgetary *crisis*. The data from IPEDS and other sources incorporated into this report can help faculty members make that distinction at a high level but cannot answer many basic questions, such as how much revenue goes toward debt service. To better understand an institution’s financial status, faculty members must examine additional sources of financial information, such as audited financial statements or publicly available

Forms 990, the US Internal Revenue Service forms that provide financial information about nonprofit organizations. The AAUP has compiled resources for responding to a financial crisis, including guidance for understanding institutional finances.⁷ These resources help faculty members separate economic reality from the unverified stories that they are told. By learning to make that distinction, faculty members can avoid spending a great deal of their careers in fight-or-flight response.

Acknowledgments

The AAUP Research Department would like to thank all of the college and university administrative offices that provided data in a timely manner for inclusion in this report. We are grateful for their continued collaboration and participation. We also acknowledge the contribution of the National Higher Education Benchmarking Institute (NHEBI) in developing and supporting the Faculty Compensation Survey research portal. NHEBI, established in 2004, is a nonprofit service and research institute, sponsored and supported by Johnson County Community College (Kansas). ■

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This report was authored by Glenn T. Colby, senior researcher at the AAUP, and is published under the auspices of the AAUP's Committee on the Economic Status of the Profession.

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7. "Financial Crisis FAQs," <https://www.aaup.org/issues/financial-crisis-faqs>.

SURVEY REPORT TABLE 1

Average Full-Time Faculty Salary, by AAUP Category, Affiliation, and Academic Rank, 2020–21 (Dollars)

Academic Rank	All Combined	Public	Private-Independent	Religiously Affiliated
<i>AAUP CATEGORY I (Doctoral)</i>				
Professor	159,919	146,020	202,199	167,124
Associate	104,482	99,930	122,556	109,874
Assistant	91,408	87,457	108,202	97,168
Instructor	66,620	59,829	85,056	79,145
Lecturer	69,295	65,705	82,471	68,566
No Rank	77,990	71,449	72,642	115,493
All Combined	113,607	105,321	144,152	119,190
<i>AAUP CATEGORY IIA (Master's)</i>				
Professor	104,389	102,450	116,426	101,203
Associate	83,958	83,613	89,470	80,728
Assistant	73,492	73,699	76,377	70,827
Instructor	57,103	53,757	64,741	60,761
Lecturer	60,404	58,934	73,156	57,625
No Rank	63,054	58,648	74,821	61,815
All Combined	82,859	81,553	90,935	80,786
<i>AAUP CATEGORY IIB (Baccalaureate)</i>				
Professor	107,432	99,616	125,420	89,246
Associate	82,664	81,718	92,071	72,201
Assistant	69,814	68,953	77,546	62,414
Instructor	58,682	52,881	65,354	54,963
Lecturer	64,439	59,832	72,569	51,444
No Rank	71,760	75,371	71,430	63,331
All Combined	83,912	78,126	96,264	73,078
<i>AAUP CATEGORY III (Associate's with Ranks)</i>				
Professor	91,196	91,196	n.d.	n.d.
Associate	75,550	75,550	n.d.	n.d.
Assistant	64,823	64,823	n.d.	n.d.
Instructor	54,547	54,547	n.d.	n.d.
Lecturer	68,641	68,641	n.d.	n.d.
No Rank	44,917	44,917	n.d.	n.d.
All Combined	74,841	74,841	n.d.	n.d.
<i>AAUP CATEGORY IV (Associate's without Ranks)</i>				
No Rank	74,784	74,784	n.d.	n.d.
<i>ALL AAUP CATEGORIES COMBINED EXCEPT IV</i>				
Professor	140,543	132,199	175,943	121,895
Associate	95,828	93,991	108,195	88,460
Assistant	83,362	82,136	93,999	75,500
Instructor	62,926	57,812	77,417	67,385
Lecturer	66,669	63,624	80,190	63,263
No Rank	73,625	68,368	73,164	99,801
All Combined	101,810	97,141	124,683	92,179

Note: The table is based on 929 reporting institutions. For definitions of categories, see Explanation of Statistical Data. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV.

SURVEY REPORT TABLE 2

Percentage Change in Salary for All Full-Time Faculty and Continuing Faculty, by AAUP Category, Affiliation, and Academic Rank, 2019–20 to 2020–21

Academic Rank	ALL FACULTY				CONTINUING FACULTY			
	All Combined	Public	Private-Independent	Religiously Affiliated	All Combined	Public	Private-Independent	Religiously Affiliated
<i>AAUP CATEGORY I (Doctoral)</i>								
Professor	-0.1	0.1	-0.4	-1.0	0.8	0.9	0.5	0.3
Associate	0.1	0.2	0.1	-1.1	1.5	1.6	1.4	1.1
Assistant	0.7	0.8	0.0	0.5	1.5	1.6	1.0	1.1
Instructor	1.1	1.3	2.2	0.6	1.6	1.8	1.3	1.0
All Combined	0.6	0.7	0.5	-0.2	1.2	1.3	0.8	0.8
<i>AAUP CATEGORY IIA (Master's)</i>								
Professor	-0.2	0.5	-1.4	-2.4	0.7	1.1	0.2	-0.1
Associate	0.5	0.7	0.8	-0.8	1.2	1.7	0.8	0.3
Assistant	0.5	1.0	-0.7	-0.4	1.5	1.7	1.2	1.2
Instructor	1.2	2.0	0.3	0.2	1.1	1.4	0.8	0.7
All Combined	0.8	1.3	0.1	-0.8	1.1	1.5	0.7	0.4
<i>AAUP CATEGORY IIB (Baccalaureate)</i>								
Professor	-0.6	0.5	-1.3	-0.4	0.3	1.6	0.2	-0.4
Associate	-0.1	0.5	-0.8	0.0	0.8	2.0	0.5	0.3
Assistant	0.6	0.5	0.1	0.3	1.2	1.9	1.3	0.7
Instructor	1.1	1.5	1.6	0.2	1.4	1.2	1.2	1.7
All Combined	0.1	0.7	-0.9	0.3	0.7	1.7	0.6	0.2
<i>AAUP CATEGORY III (Associate's with Ranks)</i>								
Professor	-0.8	-0.8	n.d.	n.d.	2.0	2.0	n.d.	n.d.
Associate	0.9	0.9	n.d.	n.d.	2.3	2.3	n.d.	n.d.
Assistant	1.3	1.3	n.d.	n.d.	2.6	2.6	n.d.	n.d.
Instructor	1.2	1.2	n.d.	n.d.	1.2	1.2	n.d.	n.d.
All Combined	1.7	1.7	n.d.	n.d.	2.4	2.4	n.d.	n.d.
<i>AAUP CATEGORY IV (Associate's without Ranks)</i>								
No Rank	-2.7	-2.7	n.d.	n.d.	1.8	1.8	n.d.	n.d.
<i>ALL AAUP CATEGORIES COMBINED EXCEPT IV</i>								
Professor	0.1	0.2	-0.5	0.1	0.8	1.0	0.4	-0.1
Associate	0.5	0.4	0.2	0.4	1.4	1.7	1.1	0.5
Assistant	1.0	1.1	0.1	0.9	1.5	1.7	1.1	1.0
Instructor	1.4	1.7	2.0	1.7	1.5	1.6	1.2	1.0
All Combined	1.0	1.1	0.2	1.1	1.2	1.4	0.8	0.5

