

# **ANNUAL SALARY REPORT AND RECOMMENDATIONS, 2007**

## **FACULTY COMPENSATION AND BENEFITS COMMITTEE OF THE UNIVERSITY SENATE**

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## Executive Summary

The core goals of the Academic Plan embrace aspirations to qualify Ohio State among the top tier of public and private research universities. Six strategies guide this academic vision; all depend on the eminence and impact of the faculty. The first strategy creates the cornerstone: *build a world-class faculty*. The others reflect our position as a leading research university and affirm it as the flagship of higher education in Ohio:

- Develop academic programs that define Ohio State as the nation's leading public land-grant university;
- Improve the quality of the teaching and learning environment;
- Enhance and better serve the student body;
- Create a more diverse University community; and
- Help build Ohio's future.

Over the past five years, collective efforts by faculty, administrators and staff have elevated the university appreciably in response to this plan. For example, the university has jumped from 24th to 19th among public universities in *U.S. News & World Report's* 2007 ranking of "America's Best Colleges." We have catapulted from 39th to 24th in federally sponsored research, and total research expenditures now rank 9th among public universities, up over \$225 million since 2002. Undergraduate applications are up 20% this year and the average ACT of entering freshmen will surpass 27. Donors recognize these accomplishments with increasing generosity.

While such achievements are striking, the Faculty Compensation and Benefits Committee (FCBC) is concerned that continuing progress is at risk because our ability to competitively compensate faculty is at risk. Progress will be difficult if compensation does not keep pace with market comparisons, and recently, it has not. In each of the past two years,

faculty salaries fell below the market average by 1.6% and 1.8% respectively, reversing the gains of the prior three years.

Market economies drive OSU's faculty compensation, and while this reality explains much of the salary disparity among colleges and departments, it also reflects the key supporting initiative of the Academic Plan: *Implement a faculty recruitment, retention, and development plan - including a competitive, merit-based compensation structure - that is in line with our peer institutions.* The structure of OSU's merit-based compensation plan may be in line with our peers, but the results do not match the market.

### **The Context for the 2007 Report**

FCBC analysis of benchmark data, the provost's compensation guidance, and our own recent reports can be synthesized with the following observations:

- The *Competitive Compensation Initiative* begun in 2002-03 was designed to bring faculty salaries in line with our peers. (Our nine benchmark institutions include Arizona, Illinois, Michigan, Minnesota, Penn State, Texas, UCLA, Washington, and Wisconsin.) In place for five years, there was encouraging progress in the first three years of this initiative, moving Ohio State's average faculty salary from 8th in 2002-03 to 5th in 2003-04. However, in 2006-07, we slipped to 7th.
- In our 2005 report, FCBC recommended a goal of ranking 30th among the 60 AAU institutions. The President and Provost agreed this was a reasonable target. To meet that goal, FCBC recommended in May, 2005 that salary increases reach the level of 1.2% above the market increases (i.e., 1.2% above the average salary raises awarded by our benchmark institutions). In May, 2006, we recommended increases of 1% above the mean raises of our benchmarks. Despite genuine effort, these goals were

not achieved. Indeed, notwithstanding annual raises, our average faculty salaries have neither matched nor exceeded those of our benchmarks since 1995-96, when we ranked 35th on the AAU list; we dropped one spot from 38th to 39th this year.

- FCBC remains concerned with the slippage of our AAU salary status. Even with an investment of 4.1% and a final overall increase of 3.9% this year, we lost ground in 2006-07 to our nine benchmark institutions, to the AAU, and to our CIC colleagues. Several of those institutions, particularly Texas, Minnesota, Washington, and Arizona, received significant increments; in turn, all have contributed to the relatively robust economies of their respective states. FCBC agrees with the assertion of Governor Strickland and Chancellor Fingerhut that the state's flagship university can have a dynamic effect on Ohio's economy. To ensure this happens, however, salaries must match the market.
- Enrollment-driven funding models pose budgetary dilemmas at the college and unit levels; FCBC believes these models may not be sustainable, especially with recent credit-hour reductions for undergraduates. The university should pay particular attention to whether a reallocation within the budget of OAA will be required in each year of the next biennium to supplement deans' efforts to meet compensation guidelines, as it was in 2006. (In 2006-07, OAA provided a total of \$1,186,000 to eight colleges to assist these units in meeting compensation guidelines.)
- After a year of study and deliberation including hearing expert testimony from four deans and two department chairs, FCBC concludes that the faculty compensation outlook over the next five years will be quite different than the past five years, when one-time economies and budget transfers were adopted to meet compensation guidelines. Those resources are gone, and new ones must be found to service the

goals of the Academic Plan. FCBC believes the challenges ahead must not allow compensation to remain the Achilles heel in our efforts to be a world-class university.

## **Recommendations**

In order to address the recent downward spiral and to plan for an uncertain future, FCBC recommends:

1. a commitment at every level of this university and in Ohio government to affirm and strive for the goal of ranking 30th in the AAU faculty salary rankings. To achieve this ranking, we propose a two-tiered strategy over seven years:

First, we recommend a targeted two-year initiative to achieve annual increases that produce by 2009 an overall average salary that is no less than 0.5% *below* those of our benchmarks (our 2004-05 levels). This means regaining what we have lost over the past two years by ensuring a salary increase of approximately 4.5% in 2007-08 and a projected increase of 5% in 2008-09;

Second, as a longer-term compensation target, FCBC estimates the need to fund salary raises that are 1.5% above the raises of our benchmarks every year from 2009 to 2014.

We envision needing minimal salary increases of 5% annually during that period if we are to meet our AAU goal;

2. a complementary commitment that half of the suggested increase in 2007-08 (approximately 2.25%) come directly from central university budget sources. This would help to relieve the financial stress on departments with less opportunity for GEC revenue or external funding;
3. a planned approach designed by individual colleges in collaboration with OAA to improve the status of those colleges most significantly below their benchmarks;

4. a concentrated effort to raise regional campus salaries so that they are the highest among all eight state universities with regional campuses in the state. Salaries at OSU's four regional campuses must reflect their flagship status, matching the status of our main campus salaries compared to other state universities whose missions differ from OSU.
5. a strategic initiative designed to install a plan for phased faculty retirements. This must offer solutions to the growing number of potential faculty retirements, thereby positioning OSU to compete more successfully for new faculty while retaining our leading scholars;
6. a serious and studied effort to identify reallocation targets, savings programs, (such as Your Plan for Health), and new approaches including targeted development campaigns to supplement current formulas for funding faculty salaries; and
7. a pledge to avoid shrinking the faculty. FCBC urges that our plans should not reduce the size of the faculty by replacing full time, tenure track or tenured faculty with temporary teaching appointments such as lectureships or with appointing administrative and professional personnel to replace departing faculty. Trimming the faculty would erode progress toward the goal of better serving our students.

## **I. Overview**

This report is the 29th annual review of faculty salaries and benefits submitted to the University Senate by the Faculty Compensation and Benefits Committee (FCBC). As such, the intent of this report is to: (1) summarize the history of Ohio State's efforts to increase the competitiveness of faculty compensation in relation to our benchmark institutions; (2) make recommendations to inform the Provost's annual compensation guidance letter to deans and unit heads; (3) suggest ways to enhance the benefits package offered to faculty; and (4) outline important issues such as imminent retirement scenarios that deserve the special attention of university officials.

FCBC worked diligently in 2006-07. We embraced new ways to understand the nuances of how deans and chairs make salary decisions based on the provost's annual Compensation Guidance Memorandum. We invited four deans (David Andrews, Karen Bell, Joan Herbers and Bobby Moser), and two former chairs (Mark Fullerton and Bob Kauffman) to deliver expert testimony to better inform us. In the interest of such transparency, Matt Platz, another former chair and member of FCBC, provided insights on merit increase complexities given restrictive budgets. Chris Zacher outlined compensation implications of proposals from the Career Enhancement Committee. Larry Lewellen updated the committee on innovative ideas for cost savings, benefits improvements, and retirement projections. We met twice with the president and provost. We held discussions with faculty senate leaders. And, we analyzed previous FCBC data and recommendations steadfastly designed to enhance faculty salaries and benefits.

Through this process, we agreed upon seven key principles that likely will influence the management of increasingly challenging budgets. These include:



1. If Ohio State is to continue its rise in rankings of the best public universities it must strengthen its resolve to improve the competitiveness of faculty salaries.
2. The reliance on enrollment-driven budgets as the principal source of funding salary increases will not be a sustainable practice going forward.
3. Faculty salaries will reflect the university's compensation philosophy that recommended increases are to be based on an individual's performance and informed by market and/or equity analyses. In principle, compensation in the form of salaries is meant to inspire and reward faculty accomplishment.
4. Individual colleges will refine and disseminate to faculty their new or updated documents that establish each college's specific Compensation Philosophy.
5. Given OSU's performance-driven, market-based approach, Karen Holbrook and Barbara Snyder wrote in response to the 2006 FCBC report that "we are likely to refocus our perspective on measuring compensation progress from the University aggregates to the progress measured college by college." (FCBC acknowledges the consistency of this view with a market-oriented philosophy; however, several OSU colleges selected new benchmarks in 2006-07 which broke trend-based comparisons from previous years. Consequently, this report will only present college-level data in the appendix, and will omit any analyses of those data here.)
6. FCBC will continue to challenge deans honorably by setting reasonable compensation aspirations. While promoting the goals of the Academic Plan, analyzing salary trends, and reporting our status relative to benchmarks, FCBC must devise in collaboration with the Senate Fiscal Committee a strategic plan for funding compensation goals that corresponds to the goal-setting process.