Note: The table is based on 929 (all faculty) and 859 (continuing faculty) responding institutions reporting faculty salary data. Figures for all faculty are calculated as a simple percentage increase from previously published 2019–20 salary figures and may be biased as a result of differences in participants between years. Figures for continuing faculty represent a panel study, where institutions reported the 2019–20 rank and salaries of continuing faculty along with their 2020–21 salaries. For definitions of categories, see Explanation of Statistical Data. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. Rows labeled “All Combined” include lecturers and unranked faculty where reported. One for-profit baccalaureate institution reported full-time continuing faculty salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 3

Average Salary for Men and Women Full-Time Faculty, by AAUP Category, Affiliation, and Academic Rank, 2020–21 (Dollars)

Academic Rank	All Combined		Public		Private-Independent		Religiously Affiliated	
	Men	Women	Men	Women	Men	Women	Men	Women
AAUP CATEGORY I (Doctoral)								
Professor	165,223	147,422	150,668	135,279	208,516	186,167	171,996	156,112
Associate	107,873	100,250	103,174	95,895	126,458	117,520	113,022	106,117
Assistant	96,369	86,524	92,042	82,954	114,208	102,015	103,364	91,628
Instructor	69,970	64,076	61,602	58,577	89,642	80,906	83,676	75,099
Lecturer	73,270	66,136	69,167	63,003	87,609	78,024	71,651	66,363
No Rank	83,550	73,568	74,834	68,778	80,032	67,473	127,554	104,603
All Combined	124,360	99,372	114,789	93,069	158,161	123,505	129,656	105,987
AAUP CATEGORY IIA (Master's)								
Professor	106,263	101,619	103,873	100,323	119,793	111,942	103,986	96,871
Associate	85,348	82,519	84,895	82,244	91,484	87,461	81,948	79,538
Assistant	75,306	72,088	75,498	72,193	78,106	75,164	72,606	69,643
Instructor	58,501	56,230	54,556	53,269	66,864	63,077	62,597	59,688
Lecturer	61,765	59,400	59,913	58,216	76,496	70,402	58,665	56,966
No Rank	65,790	61,004	61,311	56,631	77,688	72,627	64,451	59,984
All Combined	86,778	78,972	85,195	77,839	95,542	86,534	85,224	76,648
AAUP CATEGORY IIB (Baccalaureate)								
Professor	108,594	105,691	101,157	97,190	127,245	122,854	90,445	87,352
Associate	83,966	81,328	83,743	79,514	93,130	91,030	73,567	70,786
Assistant	70,894	68,942	70,033	67,992	78,776	76,551	63,057	61,932
Instructor	59,171	58,333	52,044	53,439	65,622	65,152	56,071	54,185
Lecturer	65,102	63,953	62,515	57,395	71,586	73,179	51,605	51,356
No Rank	75,604	67,030	82,860	60,394	72,518	70,276	60,818	65,044
All Combined	87,295	80,414	81,454	74,562	100,190	92,286	76,075	69,977
AAUP CATEGORY III (Associate's with Ranks)								
Professor	92,530	89,989	92,530	89,989	n.d.	n.d.	n.d.	n.d.
Associate	76,036	75,186	76,036	75,186	n.d.	n.d.	n.d.	n.d.
Assistant	64,967	64,699	64,967	64,699	n.d.	n.d.	n.d.	n.d.
Instructor	54,420	54,653	54,420	54,653	n.d.	n.d.	n.d.	n.d.
Lecturer	69,175	68,143	69,175	68,143	n.d.	n.d.	n.d.	n.d.
No Rank	42,030	47,262	42,030	47,262	n.d.	n.d.	n.d.	n.d.
All Combined	75,601	74,204	75,601	74,204	n.d.	n.d.	n.d.	n.d.
AAUP CATEGORY IV (Associate's without Ranks)								
No Rank	75,601	74,104	75,601	74,104	n.d.	n.d.	n.d.	n.d.
ALL AAUP CATEGORIES COMBINED EXCEPT IV								
Professor	147,042	127,819	137,779	121,257	184,972	157,421	127,213	112,448
Associate	98,995	92,208	97,039	90,451	112,109	103,709	90,966	85,816
Assistant	87,530	79,621	85,979	78,554	99,511	89,097	78,970	72,935
Instructor	65,544	61,034	59,193	56,857	81,195	74,207	71,320	64,531
Lecturer	69,857	64,187	66,335	61,533	84,772	76,352	65,730	61,610
No Rank	78,340	69,828	71,769	65,637	77,398	69,828	110,740	90,659
All Combined	111,091	90,829	105,424	87,314	137,591	108,440	99,672	84,262

Note: The table is based on 929 reporting institutions. For definitions of categories, see Explanation of Statistical Data. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. One for-profit baccalaureate institution reported full-time faculty salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 4

Average Salary for Full-Time Faculty, by Region, AAUP Category, and Academic Rank, 2020–21 (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
AAUP CATEGORY I (Doctoral)									
Professor	193,838	180,032	151,251	135,222	132,011	148,403	152,823	128,479	185,156
Associate	119,673	114,321	102,165	92,939	91,537	99,606	103,048	94,183	117,367
Assistant	103,088	97,042	91,514	84,160	78,706	91,545	89,871	80,659	103,475
Instructor	92,635	71,330	66,677	60,478	54,370	62,937	66,270	59,889	71,329
Lecturer	84,536	74,754	64,281	60,778	56,551	60,412	63,781	62,346	88,391
No Rank	61,754	77,310	58,321	51,227	54,616	76,712	86,013	42,843	69,120
All Combined	136,294	127,980	110,518	100,308	92,832	103,296	108,996	94,642	135,143
AAUP CATEGORY IIA (Master's)									
Professor	123,170	113,199	91,331	87,635	88,716	95,706	98,485	91,630	113,554
Associate	93,589	90,045	76,761	73,790	72,217	76,516	79,293	78,076	94,880
Assistant	80,665	74,894	69,531	64,541	64,956	68,223	70,679	68,051	83,817
Instructor	71,331	58,941	56,330	51,374	50,816	53,487	56,864	55,658	66,239
Lecturer	75,553	66,809	53,779	52,671	52,524	50,569	53,697	51,520	65,921
No Rank	81,563	72,295	54,646	51,398	58,017	56,027	58,720	52,071	82,531
All Combined	96,426	89,428	75,068	71,809	70,948	74,003	77,324	72,037	93,232
AAUP CATEGORY IIB (Baccalaureate)									
Professor	129,478	120,679	90,806	94,013	91,604	75,818	96,599	95,240	132,229
Associate	94,671	90,816	74,372	74,027	72,483	64,201	76,103	80,128	98,003
Assistant	80,365	76,192	63,709	62,358	59,907	57,745	65,163	68,817	80,894
Instructor	66,152	64,856	54,775	58,403	54,245	47,112	53,147	52,527	68,282
Lecturer	76,414	68,593	50,381	62,828	45,111	46,608	53,205	56,609	69,984
No Rank	69,206	73,283	41,151	67,824	85,053	85,833	78,613	63,494	60,000
All Combined	99,625	91,575	74,219	75,403	72,537	63,862	76,007	76,903	104,105
AAUP CATEGORY III (Associate's with Ranks)									
Professor	77,375	106,042	84,942	76,157	75,023	91,401	92,053	78,176	104,438
Associate	63,126	87,036	68,973	63,312	60,640	69,726	76,590	63,032	89,395
Assistant	56,281	75,313	56,201	59,146	51,125	59,184	66,978	56,356	76,247
Instructor	55,080	51,568	48,121	55,842	46,042	47,919	56,737	56,453	65,683
Lecturer	n.d.	72,909	55,561	43,868	n.d.	n.d.	42,021	49,562	n.d.
No Rank	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	44,917	n.d.
All Combined	67,157	85,440	64,756	65,303	56,600	79,198	77,674	65,655	83,285
AAUP CATEGORY IV (Associate's without Ranks)									
No Rank	58,676	n.d.	80,521	61,284	57,719	65,759	77,401	59,319	106,463
ALL AAUP CATEGORIES COMBINED EXCEPT IV									
Professor	168,701	151,297	133,217	118,196	118,736	134,720	134,236	120,066	156,420
Associate	108,397	101,063	91,938	85,743	84,896	92,494	93,543	90,300	107,255
Assistant	92,738	85,488	81,602	75,682	74,182	84,076	81,531	77,301	93,155
Instructor	83,310	65,757	62,201	56,365	53,266	59,220	62,005	58,729	69,821
Lecturer	82,416	71,697	61,180	59,761	55,214	59,096	60,261	60,839	77,072
No Rank	71,602	74,934	55,941	53,297	55,859	74,877	82,869	47,394	74,574
All Combined	121,067	108,853	97,657	89,524	85,882	95,671	97,306	89,637	116,607