7. The prospect of addressing faculty retirements over the next decade will require careful planning, particularly in preparing to replace long-term faculty with exceptional new personnel who will command competitive salaries and start-up packages.

## **II. Competitive Compensation, 2002 - 2007**

In response to the Academic Plan, Ohio State's *Competitive Compensation Initiative* began in 2002-03 to bring faculty salaries into competitive alignment with our peer institutions. The goal was to raise the average faculty salary at OSU to match the average salaries of our self-selected benchmark institutions. This initiative elicited sincere effort by OSU's central administration over the full five-year period. The first three years (2002-2005) produced encouraging results. Strong progress during this time moved Ohio State's overall average salary [where all ranks are combined] from 8th in 2002-03 to 5th in 2003-04. Moreover, in 2004-05, OSU's overall average salary lagged the benchmark average by just one-half of one percent. We were catching up quickly. However, during the past two years, the average salary has not kept pace with our benchmarks. In 2005-06, our salaries fell 1.6% below the competition. This year, we slipped to 1.8% below market. We currently rank 7th among the ten benchmark institutions, and this two-year downward trend is a matter of serious concern to FCBC.

In our 2005 report, FCBC recommended that in order for Ohio State to reach the benchmark average by 2007-08, faculty salary increases should *exceed* the average increase of the benchmark institutions by at least 1.2%. In 2006, we recommended a 1% increase above the average of the raises within the group of nine comparable universities. Neither goal was met, and the slippage persists.

In 2005, FCBC adopted a new goal of striving to reach the rank of 30th among the

60 American Universities known as the AAU institutions. This mid-point target was thought to be reasonable by President Karen Holbrook and Provost Snyder. At the time, we stood at the 38th position, up from 46th when the *Competitive Compensation Initiative* first took effect. However, even with an overall investment of 4.1% dedicated to faculty salary increases in 2006-07, we slipped one rung from 38th to 39th this past year. (The actual reported figure of an average 3.9% increase in 2006-07 is explained by the discrepancy between what retiring and departing faculty was paid and the actual compensation of new faculty.) FCBC recognizes that rankings vary on a year-to-year basis and that in most public institutions they are usually influenced by the condition of a given state's economy. Indeed, even with a 3% increase, Illinois fell two places in the AAU rankings. Similarly, the 2006-07 net increase of 3.9% at OSU did not, despite genuine effort, prevent us from sliding a notch on this index.

The rising trajectory of the first three years of the *Competitive Compensation Initiative* heartened senate leaders and members of FCBC. Now, however, the regressive pattern of the last two years concerns us because the budget scenario going forward appears to be less promising than it has been over the past several years.

In order to stop the recent downward trend, FCBC recommends a short-term (two year) effort to return at least to our 2004-05 position among benchmark institutions where the annual increases in 2007-08 and 2008-09 are designed to produce overall average salaries that are no less than 0.5% below the benchmark average. While it may not be feasible over the short term to match the overall average of our benchmarks, we are resolute in recommending that at minimum, we regain what we have lost. This means we must strive to secure at least a 4.5% salary increase in 2007-08 and ensure a projected increase of 5% in 2008-09. We further recommend that half of this amount (2.25%) be allocated centrally from the OAA budget.

Looking beyond the two-year horizon, FCBC recognizes the importance of keeping our longer-term sights on the university's established compensation goals and the aspirations of the Academic Plan. We have affirmed the objective of rising to 30th place in the AAU rankings, but our overall average salary currently lags this milestone by 3.7% [\$3,550]. To accomplish the AAU goal, we recommend raising our longer-term 2009-2014 compensation target to 1.5% above the average increases of our benchmarks during that five-year period. We estimate this would amount to annual salary increases of approximately 5% from 2009 to 2014. If we are eventually to reach the goal of 30th place in the AAU rankings as a reflection of our rising national stature, FCBC recognizes and encourages the heightened commitment that will be required at every level of this university and among legislative officials in Ohio government.

### **III. Faculty Salaries at Ohio State Compared to Similar Universities**

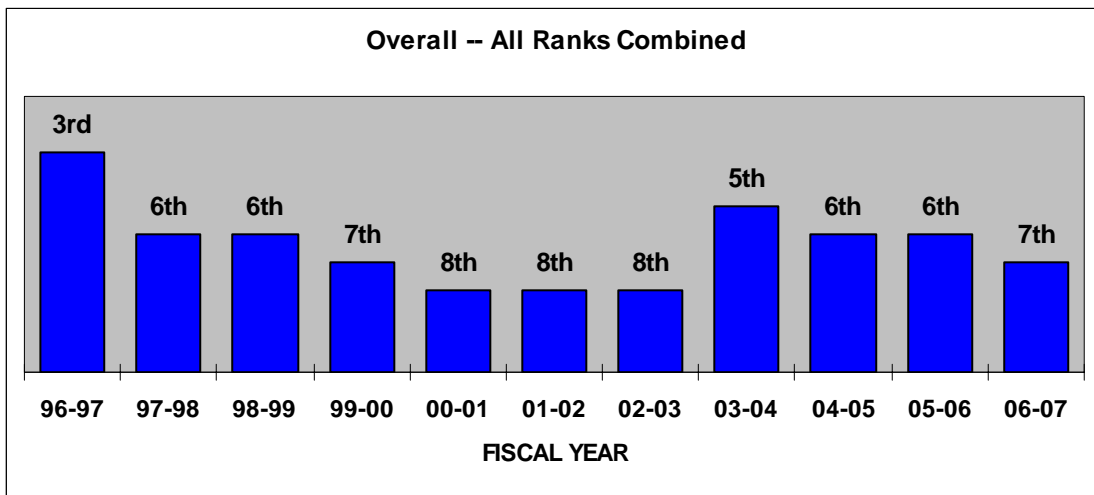
Three groups comprise the basis for salary comparisons here: (1) the ten benchmark institutions; (2) the twelve CIC institutions; and (3) the sixty American Association of Universities institutions. This report diverges from previous documents by placing in the Appendix relevant tables of salary data for each rank, thereby focusing this discussion on trends of "overall" average salaries where all ranks are combined. As noted earlier, college comparisons with their respective benchmarks have been excluded from analysis or discussion here, but are presented in the Appendix as a matter of record.

#### **A. Salary Comparisons with the Ten Benchmark Institutions**

OSU's benchmark institutions are large, public-funded universities that serve as the primary research universities in their geographic areas: Arizona, Illinois, Michigan,

Minnesota, Penn State, Texas, UCLA, Washington, and Wisconsin. The activities and structural characteristics of these universities compare closely with those of Ohio State. Each institution offers a diverse array of academic programs for both undergraduates and graduate students, features productive graduate and research programs, and provides strong professional colleges in many areas. All are regarded as the flagship universities of their respective home states. This group was first included in the 1998 FCBC report and continues to illuminate relevant comparisons.

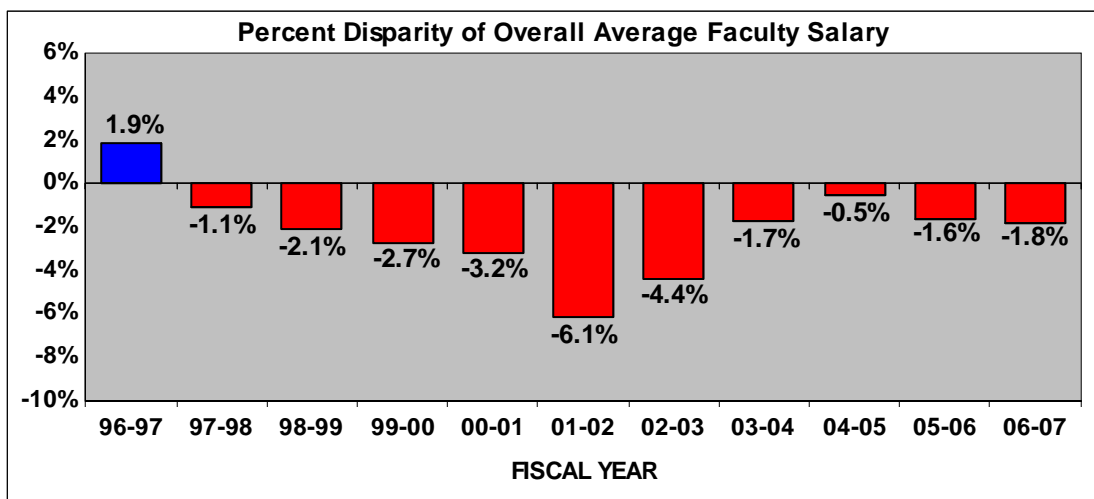
The Academic Plan affirmed the goal of raising Ohio State’s overall average faculty salaries to the level of the overall average of these benchmark schools. Ranked salary comparisons for the benchmark institutions are provided in Figure 1 below. The recent downward-trending data show that OSU’s overall average faculty salaries have slipped from 6th in 2005-06 to 7th in 2006-07. It has been eleven years since we ranked in the top three. (Actual salaries for these institutions are provided in Table A-1 in the Appendix.)



**Figure 1. The Ohio State University History since FY 96-97 of Overall Average Salary Ranking Among the Ten Benchmark Institutions**

The rankings above are further illuminated by the trends in where we stand relative to the overall average salaries at our benchmarks (see Figure 2 below). The alarming

disparity in 2001-02 confirmed the need for adopting the *Competitive Compensation Initiative*, and the three-year increases from 2002-03 to 2004-05 show the ensuing results. However, the past two years have been discouraging; clearly, this recent trend runs counter to our goals. In 2007, our average salary lags our benchmarks by 1.8%.



**Figure 2. The Ohio State University History since FY 96-97 of Percent Disparity of Overall Average Faculty Salary at Ohio State From the Benchmark Average**

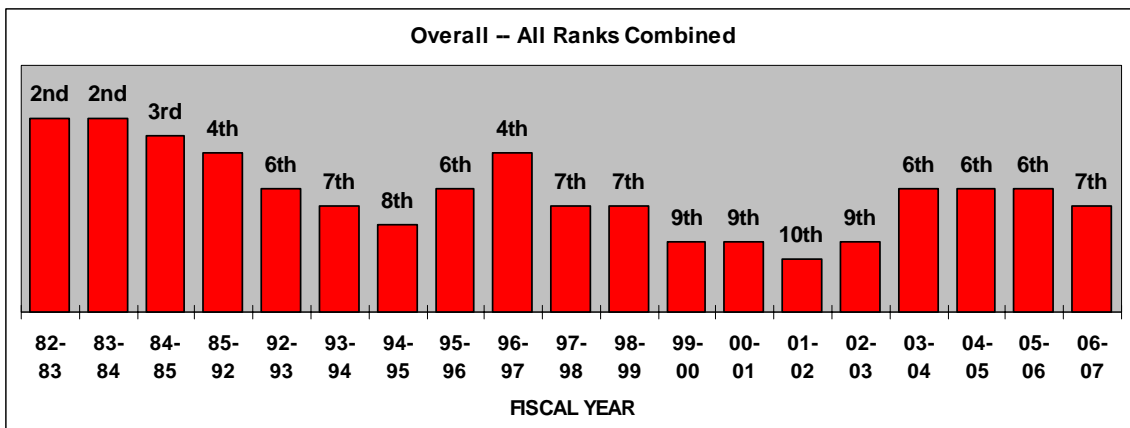
### **B. Salary Comparisons with the Twelve CIC Universities**

The Committee on Institutional Cooperation (CIC) includes the eleven institutions in the Big Ten Athletic Conference plus the University of Chicago. We share our Midwestern location as well as similar demographic and economic characteristics. With the exception of Northwestern and Chicago, all rely to some degree on state assistance. The CIC institutions are known for academic excellence and most are regarded as flagship institutions in their own states. Ohio State competes continuously with these CIC universities for top faculty hires and highly qualified graduate students. These are among the valued, historic reasons for referencing this group for salary comparisons.

As Figure 3 below reveals, Ohio State has been mired in the bottom half of CIC institutions for a decade. Further, since 1983, our rank has declined twice as often as it has

risen. In the past five years, there have been encouraging signs; for example, the first years of the *Competitive Compensation Initiative* elevated our overall CIC ranking significantly. However, we experienced another decline in the past year. As actual salary figures show (see Table A-2, Appendix), OSU’s overall average salary of \$92,640 is 4.2% lower than the overall CIC average salary of \$96,730 (excluding Ohio State).

Of particular concern to FCBC is the fact that Ohio State Associate Professors have languished in CIC’s ninth position for four of the past five years. OSU Assistant Professors have improved from ninth to sixth over that period, and Professors have maintained their rank of sixth for four of the past five years (see Figure A-2, Appendix).



**Figure 3. The Ohio State University History of Ranking with CIC Institutions Across Assistant, Associate, and Full Professor Ranks Combined**

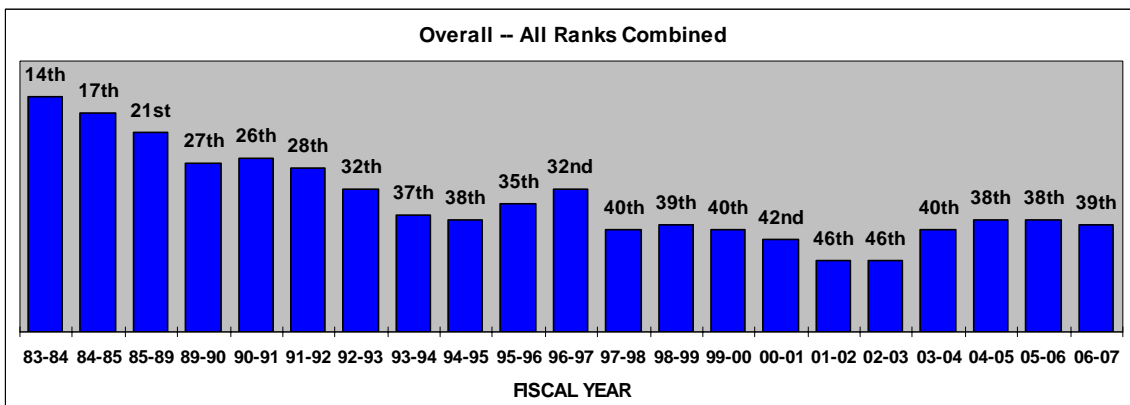
**C. Salary Comparisons with the Association of American Universities (AAU)**

Sixty of the leading public and private research universities in the United States (excluding two Canadian institutions) comprise the Association of American Universities (AAU). These 60 universities represent a select group due to their outstanding faculty, high-profile research initiatives, excellent academic programs, and superior students. Ohio State competes vigorously with AAU schools for faculty, and this national association

represents the third comparison group for measuring faculty salary levels.

Salary comparisons for the AAU institutions are detailed in Figure A-3 and Table A-3 in the Appendix. Figure 4 below provides a graph of the salaries for the combined faculty ranks among AAU schools. Consistent with the comparisons among our benchmark and CIC groups, Ohio State also has fallen in the AAU rankings – from 38th to 39th in 2006-07. From 1983 to the present, our AAU ranking has ranged from a high of 14th to a low of 46th.

FCBC remains resolute in our long-term objective of moving to the mid-point in the AAU salary rankings, but to do so immediately would require an increase of \$3,550 in the overall average salary. (Texas, one of our benchmarks, now holds the 30th position.) To reach the 14th position we attained a quarter century ago, (now held by Washington University) the average salary at OSU would need to jump by \$19,420.



**Figure 4. The Ohio State University History of Ranking with AAU Institutions Across Assistant, Associate, and Full Professor Ranks Combined**

Clearly, Ohio State made encouraging progress in the first three years of the *Competitive Compensation Initiative*. Equally evident is the need to arrest the recent backward slide if we are to meet our established compensation goals. FCBC is of one mind that we will not now -- or ever -- be able to recruit and retain an increasingly better,



more competitive faculty if our salaries continue to fall further behind better public universities. We recognize that they too are dedicated to improving salaries in order to compete for the world's most productive scholars. As more faculty retire, competition will increase, and moving up on the AAU list will require unwavering resolve.

#### **IV. Benefits Considerations**

Salary figures are concrete and readily understandable compared to the complex nature of value-added benefits "packages" that include myriad amenities such as childcare, tuition assistance, health care insurance options, and tax-advantaged savings plans.

In our 2005 and 2006 reports, FCBC pointed to documented concerns about "salary disparity" and its various forms across campus. While this topic *per se* is not addressed in the current report, it has not escaped the committee's notice that the faculty benefits package, unlike salary, is *not* market driven by one's college or rank or teaching/research discipline. Except for the university's group term life insurance benefit that is determined by income (2.5 x base salary), faculty benefits apply equally to all, including domestic partners.

FCBC applauds the university's implementation strategy of various benefits that positively affect faculty. To see recommendations from previous reports come to fruition gives us pleasure and brings meaning to our efforts. Examples are the increased safeguards for reporting personal information and social security numbers and the increase in dependant fee waiver benefits to 75% for dual spouse/partners. Another positive step was reflected by FCBC's support of the proposal from the Career Enhancement Committee and enacted by OAA to extend Faculty Professional Leaves to two quarters at full pay.

The vision to achieve significant medical cost savings came directly from Larry Lewellen and his collaboration with OSU Medical Center leaders. This has produced the

broad initiative, *Your Plan for Health*, and its built-in incentives will save money for both individual faculty and the university. It is tied to the principle of healthy life-styles and preventing unwanted or unnecessary expense for medical care. FCBC appreciates these efforts by Lewellen and his team, recognizing that cost savings on the medical benefits front conceivably might be used to enhance salary packages on the faculty salary front.

## **Retirements**

Replacing faculty costs money, and FCBC expresses its concern for the loss of talented faculty through recruitment to other institutions and retirement. We lose approximately 7.2% of our faculty annually to other universities or the private sector due in large part to better salaries. This compares with a turnover rate of 6.4% five years ago. In addition, we recognize that 22% of our faculty is eligible to retire *today*; that number increases to 40% in the next five years. Serious planning is warranted and must be carried out in such a way that benefits both the individual and her or his department and college.

One such concept is “phased retirement.” A terraced approach to retirement offers benefits for both long time faculty and their departments. For example, a phased retirement program would:

- allow an incremental reduction of teaching and research obligations;
- create a period for the orderly transition of teaching and administrative duties;
- facilitate meeting remaining graduate degree and post-doc student obligations;
- allow more accurate projections of needed salaries and space availability;
- accommodate any remaining years of grant funding to be fully realized through project completion, publications generated, and indirect costs; and

- facilitate continued connections with one's faculty colleagues and the university, moving into retired life with a dignified sense of purpose and closure to one's life work while providing a helpful sense of institutional and departmental history.