Note: The table is based on 929 reporting institutions. For definitions of categories, see Explanation of Statistical Data. N.d. = no data.

^a Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

^b New Jersey, New York, and Pennsylvania.

^c Illinois, Indiana, Michigan, Ohio, and Wisconsin.

^d Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota.

^e Alabama, Kentucky, Mississippi, and Tennessee.

^f Arkansas, Louisiana, Oklahoma, and Texas.

^g Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virgin Islands, Virginia, and West Virginia.

^h Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.

ⁱ Alaska, California, Guam, Hawaii, Oregon, and Washington.

SURVEY REPORT TABLE 5

Percentile Distribution of Institutions, by Average Full-Time Faculty Salary, AAUP Category, and Academic Rank, 2020–21 (Dollars)

Rating ^a	1*		1		2		3		4	
Percentile	95	90	80	70	60	50	40	30	20	10
<i>AAUP CATEGORY I (Doctoral)</i>										
Professor	214,287	192,055	169,909	158,928	148,344	139,455	130,704	121,172	110,802	100,952
Associate	141,211	128,166	117,832	111,353	105,810	101,012	96,371	89,985	86,093	79,860
Assistant	120,361	114,024	103,070	97,235	92,219	88,037	84,618	80,767	75,944	70,868
Instructor	95,312	84,402	77,467	71,372	67,377	63,454	58,926	55,936	52,809	49,757
All Combined	172,464	145,145	124,931	116,700	108,629	102,973	96,404	91,337	86,521	79,692
<i>AAUP CATEGORY IIA (Master's)</i>										
Professor	133,372	125,312	113,589	107,742	100,535	95,419	90,684	85,203	80,574	74,603
Associate	104,506	100,472	93,391	86,745	81,565	77,755	74,344	71,577	69,182	64,093
Assistant	90,147	86,595	80,394	75,886	72,515	69,692	67,183	64,707	61,962	57,973
Instructor	81,758	75,303	66,523	62,689	58,580	56,214	54,446	52,260	49,939	45,130
All Combined	108,590	99,001	91,682	85,469	80,251	77,148	73,648	70,480	67,001	63,090
<i>AAUP CATEGORY IIB (Baccalaureate)</i>										
Professor	146,319	138,585	117,278	103,614	94,906	89,245	82,559	77,898	72,787	64,271
Associate	108,950	104,548	93,481	82,442	78,088	73,096	69,443	66,063	61,817	57,634
Assistant	90,585	87,069	77,075	71,101	66,712	64,092	61,122	58,397	55,505	52,026
Instructor	77,490	71,776	64,884	61,593	58,047	55,160	52,152	49,685	46,963	44,033
All Combined	114,601	106,142	91,939	82,717	76,497	71,814	68,438	65,623	62,183	56,233
<i>AAUP CATEGORY III (Associate's with Ranks)</i>										
Professor	121,055	115,164	102,422	100,314	93,132	88,564	82,273	79,527	74,136	66,727
Associate	98,181	94,511	85,757	79,236	76,903	74,169	71,160	66,868	63,286	57,969
Assistant	84,693	81,788	75,306	70,441	65,614	62,441	60,482	58,071	55,515	51,362
Instructor	74,976	71,495	64,472	60,028	58,206	55,394	51,895	48,520	47,553	46,042
All Combined	95,095	92,979	84,164	80,177	76,069	73,089	68,218	65,843	62,427	56,219
<i>AAUP CATEGORY IV (Associate's without Ranks)</i>										
No Rank	100,145	99,569	81,470	77,401	65,320	61,735	58,937	57,719	56,358	48,757

Note: The table is based on 929 reporting institutions. For definitions of categories, see Explanation of Statistical Data. Calculated using SAS STDIZE procedure using the order statistics method.

^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 (not displayed).

SURVEY REPORT TABLE 6

Percentage of Full-Time Faculty in Tenure-Track Appointments and Percentage of Faculty with Tenure, by Affiliation, Gender, and Academic Rank, 2020–21

Academic Rank	All Combined				Public				Private-Independent				Religiously Affiliated			
	% T	% TT	% NTT	N	% T	% TT	% NTT	N	% T	% TT	% NTT	N	% T	% TT	% NTT	N
MEN																
Professor	94.5	0.5	5.0	79,216	95.5	0.5	4.0	53,273	91.9	0.4	7.7	17,451	93.6	1.2	5.1	8,490
Associate	85.4	5.5	9.1	53,321	87.6	4.7	7.8	36,564	77.8	7.6	14.7	9,747	84.9	7.1	7.9	7,010
Assistant	3.4	76.3	20.3	42,700	3.6	77.1	19.3	30,271	2.0	76.3	21.7	7,465	4.6	70.8	24.6	4,964
Instructor	1.4	4.0	94.7	11,267	1.7	5.3	93.0	7,302	0.9	0.9	98.2	2,084	0.7	2.1	97.2	1,880
Lecturer	3.3	0.8	95.8	15,234	4.1	1.0	94.9	11,700	1.0	0.3	98.7	2,930	0.0	0.2	99.8	604
No Rank	7.2	3.9	88.9	3,725	8.7	4.6	86.7	3,020	1.9	0.0	98.1	364	0.0	1.5	98.5	341
All Combined	59.8	17.8	22.4	205,463	59.7	18.3	22.0	142,130	59.5	16.3	24.2	40,041	60.7	17.9	21.4	23,289
WOMEN																
Professor	90.8	0.6	8.6	40,457	91.5	0.5	8.0	27,170	87.5	0.6	11.9	8,507	92.8	1.1	6.1	4,779
Associate	81.1	5.5	13.4	46,639	82.8	4.5	12.7	31,490	74.9	6.5	18.6	8,505	81.3	8.8	9.9	6,643
Assistant	3.1	69.1	27.8	47,574	3.4	70.2	26.4	32,465	1.5	68.4	30.1	8,394	3.7	64.4	31.9	6,715
Instructor	1.2	3.9	94.9	15,495	1.6	4.8	93.6	10,450	0.4	0.9	98.7	2,453	0.5	3.0	96.5	2,592
Lecturer	3.2	0.7	96.1	19,566	3.9	0.9	95.3	15,165	1.3	0.1	98.6	3,499	0.1	0.3	99.6	902
No Rank	5.7	3.5	90.8	4,578	6.7	4.2	89.1	3,708	2.6	0.0	97.4	462	0.0	0.7	99.3	408
All Combined	44.3	21.0	34.8	174,309	44.0	20.9	35.1	120,448	44.0	20.0	36.0	31,820	45.8	22.9	31.3	22,039
MEN AND WOMEN COMBINED																
Professor	93.3	0.5	6.2	119,673	94.2	0.5	5.4	80,443	90.5	0.4	9.1	25,958	93.3	1.2	5.5	13,273
Associate	83.4	5.5	11.1	99,960	85.4	4.6	10.1	68,054	76.4	7.1	16.5	18,252	83.2	7.9	8.9	13,654
Assistant	3.3	72.5	24.3	90,274	3.5	73.6	22.9	62,736	1.8	72.1	26.1	15,859	4.1	67.1	28.8	11,679
Instructor	1.3	3.9	94.8	26,762	1.7	5.0	93.3	17,752	0.6	0.9	98.5	4,537	0.6	2.6	96.8	4,471
Lecturer	3.3	0.8	96.0	34,800	3.9	0.9	95.1	26,865	1.1	0.2	98.7	6,429	0.1	0.3	99.7	1,506
No Rank	6.4	3.7	90.0	8,303	7.6	4.4	88.0	6,728	2.3	0.0	97.7	826	0.0	1.1	98.9	749
All Combined	52.7	19.3	28.1	379,772	52.5	19.5	28.0	262,578	52.7	17.9	29.4	71,861	53.5	20.3	26.2	45,332