Any phased retirement program should be made available and equitable to all eligible tenured faculty, and must be governed by guidelines advantageous to both the individual and the institution. Of course, all provisions for phased retirement must be made compatible with retirement system regulations. It should offer as one incentive the continuance of elected health care coverage throughout the phasing-out transition.

Again this year, FCBC recommends establishing a university task force to devise an action plan and an implementation calendar for phased retirements.

## **V. Comparisons of Regional Campus Salaries at OSU**

In March, 2006, FCBC responded to Provost Snyder's request to investigate regional campus salaries by forming a subcommittee to examine differences in compensation at OSU's regional campuses compared to other regional campuses in the state. The subcommittee analyzed average salaries compiled by AAUP and detailed data collected from regional campuses for two recent years: 2003-04 and 2006-07. Salaries at OSU regional campuses (Lima, Mansfield, Marion, and Newark) were compared with those at the regional campuses of the University of Akron, Bowling Green State University, University of Cincinnati, Kent State University, Miami University, Ohio University, and Wright State University.

The faculty at the OSU regional campuses are tenured within the university, not just at the regional campus. They are expected to meet the requirements of their TIU for quality research. By contrast, faculty at the other regional campuses in the state have lower research expectations - these campuses are primarily teaching institutions. This contrast is reflected in the qualifications of the faculty. The percentage of regular faculty with earned doctorates is over 95% at the regional campuses of Ohio State, but only about 60% at the non-OSU regional campuses. Part of this difference is because non-OSU regional faculty includes those in technical areas (such as nursing or engineering technology) with relatively few earned doctorates (27 percent). These technical programs are not offered at the regional campuses of Ohio State. When the technical faculty are removed from the analysis, the percentage of faculty with earned doctorates at the non-OSU regional campuses is 82%, still significantly below the percentage at Ohio State.

Only two regional campus faculty at Ohio State are tenured Assistant Professors. Of the other OSU Assistant Professors, all but one has been in rank for six years or less.

At the other regional campuses in the state, 25% of all Assistant Professors (and 21% in non-technical disciplines) have been in rank more than seven years. Many non-OSU regional campus faculty do not meet their own campuses' standards for promotion to Associate Professor, let alone the more stringent requirements at Ohio State.

Regression analyses of salary vs. years at rank revealed that salaries of OSU regional Assistant and Associate Professors show effects of compression; slopes of the regression lines for OSU salaries are much less than those of the non-OSU regional campuses. Salaries for full professors show almost identical regression lines. Professors at OSU's regional campuses earn comparable salaries to professors with similar years at rank at Ohio's regional campuses, but they earn well below OSU professors in Columbus.

Given their stronger qualifications and higher research expectations, it should be expected that regional campus faculty at Ohio State would have higher salaries than faculty at all other regional campuses. This is not the case. When salaries at *main campuses* of the above eight institutions are compared, Ohio State average salaries are highest at all ranks. When salaries at *regional campuses* are compared, *no OSU campus has the highest average salary, at any rank*. Among all 23 regional campuses, OSU ranks ninth for full professors, and eleventh for associate and assistant professors.

When comparing ratios of regional campus salaries to main campus salaries, Ohio State ranks last among the eight regional universities at the ranks of professor and assistant professor, and next to last at the rank of associate professor. This scenario is one of deep concern to FCBC, and we recommend appreciable effort on the part of OAA and regional campus deans to devise an aggressive plan to remedy these undeserved low rankings.

## **VI. Recommendations for 2007-08**

As a result of this study, FCBC recommends the following action steps in 2007-08:

1. a commitment at every level of this university and in Ohio government to affirm and strive for the goal of ranking 30th in the AAU faculty salary rankings. To achieve this ranking, we propose a two-tiered strategy over seven years:

First, we recommend a targeted two-year initiative to achieve annual increases that produce by 2009 an overall average salary that is no less than 0.5% *below* those of our benchmarks (our 2004-05 levels). This means regaining what we have lost over the past two years by ensuring a salary increase of approximately 4.5% in 2007-08 and a projected increase of 5% in 2008-09;

Second, as a longer-term compensation target, FCBC estimates the need to fund salary raises that are 1.5% above the raises of our benchmarks every year from 2009 to 2014.

We envision needing minimal salary increases of 5% annually during that period if we are to meet our AAU goal;

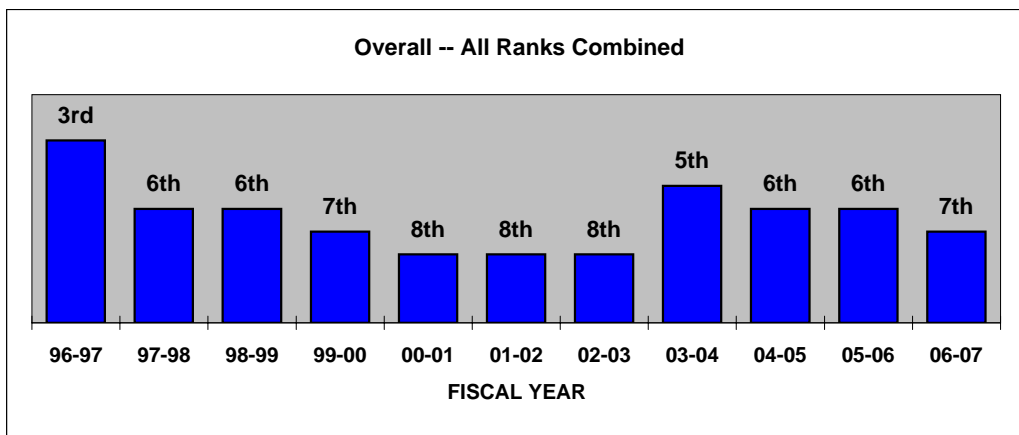
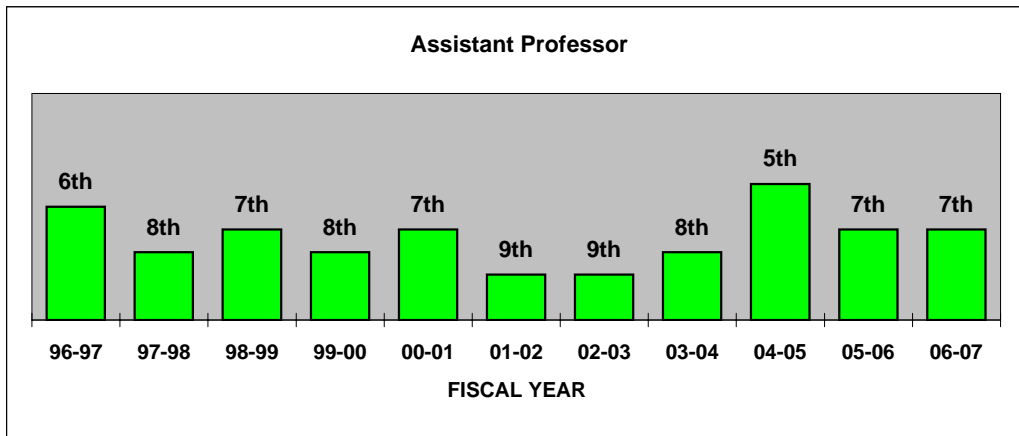
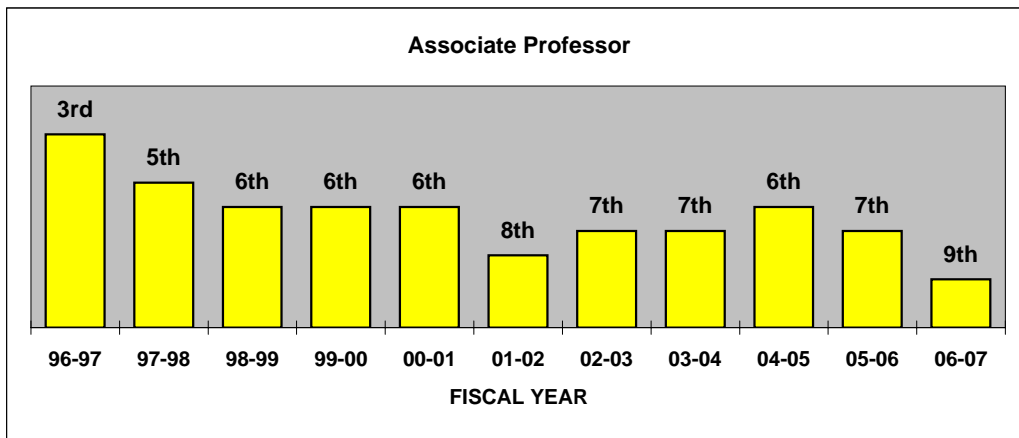
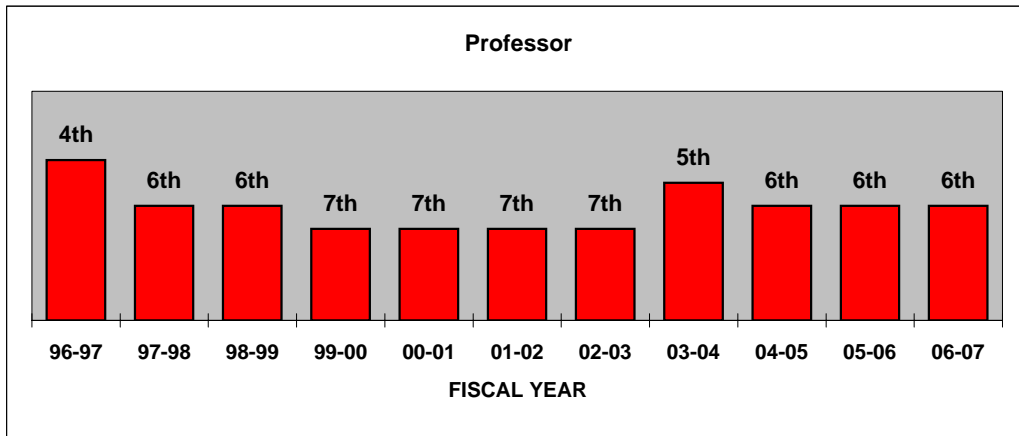
2. a complementary commitment that half of the suggested increase in 2007-08 (approximately 2.25%) come directly from central university budget sources. This would help to relieve the financial stress on departments with less opportunity for GEC revenue or external funding;
3. a planned approach designed by individual colleges in collaboration with OAA to improve the status of those colleges most significantly below their benchmarks;
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5. a strategic initiative designed to install a plan for phased faculty retirements. This must offer solutions to the growing number of potential faculty retirements, thereby positioning OSU to compete more successfully for new faculty while retaining our leading scholars;
6. a serious and studied effort to identify reallocation targets, savings programs, (such as Your Plan for Health), and new approaches including targeted development campaigns to supplement current formulas for funding faculty salaries; and
7. a pledge to avoid shrinking the faculty. FCBC urges that our plans should not reduce the size of the faculty by replacing full time, tenure track or tenured faculty with temporary teaching appointments such as lectureships or with appointing administrative and professional personnel to replace departing faculty. Trimming the faculty would erode progress toward the goal of better serving our students.

## **APPENDIX: SUPPORTING FIGURES AND TABLES**



**Figure A-1**  
**The Ohio State University**  
**History of Ranking in Benchmarks: 1996-97 to 2006-07**



**Table A-1  
2006-07 Benchmark Comparison Ten Year Faculty Salary History**

PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
UCLA	133.21	128.37	123.33	122.40	117.90	115.70	112.70	106.10	101.40	92.60	86.10	3.77	7	2.86	9	4.46	2
MICHIGAN	130.44	125.62	120.17	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	3.84	6	3.68	7	4.01	8
TEXAS	121.20	115.70	109.94	103.20	102.90	98.80	94.10	89.40	84.40	82.40	79.60	4.75	4	4.17	2	4.29	5
ILLINOIS	120.93	116.62	111.82	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	3.69	8	3.69	6	4.38	4
PENN STATE	120.21	116.51	112.58	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	3.18	9	4.15	3	4.13	6
<b>OHIO STATE</b>	<b>117.17</b>	<b>112.65</b>	<b>108.42</b>	<b>103.53</b>	<b>98.18</b>	<b>93.75</b>	<b>92.20</b>	<b>88.80</b>	<b>84.91</b>	<b>81.85</b>	<b>80.14</b>	<b>4.02</b>	<b>5</b>	<b>4.56</b>	<b>1</b>	<b>3.87</b>	<b>9</b>
MINNESOTA	116.60	110.31	105.36	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	5.70	2	3.62	8	4.54	1
WASHINGTON	108.92	102.15	98.10	93.20	91.20	90.10	85.50	80.60	75.60	73.00	70.50	6.63	1	3.87	5	4.45	3
ARIZONA	107.13	102.27	95.88	92.50	90.60	87.70	84.90	81.90	78.10	75.00	72.10	4.76	3	4.08	4	4.04	7
WISCONSIN	103.54	100.53	97.82	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	3.00	10	2.19	10	3.83	10
<i>Average excl OSU</i>	118.02	113.12	108.33	104.70	102.13	98.97	95.09	90.49	85.81	81.83	77.91	4.33		3.58		4.24	

ASSOCIATE PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
MICHIGAN	86.55	83.73	81.57	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	3.37	7	2.55	9	3.16	10
UCLA	84.22	81.97	78.06	77.00	74.60	73.20	72.40	67.40	65.40	60.70	56.90	2.75	8	2.85	7	4.00	6
PENN STATE	81.35	77.75	75.42	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	4.64	5	4.11	2	4.01	4
MINNESOTA	80.56	75.63	70.68	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	6.51	2	3.09	6	4.36	2
ILLINOIS	79.55	77.57	75.06	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	2.55	9	2.62	8	3.80	8
TEXAS	78.33	72.90	70.27	64.90	66.10	63.50	60.80	58.20	54.60	53.70	51.60	7.45	1	4.29	1	4.26	3
WISCONSIN	78.11	76.52	73.44	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	2.08	10	2.16	10	3.86	7
WASHINGTON	77.15	72.91	70.21	66.70	65.80	65.50	62.60	58.40	55.10	52.90	49.90	5.82	3	3.33	5	4.45	1
<b>OHIO STATE</b>	<b>76.94</b>	<b>74.19</b>	<b>72.13</b>	<b>69.08</b>	<b>66.27</b>	<b>63.53</b>	<b>63.80</b>	<b>61.10</b>	<b>58.12</b>	<b>56.26</b>	<b>55.60</b>	<b>3.70</b>	<b>6</b>	<b>3.91</b>	<b>4</b>	<b>3.30</b>	<b>9</b>
ARIZONA	74.91	71.44	67.23	64.90	64.20	61.80	60.00	57.20	54.00	52.50	50.60	4.85	4	3.92	3	4.00	5
<i>Average excl OSU</i>	80.08	76.71	73.55	71.33	70.43	68.46	65.88	62.83	59.59	57.01	54.24	4.39		3.19		3.97	