Note: The table is based on 929 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. T = tenured, TT = tenure-track, NTT = non-tenure-track. One for-profit baccalaureate institution reported full-time faculty salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 7

Percentage of Full-Time Faculty, by Rank, Gender, AAUP Category, and Affiliation, 2020–21

Academic Rank	All Combined				Public				Private-Independent				Religiously Affiliated			
	Men	Women	N	% of Total	Men	Women	N	% of Total	Men	Women	N	% of Total	Men	Women	N	% of Total
AAUP CATEGORY I (Doctoral)																
Professor	70.2	29.8	78,358	33.5	69.8	30.2	56,016	32.2	71.7	28.3	17,608	39.7	69.3	30.7	4,734	30.7
Associate	55.5	44.5	59,780	25.6	55.4	44.6	45,248	26.0	56.3	43.7	10,060	22.7	54.4	45.6	4,472	29.0
Assistant	49.6	50.4	52,834	22.6	49.5	50.5	41,193	23.7	50.7	49.3	8,675	19.5	47.2	52.8	2,966	19.2
Instructor	43.2	56.8	15,758	6.7	41.4	58.6	11,076	6.4	47.5	52.5	2,804	6.3	47.2	52.8	1,878	12.2
Lecturer	44.3	55.7	23,488	10.0	43.8	56.2	17,757	10.2	46.4	53.6	4,886	11.0	41.7	58.3	845	5.5
No Rank	44.3	55.7	3,628	1.6	44.1	55.9	2,737	1.6	41.2	58.8	362	0.8	47.4	52.6	529	3.4
All Combined	57.0	43.0	233,846	100.0	56.4	43.6	174,027	100.0	59.6	40.4	44,395	100.0	55.8	44.2	15,424	100.0
AAUP CATEGORY IIA (Master's)																
Professor	59.7	40.3	28,940	28.6	59.9	40.1	19,044	29.1	57.1	42.9	4,498	28.6	60.9	39.1	5,398	26.9
Associate	50.9	49.1	28,356	28.0	51.7	48.3	17,320	26.5	49.9	50.1	4,760	30.3	49.4	50.6	6,276	31.3
Assistant	43.6	56.4	26,608	26.3	45.6	54.4	16,409	25.1	41.2	58.8	4,285	27.3	40.0	60.0	5,914	29.5
Instructor	38.4	61.6	6,424	6.4	37.9	62.1	3,834	5.9	43.9	56.1	842	5.4	36.9	63.1	1,748	8.7
Lecturer	42.4	57.6	9,604	9.5	42.3	57.7	8,023	12.3	45.2	54.8	1,042	6.6	38.8	61.2	539	2.7
No Rank	42.8	57.2	1,207	1.2	43.1	56.9	731	1.1	43.3	56.7	293	1.9	41.0	59.0	183	0.9
All Combined	49.8	50.2	101,139	100.0	50.5	49.5	65,361	100.0	48.9	51.1	15,720	100.0	48.3	51.7	20,058	100.0
AAUP CATEGORY IIB (Baccalaureate)																
Professor	60.0	40.0	8,545	30.3	61.2	38.8	1,553	23.5	58.4	41.6	3,852	32.8	61.2	38.8	3,137	31.9
Associate	50.6	49.4	8,305	29.4	52.1	47.9	1,967	29.7	49.6	50.4	3,432	29.2	50.9	49.1	2,905	29.5
Assistant	44.7	55.3	7,678	27.2	47.1	52.9	1,980	29.9	44.7	55.3	2,899	24.7	42.9	57.1	2,799	28.4
Instructor	41.7	58.3	2,218	7.9	40.0	60.0	480	7.2	42.9	57.1	891	7.6	41.3	58.7	846	8.6
Lecturer	42.3	57.7	1,163	4.1	47.6	52.4	540	8.2	38.3	61.7	501	4.3	35.2	64.8	122	1.2
No Rank	55.2	44.8	310	1.1	66.7	33.3	102	1.5	51.5	48.5	171	1.5	40.5	59.5	37	0.4
All Combined	50.8	49.2	28,219	100.0	51.7	48.3	6,622	100.0	50.3	49.7	11,746	100.0	50.9	49.1	9,846	100.0
AAUP CATEGORY III (Associate's with Ranks)																
Professor	47.5	52.5	3,830	30.7	47.5	52.5	3,830	30.7	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Associate	42.8	57.2	3,519	28.2	42.8	57.2	3,519	28.2	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Assistant	46.1	53.9	3,154	25.2	46.1	53.9	3,154	25.2	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Instructor	45.1	54.9	1,358	10.9	45.1	54.9	1,358	10.9	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Lecturer	48.3	51.7	545	4.4	48.3	51.7	545	4.4	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
No Rank	44.8	55.2	87	0.7	44.8	55.2	87	0.7	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	45.6	54.4	12,493	100.0	45.6	54.4	12,493	100.0	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
AAUP CATEGORY IV (Associate's without Ranks)																
No Rank	45.4	54.6	4,075	100.0	45.4	54.6	4,075	100.0	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
AAUP ALL CATEGORIES COMBINED EXCEPT IV																
Professor	66.2	33.8	119,673	31.5	66.2	33.8	80,443	30.6	67.2	32.8	25,958	36.1	64.0	36.0	13,269	29.3
Associate	53.3	46.7	99,960	26.3	53.7	46.3	68,054	25.9	53.4	46.6	18,252	25.4	51.3	48.7	13,653	30.1
Assistant	47.3	52.7	90,274	23.8	48.3	51.7	62,736	23.9	47.1	52.9	15,859	22.1	42.5	57.5	11,679	25.8
Instructor	42.1	57.9	26,762	7.0	41.1	58.9	17,752	6.8	45.9	54.1	4,537	6.3	42.0	58.0	4,472	9.9
Lecturer	43.8	56.2	34,800	9.2	43.6	56.4	26,865	10.2	45.6	54.4	6,429	8.9	40.1	59.9	1,506	3.3
No Rank	44.9	55.1	8,303	2.2	44.9	55.1	6,728	2.6	44.1	55.9	826	1.1	45.5	54.5	749	1.7
All Combined	54.1	45.9	379,772	100.0	54.1	45.9	262,578	100.0	55.7	44.3	71,861	100.0	51.4	48.6	45,328	100.0