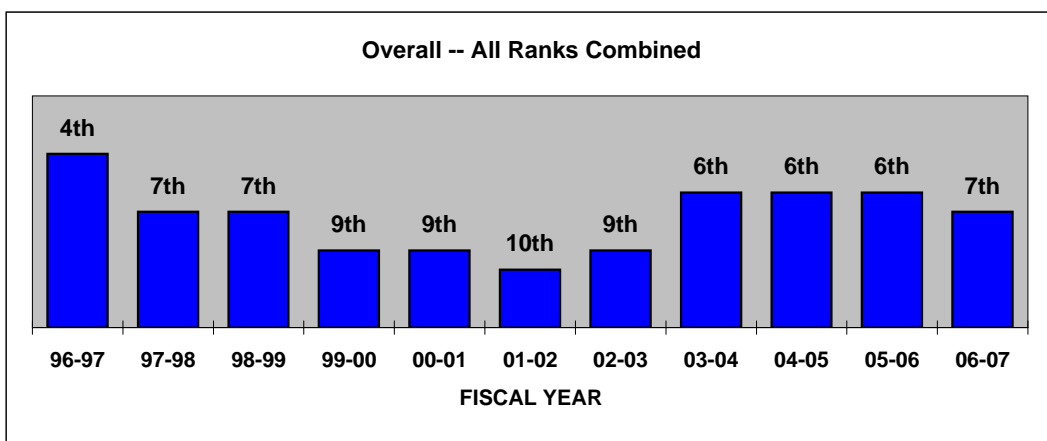
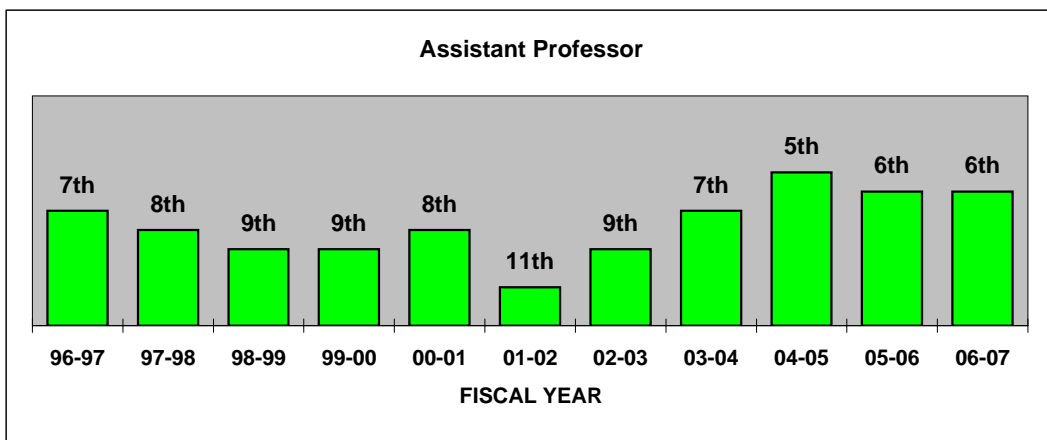
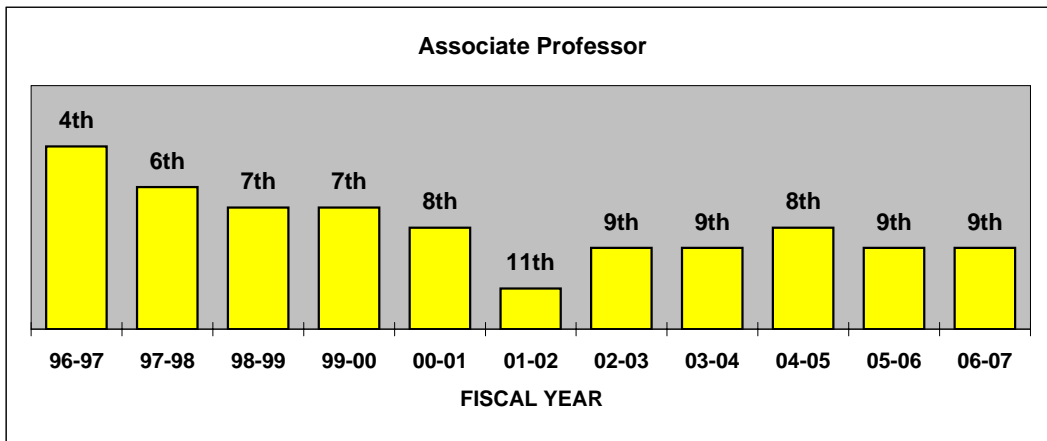
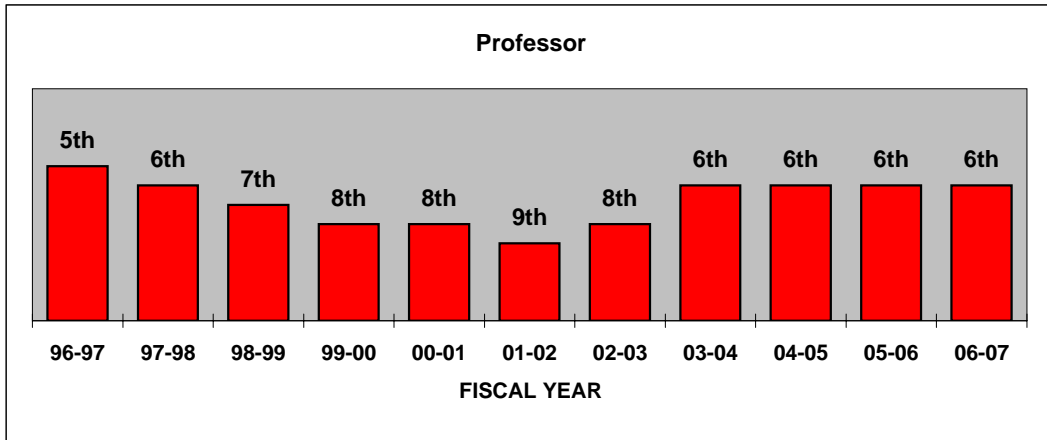
ASSISTANT PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
TEXAS	75.15	70.67	66.89	62.30	61.50	60.00	57.30	54.20	50.60	49.70	47.60	6.34	2	4.61	2	4.67	1
MICHIGAN	74.95	72.78	67.06	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	2.99	7	3.97	6	3.95	7
UCLA	72.06	67.02	65.48	63.70	63.80	63.50	63.00	58.30	54.70	52.00	49.20	7.51	1	2.56	9	3.89	9
ILLINOIS	71.69	69.63	68.18	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	2.95	8	3.49	8	3.90	8
WASHINGTON	70.90	67.22	64.67	63.20	60.20	58.30	53.60	51.40	48.10	47.60	45.20	5.47	5	3.99	5	4.60	2
MINNESOTA	69.43	65.39	62.53	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	6.18	3	3.59	7	4.23	4
<b>OHIO STATE</b>	<b>69.38</b>	<b>65.78</b>	<b>64.77</b>	<b>62.25</b>	<b>59.08</b>	<b>55.20</b>	<b>54.40</b>	<b>51.00</b>	<b>48.73</b>	<b>47.37</b>	<b>46.24</b>	<b>5.48</b>	<b>4</b>	<b>4.68</b>	<b>1</b>	<b>4.14</b>	<b>6</b>
PENN STATE	68.16	66.28	64.04	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	2.83	9	4.01	4	4.40	3
ARIZONA	66.87	63.54	59.75	57.60	56.30	54.20	52.00	49.80	48.10	46.50	44.30	5.24	6	4.29	3	4.20	5
WISCONSIN	66.01	64.30	63.57	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	2.67	10	2.00	10	3.30	10
<i>Average excl OSU</i>	70.58	67.42	64.68	62.74	61.28	59.12	56.70	53.86	51.01	49.44	47.11	4.68		3.61		4.13	

OVERALL -- ALL RANKS COMBINED																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
MICHIGAN	102.90	99.64	95.40	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	3.27	7	3.36	7	3.96	9
UCLA	102.65	98.98	95.22	94.15	91.44	89.56	87.66	81.48	77.62	71.51	66.22	3.71	6	2.77	9	4.48	4
TEXAS	96.19	91.13	86.92	81.19	81.37	78.10	74.37	70.32	65.81	64.28	61.37	5.55	3	4.25	2	4.60	3
ILLINOIS	95.67	92.90	89.70	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	2.98	9	3.31	8	4.34	6
PENN STATE	95.15	92.18	89.28	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	3.21	8	4.07	3	4.37	5
MINNESOTA	93.61	88.55	84.14	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	5.71	2	3.42	6	4.64	2
<b>OHIO STATE</b>	<b>92.64</b>	<b>89.16</b>	<b>86.46</b>	<b>82.78</b>	<b>78.84</b>	<b>74.84</b>	<b>73.93</b>	<b>70.35</b>	<b>66.89</b>	<b>64.50</b>	<b>62.73</b>	<b>3.90</b>	<b>5</b>	<b>4.36</b>	<b>1</b>	<b>3.97</b>	<b>8</b>
WASHINGTON	89.48	84.45	81.25	77.61	75.83	74.61	70.45	66.07	61.85	59.75	56.66	5.96	1	3.70	5	4.68	1
ARIZONA	87.02	83.19	78.19	75.49	74.19	71.39	68.93	65.82	62.47	60.15	57.31	4.61	4	4.04	4	4.27	7
WISCONSIN	86.33	84.33	82.03	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	2.37	10	2.11	10	3.91	10
<i>Average excl OSU</i>	94.33	90.60	86.90	84.19	82.50	79.67	76.41	72.33	68.31	65.24	61.58	4.13		3.44		4.36	

Note: The overall salaries are derived using Ohio State's rank distribution for the appropriate year.

**Figure A-2**  
**The Ohio State University**  
**History of Ranking in CIC: 1996-97 to 2006-07**



**Table A-2  
2006-07 CIC Ten Year Faculty Salary History**

PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	162.52	155.08	148.43	141.30	134.70	129.20	124.80	118.50	112.00	106.00	101.60	4.79	2	4.70	1	4.81	1
NORTHWESTERN	147.22	140.80	136.33	131.90	127.70	122.30	116.20	111.20	106.60	101.40	96.10	4.56	3	3.78	5	4.36	5
MICHIGAN	130.44	125.62	120.17	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	3.84	8	3.68	7	4.01	7
ILLINOIS	120.93	116.62	111.82	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	3.69	9	3.69	6	4.38	4
PENN STATE	120.21	116.51	112.58	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	3.18	10	4.15	4	4.13	6
<b>OHIO STATE</b>	<b>117.17</b>	<b>112.65</b>	<b>108.42</b>	<b>103.53</b>	<b>98.18</b>	<b>93.75</b>	<b>92.20</b>	<b>88.80</b>	<b>84.91</b>	<b>81.85</b>	<b>80.14</b>	<b>4.02</b>	<b>6</b>	<b>4.56</b>	<b>2</b>	<b>3.87</b>	<b>8</b>
MINNESOTA	116.60	110.31	105.36	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	5.70	1	3.62	8	4.54	2
MICHIGAN STATE	110.23	105.89	101.85	98.30	95.00	89.70	85.20	81.50	77.50	74.20	71.30	4.10	5	4.21	3	4.45	3
IOWA	109.84	105.34	102.81	100.80	99.40	97.10	94.30	89.60	84.50	80.70	77.10	4.27	4	2.50	11	3.60	11
INDIANA	109.05	104.92	101.77	99.10	96.80	94.20	88.20	85.00	80.80	77.40	75.90	3.93	7	2.97	10	3.69	10
PURDUE	107.56	104.32	100.66	97.20	93.10	90.50	87.40	86.90	84.60	80.80	78.50	3.11	11	3.52	9	3.20	12
WISCONSIN	103.54	100.53	97.82	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	3.00	12	2.19	12	3.83	9
<i>Average excl OSU</i>	121.65	116.90	112.69	109.05	105.75	101.95	97.70	93.55	88.98	84.91	81.22	4.06		3.60		4.12	

ASSOCIATE PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	97.80	93.61	92.29	89.30	88.10	81.70	79.50	75.70	72.30	68.00	63.60	4.48	4	3.66	4	4.40	1
NORTHWESTERN	97.48	93.73	90.67	86.90	83.90	80.30	78.50	73.40	70.80	67.40	65.20	4.00	5	3.95	2	4.10	3
MICHIGAN	86.55	83.73	81.57	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	3.37	8	2.55	11	3.16	12
PENN STATE	81.35	77.75	75.42	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	4.64	3	4.11	1	4.01	4
MINNESOTA	80.56	75.63	70.68	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	6.51	1	3.09	9	4.36	2
ILLINOIS	79.55	77.57	75.06	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	2.55	11	2.62	10	3.80	7
MICHIGAN STATE	79.16	76.45	73.72	72.40	69.90	67.60	63.90	60.40	58.00	55.80	54.10	3.54	7	3.21	8	3.88	5
WISCONSIN	78.11	76.52	73.44	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	2.08	12	2.16	12	3.86	6
<b>OHIO STATE</b>	<b>76.94</b>	<b>74.19</b>	<b>72.13</b>	<b>69.08</b>	<b>66.27</b>	<b>63.53</b>	<b>63.80</b>	<b>61.10</b>	<b>58.12</b>	<b>56.26</b>	<b>55.60</b>	<b>3.70</b>	<b>6</b>	<b>3.91</b>	<b>3</b>	<b>3.30</b>	<b>10</b>
IOWA	75.35	70.88	69.07	67.50	65.80	63.70	62.50	60.80	58.00	55.90	55.00	6.31	2	3.42	6	3.20	11
INDIANA	75.06	72.85	70.69	68.50	66.20	64.00	61.10	58.80	56.60	54.20	53.10	3.03	9	3.24	7	3.52	8
PURDUE	74.82	72.92	70.58	68.80	64.50	62.70	60.60	60.10	57.70	55.20	53.60	2.60	10	3.60	5	3.39	9
<i>Average excl OSU</i>	82.34	79.24	76.65	74.72	72.87	70.19	67.56	64.86	61.87	59.07	56.71	3.92		3.25		3.80	

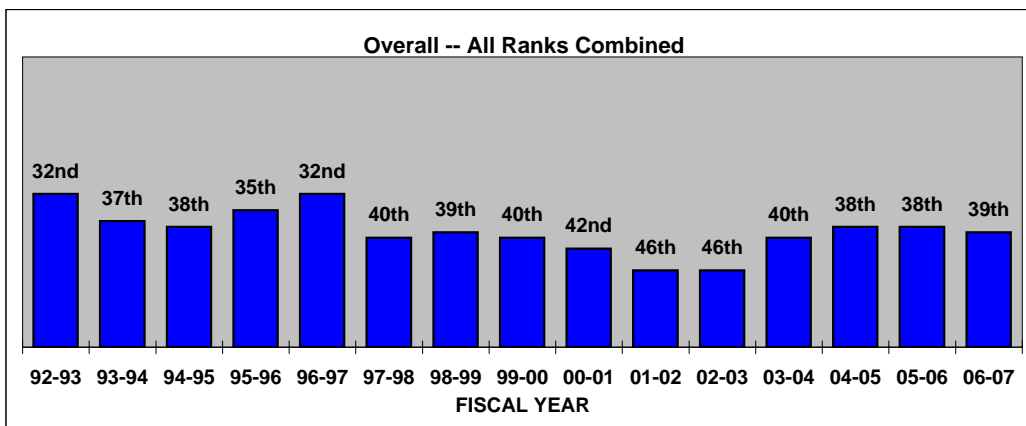
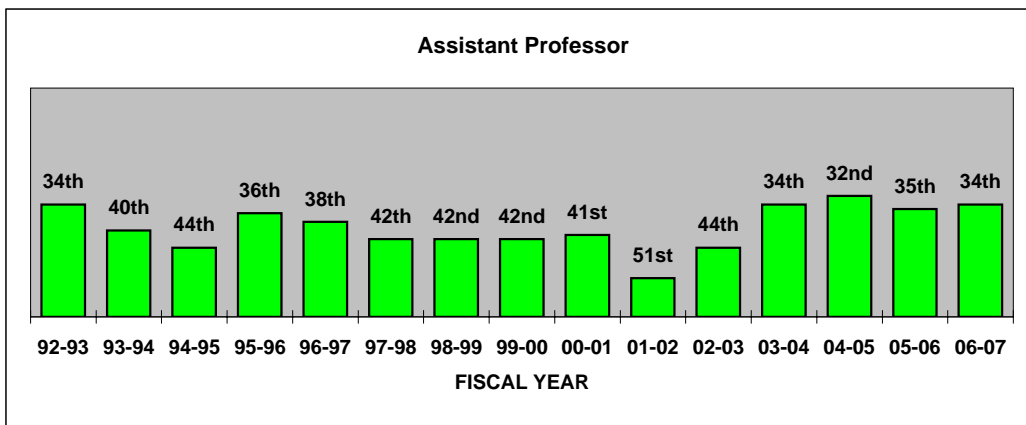
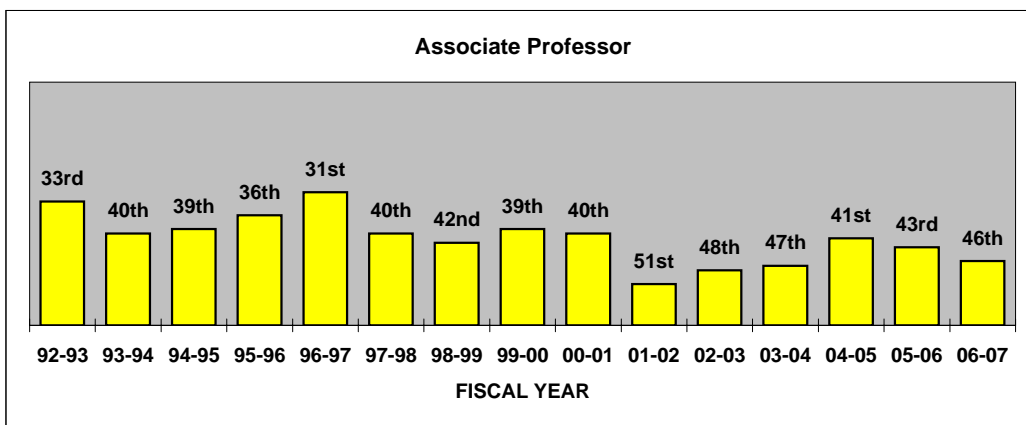
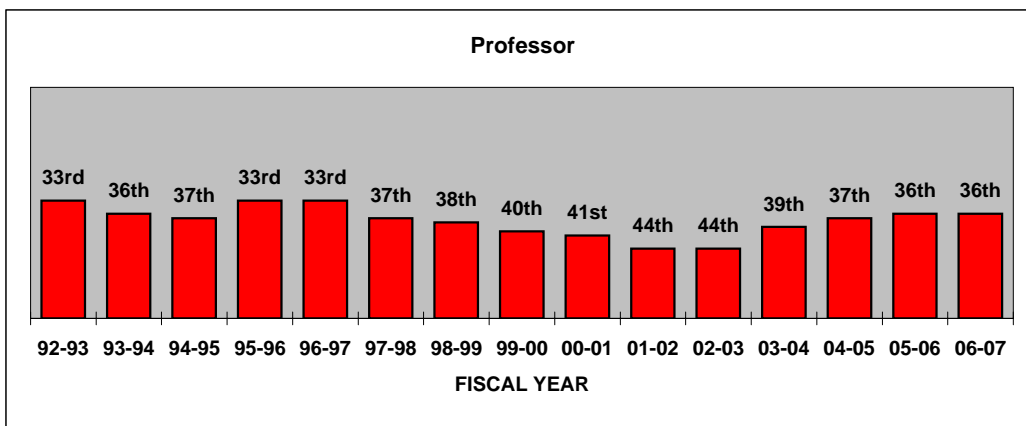
ASSISTANT PROFESSOR																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	85.34	77.75	73.43	72.30	70.30	69.60	67.10	68.50	65.50	61.40	58.50	9.77	1	4.16	2	3.85	9
NORTHWESTERN	83.50	81.21	79.26	76.80	73.40	69.10	65.80	62.40	59.80	58.50	56.20	2.82	9	3.86	5	4.04	5
MICHIGAN	74.95	72.78	67.06	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	2.99	5	3.97	4	3.95	6
ILLINOIS	71.69	69.63	68.18	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	2.95	6	3.49	9	3.90	8
MINNESOTA	69.43	65.39	62.53	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	6.18	2	3.59	8	4.23	3
<b>OHIO STATE</b>	<b>69.38</b>	<b>65.78</b>	<b>64.77</b>	<b>62.25</b>	<b>59.08</b>	<b>55.20</b>	<b>54.40</b>	<b>51.00</b>	<b>48.73</b>	<b>47.37</b>	<b>46.24</b>	<b>5.48</b>	<b>3</b>	<b>4.68</b>	<b>1</b>	<b>4.14</b>	<b>4</b>
PENN STATE	68.16	66.28	64.04	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	2.83	8	4.01	3	4.40	1
PURDUE	66.80	65.26	62.95	60.50	57.10	55.70	53.00	51.40	48.80	46.80	45.40	2.36	12	3.70	6	3.94	7
WISCONSIN	66.01	64.30	63.57	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	2.67	11	2.00	12	3.30	10
INDIANA	66.01	62.63	61.27	59.60	58.80	55.30	49.80	48.40	45.90	43.60	43.40	5.39	4	3.60	7	4.28	2
IOWA	65.80	63.93	61.66	59.80	59.30	56.10	54.60	52.70	49.30	48.40	47.80	2.92	7	3.24	10	3.25	11
MICHIGAN STATE	61.83	60.21	59.70	58.90	57.00	53.90	51.20	49.10	47.50	46.50	45.20	2.71	10	2.78	11	3.18	12
<i>Average excl OSU</i>	70.87	68.12	65.79	64.16	62.33	59.62	56.90	54.86	52.22	50.40	48.56	4.03		3.52		3.85	