Note: The table is based on 929 reporting institutions. For definitions of categories, see Explanation of Statistical Data. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. One for-profit baccalaureate institution reported full-time faculty salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 8

Full-Time Faculty Retirement Benefits, by AAUP Category and Affiliation, 2020–21 (Dollars)

AAUP Category	Retirement Benefits					
	All Combined			Public		
	Percentage Covered	Average Contribution (\$)	Percentage of Salary	Percentage Covered	Average Contribution (\$)	Percentage of Salary
Category I (Doctoral)	95.2	12,890	11.4	98.4	13,095	12.4
Category IIA (Master's)	93.6	8,743	10.5	97.9	10,100	12.3
Category IIB (Baccalaureate)	89.0	7,425	8.8	98.6	10,708	13.7
Category III (Associate's with Ranks)	96.5	10,805	14.4	96.5	10,805	14.4
Category IV (Associate's without Ranks)	99.9	10,179	13.2	99.9	10,179	13.2
All Combined	94.4	11,337	11.1	98.2	12,153	12.5

AAUP Category	Private-Independent			Religiously Affiliated		
	Percentage Covered	Average Contribution (\$)	Percentage of Salary	Percentage Covered	Average Contribution (\$)	Percentage of Salary
	Category I (Doctoral)	86.9	13,054	8.9	83.2	9,686
Category IIA (Master's)	86.0	6,852	7.5	84.8	4,739	5.8
Category IIB (Baccalaureate)	86.9	7,779	8.0	85.1	4,320	5.9
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	86.7	10,807	8.5	84.3	6,420	6.9

Note: The table is based on 879 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. Figures represent institutions that provided retirement benefits data. Average contribution and percentage of salary figures apply to faculty who were covered. The “total compensation” statistic was eliminated in 2019–20 to reduce the number of benefit items to three: retirement, medical, and dependent tuition. Retirement benefits include the contribution by the institution, state, and local government to the retirement plans but exclude payments for unfunded retirement liability, prepaid retiree health insurance, and social security. One for-profit baccalaureate institution reported full-time faculty retirement benefits data and is represented in the All Combined column only.

SURVEY REPORT TABLE 9

Full-Time Faculty Medical Benefits, by AAUP Category and Affiliation, 2020–21 (Dollars)

AAUP Category	Medical Benefits					
	All Combined			Public		
	Percentage Covered	Average Contribution (\$)	Percentage of Salary	Percentage Covered	Average Contribution (\$)	Percentage of Salary
Category I (Doctoral)	95.5	12,586	11.0	96.4	12,098	11.4
Category IIA (Master's)	92.3	12,068	14.5	96.0	12,410	15.1
Category IIB (Baccalaureate)	91.0	11,026	13.1	95.9	11,681	14.9
Category III (Associate's with Ranks)	92.8	12,475	16.5	92.8	12,475	16.5
Category IV (Associate's without Ranks)	97.0	12,320	15.9	97.0	12,320	15.9
All Combined	94.2	12,335	12.0	96.1	12,185	12.5

AAUP Category	Private-Independent			Religiously Affiliated		
	Percentage Covered	Average Contribution (\$)	Percentage of Salary	Percentage Covered	Average Contribution (\$)	Percentage of Salary
	Category I (Doctoral)	93.9	14,106	9.7	89.6	14,040
Category IIA (Master's)	85.1	11,519	12.6	85.4	11,155	13.7
Category IIB (Baccalaureate)	91.1	11,785	12.1	87.5	9,546	13.2
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	91.5	13,187	10.5	87.4	11,872	12.6

Note: The table is based on 879 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. Figures represent institutions that provided medical benefits data. Average coverage and percentage of salary figures apply to faculty who were covered. The “total compensation” statistic was eliminated in 2019–20 to reduce the number of benefit items to three: retirement, medical, and dependent tuition. Medical benefits include institutional contributions to premiums for insurance plans combining medical, dental, and other health care but exclude long-term disability, Medicare, and life insurance. One for-profit baccalaureate institution reported full-time faculty medical benefits data and is represented in the All Combined column only.

SURVEY REPORT TABLE 10

Institutions Providing a Dependent Tuition Benefit to Full-Time Faculty, by AAUP Category and Affiliation, 2020–21

Dependent Tuition Waiver	Dependent Tuition Benefit							
	All Combined		Public		Private-Independent		Religiously Affiliated	
	N	Percent	N	Percent	N	Percent	N	Percent
AAUP CATEGORY I (Doctoral)	175		110		44		21	
Full (Institution)	68	38.9	29	26.4	25	56.8	14	66.7
Partial (Institution)	74	42.3	58	52.7	12	27.3	4	19.0
Full (Specified Institutions)	22	12.6	5	4.5	9	20.5	8	38.1
Partial (Specified Institutions)	46	26.3	28	25.5	13	29.5	5	23.8
Tuition Exchange	41	23.4	13	11.8	15	34.1	13	61.9
Other	43	24.6	21	19.1	15	34.1	7	33.3
Varies by Years of Service	43	24.6	12	10.9	18	40.9	13	61.9
None	12	6.9	12	10.9	0	0.0	0	0.0
AAUP CATEGORY IIA (Master's)	288		114		66		108	
Full (Institution)	182	63.2	36	31.6	54	81.8	92	85.2
Partial (Institution)	80	27.8	56	49.1	9	13.6	15	13.9
Full (Specified Institutions)	83	28.8	3	2.6	23	34.8	57	52.8
Partial (Specified Institutions)	57	19.8	26	22.8	11	16.7	20	18.5
Tuition Exchange	168	58.3	12	10.5	56	84.8	100	92.6
Other	56	19.4	36	31.6	13	19.7	7	6.5
Varies by Years of Service	85	29.5	8	7.0	29	43.9	48	44.4
None	17	5.9	17	14.9	0	0.0	0	0.0
AAUP CATEGORY IIB (Baccalaureate)	168		25		60		82	
Full (Institution)	121	72.0	9	36.0	39	65.0	72	87.8
Partial (Institution)	28	16.7	8	32.0	13	21.7	7	8.5
Full (Specified Institutions)	69	41.1	3	12.0	15	25.0	51	62.2
Partial (Specified Institutions)	31	18.5	7	28.0	16	26.7	8	9.8
Tuition Exchange	115	68.5	5	20.0	36	60.0	74	90.2
Other	47	28.0	6	24.0	26	43.3	14	17.1
Varies by Years of Service	52	31.0	1	4.0	21	35.0	30	36.6
None	7	4.2	7	28.0	0	0.0	0	0.0
AAUP CATEGORY III/IV (Associate's)	63		25		60		82	
Full (Institution)	121	72.0	9	36.0	39	65.0	72	87.8
Partial (Institution)	28	16.7	8	32.0	13	21.7	7	8.5
Full (Specified Institutions)	69	41.1	3	12.0	15	25.0	51	62.2
Partial (Specified Institutions)	31	18.5	7	28.0	16	26.7	8	9.8
Tuition Exchange	115	68.5	5	20.0	36	60.0	74	90.2
Other	47	28.0	6	24.0	26	43.3	14	17.1
Varies by Years of Service	52	31.0	1	4.0	21	35.0	30	36.6
None	7	4.2	7	28.0	0	0.0	0	0.0
ALL AAUP CATEGORIES COMBINED	694		312		170		211	
Full (Institution)	404	58.2	107	34.3	118	69.4	178	84.4
Partial (Institution)	206	29.7	146	46.8	34	20.0	26	12.3
Full (Specified Institutions)	180	25.9	17	5.4	47	27.6	116	55.0
Partial (Specified Institutions)	148	21.3	75	24.0	40	23.5	33	15.6
Tuition Exchange	325	46.8	31	9.9	107	62.9	187	88.6
Other	152	21.9	69	22.1	54	31.8	28	13.3
Varies by Years of Service	180	25.9	21	6.7	68	40.0	91	43.1
None	42	6.1	42	13.5	0	0.0	0	0.0

Note: The table is based on 694 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. The "total compensation" statistic was eliminated in 2019–20 to reduce the number of benefit items to three: retirement, medical, and dependent tuition. Dependent tuition benefits are collected as a series of multiple-choice items only. The items and their choices are presented as follows: Tuition waiver at this institution (Full, Partial, or None); Tuition waiver at specified institutions through a consortium or system (Full, Partial, or None); Institution is a member of Tuition Exchange (Yes or No); Tuition benefit varies based on years of service (Yes, No, or Not applicable); Other dependent tuition benefits (with an open-text response field); and None. Institutions may indicate multiple dependent tuition benefits; therefore, percentages within each AAUP category may not add up to 100. One for-profit baccalaureate institution reported dependent tuition benefit data and is represented in the All Combined column only.

SURVEY REPORT TABLE 11

Presidential Salary, by AAUP Category and Affiliation, 2020–21 (Dollars)

AAUP Category	Presidential Salary							
	All Combined				Public			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	563,795	500,781	220,572	1,400,000	527,504	495,000	220,572	1,250,000
Category IIA (Master's)	341,202	313,577	95,715	2,000,000	295,770	284,415	118,567	661,500
Category IIB (Baccalaureate)	321,990	300,000	92,250	722,125	254,476	250,000	140,000	441,796
Category III (Associate's with Ranks)	273,814	241,727	124,030	489,357	273,814	241,727	124,030	489,357
Category IV (Associate's without Ranks)	241,453	224,371	130,000	437,091	241,453	224,371	130,000	437,091

AAUP Category	Private-Independent				Religiously Affiliated			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
	Category I (Doctoral)	780,567	824,000	325,000	1,400,000	561,332	554,070	267,350
Category IIA (Master's)	445,752	391,000	189,487	2,000,000	337,712	334,404	95,715	700,000
Category IIB (Baccalaureate)	405,706	387,446	92,250	722,125	292,319	289,194	115,056	600,000
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.

Note: The table is based on 581 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. For three institutions where supplemental pay far exceeded a president's base salary, the salary figure used here includes supplemental pay. One for-profit baccalaureate institution reported presidential salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 12

Comparison of Average Salaries of Presidents and Faculty, by AAUP Category and Affiliation, 2020–21

AAUP Category	Ratio of Presidential Salary to Average Full Professor Salary							
	All Combined				Public			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	4.29	4.06	1.82	8.89	4.11	3.83	1.82	8.89
Category IIA (Master's)	3.66	3.54	1.34	16.54	3.14	3.14	1.34	6.65
Category IIB (Baccalaureate)	3.67	3.64	1.17	6.67	3.05	2.92	1.77	4.88
Category III (Associate's with Ranks)	3.19	3.04	1.85	5.58	3.19	3.04	1.85	5.58
Category IV (Associate's without Ranks)	3.59	3.61	2.16	6.18	3.59	3.61	2.16	6.18

AAUP Category	Private-Independent				Religiously Affiliated			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
	Category I (Doctoral)	5.14	4.71	3.11	8.85	4.79	4.60	3.16
Category IIA (Master's)	4.42	4.07	2.35	16.54	3.85	3.88	1.44	7.46
Category IIB (Baccalaureate)	3.85	3.79	1.17	5.56	3.79	3.63	2.18	6.67
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.

Note: The table is based on 581 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. For three institutions where supplemental pay far exceeded a president's base salary, the salary figure used here includes supplemental pay. One for-profit baccalaureate institution reported presidential salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 13

Chief Academic Officer Salary, by AAUP Category and Affiliation, 2020–21 (Dollars)

AAUP Category	Chief Academic Officer Salary							
	All Combined				Public			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	378,011	379,251	169,000	745,200	368,539	364,000	197,100	607,500
Category IIA (Master's)	218,200	209,625	20,500	867,000	222,236	221,472	143,965	324,647
Category IIB (Baccalaureate)	180,057	175,000	7,000	343,118	163,606	154,395	110,000	321,000
Category III (Associate's with Ranks)	154,660	146,436	88,441	275,941	154,660	146,436	88,441	275,941
Category IV (Associate's without Ranks)	153,959	142,268	87,500	280,500	153,959	142,268	87,500	280,500

AAUP Category	Private-Independent				Religiously Affiliated			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	446,990	421,875	231,750	745,200	338,847	371,422	169,000	562,500
Category IIA (Master's)	251,132	254,460	75,821	867,000	195,954	186,000	20,500	463,878
Category IIB (Baccalaureate)	213,546	202,978	94,557	343,118	163,016	165,000	7,000	306,136
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.

Note: The table is based on 559 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. For one institution where supplemental pay far exceeded a chief academic officer's base salary, the salary figure used here includes supplemental pay. One for-profit baccalaureate institution reported chief academic officer salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 14

Chief Financial Officer Salary, by AAUP Category and Affiliation, 2020–21 (Dollars)

AAUP Category	Chief Financial Officer Salary							
	All Combined				Public			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	328,468	300,000	122,400	1,342,413	304,966	292,325	122,400	608,000
Category IIA (Master's)	210,565	191,557	80,000	1,100,000	194,741	193,140	114,012	289,900
Category IIB (Baccalaureate)	187,386	180,000	65,000	463,500	141,056	131,750	75,406	247,500
Category III (Associate's with Ranks)	170,509	141,775	58,297	327,726	170,509	141,775	58,297	327,726
Category IV (Associate's without Ranks)	145,081	128,562	85,000	234,316	145,081	128,562	85,000	234,316

AAUP Category	Private-Independent				Religiously Affiliated			
	Average	Median	Minimum	Maximum	Average	Median	Minimum	Maximum
Category I (Doctoral)	454,483	395,091	213,037	1,342,413	321,092	350,504	170,000	439,700
Category IIA (Master's)	267,630	242,524	120,000	1,100,000	196,251	180,208	80,000	545,170
Category IIB (Baccalaureate)	232,004	208,580	102,000	463,500	172,485	175,134	65,000	363,440
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.

Note: The table is based on 546 reporting institutions. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. One for-profit baccalaureate institution reported chief financial officer salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 15

Average Amount Paid to Part-Time Faculty Members for a Standard Course Section, by AAUP Category and Affiliation, 2019–20 (Dollars)

AAUP Category	Part-Time Faculty Pay Per Section					
	All Combined			Public		
	Average	Minimum	Maximum	Average	Minimum	Maximum
Category I (Doctoral)	4,519	548	47,588	4,134	548	47,588
Category IIA (Master's)	3,299	750	22,682	3,200	1,000	12,750
Category IIB (Baccalaureate)	3,705	750	23,480	3,708	1,050	6,000
Category III (Associate's with Ranks)	3,019	661	10,325	3,019	661	10,325
Category IV (Associate's without Ranks)	2,611	1,281	7,500	2,611	1,281	7,500
All Combined	3,556	548	47,588	3,381	548	47,588

AAUP Category	Private-Independent			Religiously Affiliated		
	Average	Minimum	Maximum	Average	Minimum	Maximum
Category I (Doctoral)	5,050	2,400	12,546	5,760	1,516	12,000
Category IIA (Master's)	3,473	1,000	22,682	3,254	750	22,500
Category IIB (Baccalaureate)	4,871	750	23,480	3,108	1,000	10,500
Category III (Associate's with Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Category IV (Associate's without Ranks)	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
All Combined	3,974	750	23,480	3,635	750	22,500

Note: This table is based on 360 reporting institutions. Pay is for the 2019–20 academic year to enable more institutions to report. The standard course section is three credit hours, with some exceptions; see notes to Appendix III. Minimum pay reported as less than \$500 per section or more than \$50,000 is excluded from the table and analysis but is listed in Appendix III. For definitions of categories, see Explanation of Statistical Data. N.d. = no data. There were no private-independent or religiously affiliated institutions in categories III or IV. One for-profit baccalaureate institution reported part-time faculty salary data and is represented in the All Combined column only.

SURVEY REPORT TABLE 16

Institutional Contribution to Part-Time Faculty Retirement and Medical Benefits, by AAUP Category, 2019–20

AAUP Category	N	Institutions Contributing to Benefits for Part-Time Faculty (%)					
		Retirement			Medical		
		All	Some	None	All	Some	None
Category I (Doctoral)	60	15.0	30.0	53.3	10.0	45.0	41.7
Category IIA (Master's)	184	1.1	17.4	78.8	0.5	23.4	73.4
Category IIB (Baccalaureate)	130	0.0	25.4	66.9	0.0	23.8	69.2
Category III/IV (Associate's)	64	31.3	29.7	39.1	0.0	35.9	53.1
All Combined	438	7.1	23.3	66.0	1.6	28.3	64.8

Note: Benefits are for the 2019–20 academic year to enable more institutions to report. The proportion of part-time faculty receiving benefits was reported as All, Some, or None for each institution.

SURVEY REPORT TABLE 17

Number of Institutions Included in Full-Time Faculty Salary Tabulations, by AAUP Category and Affiliation, 2020–21

AAUP Category	All Combined	Public	Private-Independent	Religiously Affiliated
Category I (Doctoral)	231	156	50	25
Category IIA (Master's)	377	171	81	125
Category IIB (Baccalaureate)	220	48	75	96
Category III (Associate's with Ranks)	79	79	0	0
Category IV (Associate's without Ranks)	22	22	0	0
All Combined	929	476	206	246

Note: For definitions of categories, see Explanation of Statistical Data. One for-profit baccalaureate institution completed the survey and is represented in the All Combined column only.

SURVEY REPORT TABLE 18

Number of Faculty Members Included in Full-Time Faculty Salary Tabulations, by AAUP Category and Affiliation, 2020–21

AAUP Category	All Combined	Public	Private-Independent	Religiously Affiliated
Category I (Doctoral)	233,846	174,027	44,395	15,424
Category IIA (Master's)	101,139	65,361	15,720	20,058
Category IIB (Baccalaureate)	28,219	6,622	11,746	9,846
Category III (Associate's with Ranks)	12,493	12,493	0	0
Category IV (Associate's without Ranks)	4,075	4,075	0	0
All Combined	379,772	262,578	71,861	45,328

Note: For definitions of categories, see Explanation of Statistical Data. One for-profit baccalaureate institution completed the survey and is represented in the All Combined column only.

Explanation of Statistical Data

FULL-TIME FACULTY. The full-time faculty members reported in the survey are those included in the US Department of Education categories of “Primarily Instructional” and “Instructional/Research/Public Service,” regardless of whether they are formally designated “faculty.” They do not include clinical or basic science faculty in schools of medicine or military faculty. Full-time faculty members on sabbatical leave with pay are counted at their regular salaries even though they may be receiving a reduced salary while on leave. Full-time replacements for those on leave with pay are not counted. All faculty members who have contracts for the full academic year are included, regardless of whether their status is considered “permanent.” Institutions are asked to exclude (a) full-time faculty members on sabbatical or leave without pay; (b) full-time faculty members whose services are valued by bookkeeping entries rather than by monetary payments unless their salaries are determined by the same principles as those who do not donate their services; (c) full-time faculty members who are in military organizations and are paid on a different scale from civilian employees; (d) administrative officers with titles such as academic dean, associate or assistant dean, librarian, registrar, or coach, even though they may devote part of their time to instruction, unless their instructional salary can be isolated; and (e) research faculty whose appointments have no instructional component.

The academic ranks assigned to full-time faculty members are those determined by the reporting institution. Not all institutions use all ranks, and the definitions vary by institution. Institutions have been instructed to report “visiting” faculty members and those with instructional postdoctoral appointments at the rank of instructor. Institutions have been instructed to report “teaching” faculty members (for example, “Associate Teaching Professor”) at the same rank used in their titles, regardless of their tenure status.

“No rank” full-time faculty members meet the other criteria for inclusion, regardless of whether they are formally designated as “faculty.” They may have titles such as “artist in residence” or “scholar in residence.” Institutions that do not assign faculty rank are instructed to report all full-time faculty members as “no rank.” (See also the definition of institutional category IV below.)

PART-TIME FACULTY. The part-time faculty members reported in the survey are those faculty members who were paid per section of course taught and defined by their institutions as employed less than full time. As with full-time faculty, part-time faculty members are those included in the US Department of Education categories of “Primarily Instructional” and “Instructional/Research/Public Service,” regardless of whether they are formally designated “faculty.” Clinical or basic science faculty in schools of medicine or military faculty are excluded. Individuals employed to meet short-term needs (for example, to cover a few weeks of a course) and students in the Federal Work-Study Program are excluded, even if their work has an instructional component.

The course sections for which part-time faculty pay is reported are those meeting the definition of an undergraduate class section in the Common Data Set for 2020–21 (<http://www.commondataset.org/>), item I-3: “an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions,

practicums, and all students in one-on-one classes.” (Also see the notes to survey report table 15 and appendix III.)

SALARY. This figure represents the contracted academic-year salary for full-time faculty members excluding summer teaching, stipends, extra load, or other forms of remuneration. Department heads with faculty rank and no other administrative title are reported at their instructional salary (that is, excluding administrative stipends). Where faculty members are given duties for eleven or twelve months, salary is converted to a standard academic-year basis as determined by the institution. The factor used to convert salaries is reflected in the notes to appendices I and II.

TEMPORARY COVID-19 SALARY REDUCTIONS. Institutions were instructed to report salary figures based on what faculty members were actually paid. If an institution implemented temporary salary reductions due to COVID-19, the salary figures reflect the pay cut.

CHANGE IN SALARY FOR CONTINUING FACULTY. The change in salary reported is for those 2019–20 full-time faculty members who remained employed as full-time faculty with the same contract length at the same institution for 2020–21. The change includes both promotions in rank and increases (or decreases) due to other factors.

BENEFITS. These figures represent contributions by the institution, state, and local government on behalf of individual faculty members; the amounts do not include employee contributions. The benefits reported in the survey include (a) retirement plan contributions, regardless of vesting provisions, excluding payments for unfunded retirement liability, prepaid retiree health insurance, and social security; (b) medical insurance contributions, including premiums for insurance plans combining medical, dental, and other health care, but excluding long-term disability, Medicare, life insurance, and Health Savings Accounts; and (c) tuition benefits available to faculty dependents. As with salary figures, retirement figures are converted to a standard academic-year basis as determined by the institution. Medical insurance contributions are not converted to an academic-year basis. Dependent tuition benefits were collected for full-time faculty as a series of multiple-choice items only (see survey report table 10). For part-time faculty, retirement and medical benefits were collected as categorical variables only (see survey report table 16). Not all institutions reported all items. Institutions were asked to provide their best estimate of the data for the entire academic year.

INSTITUTIONAL CATEGORIES. AAUP institutional categories are assigned to institutions by the AAUP Research Office based on the following institutional characteristics:

Category I (Doctoral). Institutions characterized by a significant level and breadth of activity in doctoral-level education as measured by the number of doctorate recipients and the diversity in doctoral-level program offerings. Institutions in this category grant a minimum of thirty doctoral-level degrees annually, from at least three distinct programs. (Awards previously categorized as first-professional degrees, such as the JD, MD, and DD, do not count as doctorates for this classification. Awards in the category of “doctor’s degree–professional practice” are reviewed on a case-by-case basis.)

Category IIA (Master’s). Institutions characterized by diverse postbaccalaureate programs (including first professional) but not engaged in significant doctoral-level education. Institutions in this category grant a minimum of fifty postbaccalaureate degrees annually, from at least three

distinct programs. Awards of postbaccalaureate certificates are reviewed on a case-by-case basis.

Category IIB (Baccalaureate). Institutions characterized by their primary emphasis on undergraduate baccalaureate-level education. Institutions in this category grant a minimum of fifty bachelor's degrees annually, from at least three distinct programs, and bachelor's and higher degrees make up at least 50 percent of total degrees awarded.

Category III (Associate's with Academic Ranks). Institutions characterized by a significant emphasis on undergraduate associate's degree education. Institutions in this category grant a minimum of fifty associate's degrees annually. Associate's degrees make up at least 50 percent, and bachelor's and higher degrees make up less than 50 percent, of total degrees and certificates awarded.

Category IV (Associate's without Academic Ranks). Institutions characterized by the criteria for category III but without standard academic ranks. An institution that refers to all faculty members as "instructors" or "professors" but does not distinguish among them on the basis of standard ranks should be included in this category. However, if an institution utilizes another ranking scheme that is analogous to the standard ranks, it can be included in category I, II, or III as appropriate.

The AAUP institutional category assigned to an institution may change after meeting the criteria for another category for three consecutive years; exceptions are made on a case-by-case basis.

ABBREVIATIONS USED IN APPENDICES I AND II. Academic Ranks: PR = Professor; AO = Associate Professor; AI = Assistant Professor; IN = Instructor; LE = Lecturer; NR = No Rank; AR = All Ranks. All institutions that do not assign professorial ranks are listed in appendix II.

Col. (1) Institutional Category—The definition of AAUP institutional categories is given above.

Col. (2) Institutional Control—PU = Public; PI = Private-Independent; FP = Private For-Profit; PR = Private-Religiously Affiliated.

Col. (3) Average Salary by Rank and for All Ranks Combined—This figure has been rounded to the nearest hundred. "All Ranks Combined" includes the rank of lecturer and the category of "No Rank." Salary averages are replaced by a dash (—) when the number of individuals in a given rank is fewer than three.

Col. (4) Percentage of Faculty Covered for Benefits and Benefits as a Percentage of Average Salary—Total benefit coverage for all ranks combined and expenditures as a percentage of average salary for faculty who are covered. RET = Retirement benefits (as defined above); MED = Medical benefits (as defined above).

Col. (5) Dependent Tuition Benefit—F = Full tuition waiver at this institution; P = Partial tuition waiver at this institution; f = Full tuition waiver at specified institutions through a consortium or system; p = Partial tuition waiver at specified institutions through a consortium or system; T = Institution is a member of Tuition Exchange; O = Other (with an open-text response field); V = Tuition benefit varies based on years of service; N = None.

Col. (6) Percentage of Faculty by Tenure Status—T = Tenured; TT = Tenure-Track; NTT = Non-Tenure-Track. The figures represent the total number of full-time (FT) faculty members with a given tenure status.

Col. (7) Percentage Increase in Salary for Continuing Faculty—The percentage increase in salary for those 2019–20 full-time faculty members who remain employed as full-time faculty at the institution for 2020–21. This represents the average increase for individuals as opposed to a percentage change in average salary levels.

Col. (8) Number of Faculty Members by Rank and Gender—The figures represent the total number of full-time (FT) faculty members in a given rank by gender.

Col. (9) Average Salary by Rank and by Gender with Salary Equity Ratios—Same definition as that given for col. (3) but by gender. Salary equity ratio is the ratio of women's to men's average salaries, multiplied by 100.

ABBREVIATIONS USED IN APPENDIX III

Col. (1) Institutional Category—The definition of AAUP categories is given above.

Col. (2) Institutional Control—The definition of institutional control is given above.

Col. (3) Part-Time Faculty Pay—NO. = The number of part-time faculty members paid on a per-section basis. MIN. (\$) = Minimum pay for a standard course section, whether from actual data or by policy. MAX. (\$) = Maximum pay for a standard course section, whether from actual data or by policy. AVG. (\$) = Average (mean) pay for a standard course section.

Col. (4) Part-Time Faculty Benefits—RET = The proportion of part-time faculty members receiving an institutional contribution toward retirement benefits. MED = The proportion of part-time faculty members receiving an institutional contribution toward health-care benefits. None = no part-time faculty are eligible to receive benefits; Some = some part-time faculty are eligible to receive benefits; All = all part-time faculty are eligible to receive benefits.

Col. (5) Calendar—The institution's academic calendar.

Any inquiries concerning the data in this report may be directed to the AAUP Research Office. Email: aaupfcs@aaup.org.

Website: <https://research.aaup.org>.

STATEMENT ON DATA QUALITY

The AAUP Faculty Compensation Survey collects data from colleges and universities across the United States through an online portal. These data are reviewed through our internal verification process. Whenever the AAUP believes an error may have occurred, we ask institutional representatives to review the specific issues we identify. Nearly all institutions comply with our requests for additional review. If resubmitted data meet our internal standard, they are approved for inclusion in published tables and appendices. Questionable data without an institutional response may be excluded.

While the AAUP makes every effort to report the most accurate data, the published tables and appendices may include inaccuracies, errors, or omissions. Users assume the sole risk of making use of these data; under no circumstances will the AAUP be liable to any user for damages arising from use of these data. The AAUP publishes additions and corrections to the Faculty Compensation Survey results online and may make modifications to the content at any time.

Readers are requested to report possible errors in the published data to the AAUP Research Office at the email address above.