OVERALL -- ALL RANKS COMBINED																	
	06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	122.98	117.01	112.87	108.57	104.94	99.70	96.24	91.93	86.91	81.72	76.94	5.10	2	4.29	2	4.80	1
NORTHWESTERN	115.81	111.56	108.24	104.55	101.02	96.10	91.90	86.67	82.87	79.00	74.86	3.81	5	3.80	4	4.46	3
MICHIGAN	102.90	99.64	95.40	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	3.27	8	3.36	8	3.96	8
ILLINOIS	95.67	92.90	89.70	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	2.98	10	3.31	9	4.34	5
PENN STATE	95.15	92.18	89.28	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	3.21	9	4.07	3	4.37	4
MINNESOTA	93.61	88.55	84.14	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	5.71	1	3.42	7	4.64	2
<b>OHIO STATE</b>	<b>92.64</b>	<b>89.16</b>	<b>86.46</b>	<b>82.78</b>	<b>78.84</b>	<b>74.84</b>	<b>73.93</b>	<b>70.35</b>	<b>66.89</b>	<b>64.50</b>	<b>62.73</b>	<b>3.90</b>	<b>4</b>	<b>4.36</b>	<b>1</b>	<b>3.97</b>	<b>7</b>
MICHIGAN STATE	88.62	85.76	83.06	80.94	78.28	74.17	70.22	66.62	63.55	61.07	58.53	3.34	7	3.62	5	4.24	6
IOWA	88.09	84.42	82.27	80.51	79.26	76.56	74.43	70.97	66.81	64.14	61.72	4.35	3	2.85	11	3.62	11
INDIANA	87.70	84.63	82.30	80.07	78.15	75.22	70.24	67.36	64.02	61.10	59.48	3.63	6	3.12	10	3.96	9
PURDUE	87.16	84.97	82.13	79.53	75.57	73.25	70.44	69.30	66.63	63.56	61.15	2.58	11	3.54	6	3.61	12
WISCONSIN	86.33	84.33	82.03	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	2.37	12	2.11	12	3.91	10
<i>Average excl OSU</i>	96.73	93.27	90.13	87.58	85.17	81.67	78.16	74.56	70.71	67.46	64.13	3.71		3.44		4.20	

Note: The overall salaries are derived using Ohio State's rank distribution for the appropriate year.

**Figure A-3**  
**The Ohio State University**  
**History of Ranking in AAU: 1992-93 to 2006-07**



NOTE: The number of U.S. AAU institutions increased from 56 to 60 in 1996-97.  
 The number of U.S. AAU institutions increased from 60 to 61 in 2001-02.  
 The number of U.S. AAU institutions decreased from 61 to 60 beginning in 2002-03.

**Table A-3**  
**2006-07 Average Faculty Salaries (In Thousands)**  
**AAU Institutions**

	INSTITUTION	OVERALL	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR
1	HARVARD	<b>131.56</b>	177.41	100.02	91.28
2	STANFORD	<b>130.72</b>	164.31	114.74	90.96
3	CAL TECH	<b>127.70</b>	155.85	111.26	98.76
4	PENNSYLVANIA	<b>124.73</b>	156.46	106.39	91.83
5	PRINCETON	<b>124.43</b>	163.65	105.02	79.09
6	U OF CHICAGO	<b>122.98</b>	162.52	97.80	85.34
7	COLUMBIA *	<b>120.50</b>	155.42	103.34	79.94
8	MIT	<b>117.28</b>	145.94	99.74	88.98
9	NORTHWESTERN	<b>115.81</b>	147.22	97.48	83.50
10	YALE	<b>115.56</b>	157.62	87.15	77.86
11	CORNELL-ENDOWED	<b>114.54</b>	141.78	99.05	85.91
12	NEW YORK	<b>113.91</b>	149.49	91.20	80.10
13	DUKE	<b>113.07</b>	142.00	96.82	82.42
14	WASHINGTON UNIVERSITY	<b>112.06</b>	145.13	93.35	77.18
15	EMORY	<b>109.88</b>	142.22	90.12	77.89
16	SOUTHERN CALIFORNIA	<b>108.02</b>	134.51	92.01	81.57
17	CARNEGIE-MELLON	<b>105.48</b>	127.03	93.21	82.89
18	RICE	<b>105.06</b>	130.36	91.02	78.02
19	CALIFORNIA-BERKELEY	<b>103.62</b>	131.27	86.81	76.17
20	BROWN	<b>103.38</b>	134.88	83.88	72.59
21	VANDERBILT	<b>103.16</b>	135.41	86.29	67.17
22	<b>MICHIGAN</b>	<b>102.90</b>	130.44	86.55	74.95
23	<b>UCLA</b>	<b>102.65</b>	133.21	84.22	72.06
24	VIRGINIA	<b>101.34</b>	127.98	87.73	71.15
25	NORTH CAROLINA-CHAPEL HILL	<b>100.24</b>	126.85	85.50	71.76
26	JOHNS HOPKINS	<b>99.20</b>	123.84	87.19	70.46
27	MARYLAND	<b>98.64</b>	121.11	84.23	77.39
28	RUTGERS	<b>98.07</b>	123.81	85.03	68.74
29	CALIFORNIA-SAN DIEGO	<b>96.23</b>	124.40	78.04	69.76
30	<b>TEXAS</b>	<b>96.19</b>	121.20	78.33	75.15
31	<b>ILLINOIS</b>	<b>95.67</b>	120.93	79.55	71.69
32	SUNY-STONY BROOK	<b>95.17</b>	116.38	85.86	68.93
33	<b>PENN STATE</b>	<b>95.15</b>	120.21	81.35	68.16
34	<b>MINNESOTA</b>	<b>93.61</b>	116.60	80.56	69.43
35	PITTSBURGH	<b>93.35</b>	119.48	78.17	66.37
36	ROCHESTER	<b>93.28</b>	112.77	81.93	73.22
37	SUNY-BUFFALO	<b>93.16</b>	116.59	81.17	66.64
38	CALIFORNIA-IRVINE	<b>92.88</b>	117.68	77.60	68.52
39	<b>OHIO STATE</b>	<b>92.64</b>	<b>117.17</b>	<b>76.94</b>	<b>69.38</b>
40	CASE WESTERN RESERVE	<b>92.31</b>	116.04	78.44	67.91
41	CALIFORNIA-SANTA BARBARA	<b>92.12</b>	119.33	74.07	67.24
42	TULANE	<b>91.33</b>	115.96	78.77	63.39
43	CALIFORNIA-DAVIS	<b>90.74</b>	113.98	76.46	67.86
44	BRANDEIS	<b>89.77</b>	109.77	77.83	69.59
45	<b>WASHINGTON</b>	<b>89.48</b>	108.92	77.15	70.90
46	MICHIGAN STATE	<b>88.62</b>	110.23	79.16	61.83
47	IOWA	<b>88.09</b>	109.84	75.35	65.80
48	COLORADO	<b>88.04</b>	106.75	78.03	67.50
49	INDIANA	<b>87.70</b>	109.05	75.06	66.01
50	TEXAS A&M	<b>87.61</b>	107.40	76.03	67.32
51	PURDUE	<b>87.16</b>	107.56	74.82	66.80
52	<b>ARIZONA</b>	<b>87.02</b>	107.13	74.91	66.87
53	<b>WISCONSIN</b>	<b>86.33</b>	103.54	78.11	66.01
54	FLORIDA	<b>85.58</b>	107.67	73.32	61.94
55	SYRACUSE	<b>85.31</b>	103.98	75.23	64.91
56	KANSAS	<b>83.79</b>	103.89	72.26	62.85
57	IOWA STATE	<b>83.20</b>	100.55	73.65	64.52
58	NEBRASKA	<b>82.40</b>	101.12	71.66	62.88
59	MISSOURI	<b>79.70</b>	100.66	68.55	56.61
60	OREGON	<b>72.97</b>	88.31	62.10	59.96

2005-06 OVERALL RANKING	
1	HARVARD
2	STANFORD
3	CAL TECH
4	PENNSYLVANIA
5	PRINCETON
6	U OF CHICAGO
7	MIT
8	NORTHWESTERN
9	YALE
10	CORNELL-ENDOWED
11	COLUMBIA *
12	NEW YORK
13	DUKE
14	WASHINGTON UNIVERSITY
15	EMORY
16	SOUTHERN CALIFORNIA
17	CARNEGIE-MELLON
18	RICE
19	BROWN
20	<b>MICHIGAN</b>
21	CALIFORNIA-BERKELEY
22	<b>UCLA</b>
23	VANDERBILT
24	VIRGINIA
25	JOHNS HOPKINS
26	MARYLAND
27	CASE WESTERN RESERVE
28	RUTGERS
29	<b>ILLINOIS</b>
30	<b>PENN STATE</b>
31	NORTH CAROLINA-CHAPEL HILL
32	CALIFORNIA-SAN DIEGO
33	<b>TEXAS</b>
34	SUNY-STONY BROOK
35	ROCHESTER
36	PITTSBURGH
37	SUNY-BUFFALO
38	<b>OHIO STATE</b>
39	CALIFORNIA-IRVINE
40	TULANE
41	CALIFORNIA-SANTA BARBARA
42	BRANDEIS
43	<b>MINNESOTA</b>
44	MICHIGAN STATE
45	TEXAS A&M
46	PURDUE
47	COLORADO
48	CALIFORNIA-DAVIS
49	INDIANA
50	<b>WASHINGTON</b>
51	IOWA
52	<b>WISCONSIN</b>
53	<b>ARIZONA</b>
54	FLORIDA
55	SYRACUSE
56	IOWA STATE
57	NEBRASKA
58	KANSAS
59	MISSOURI
60	OREGON

Notes: Benchmark Institutions are in **bold** type. Canadian institutions McGill and University of Toronto are excluded.

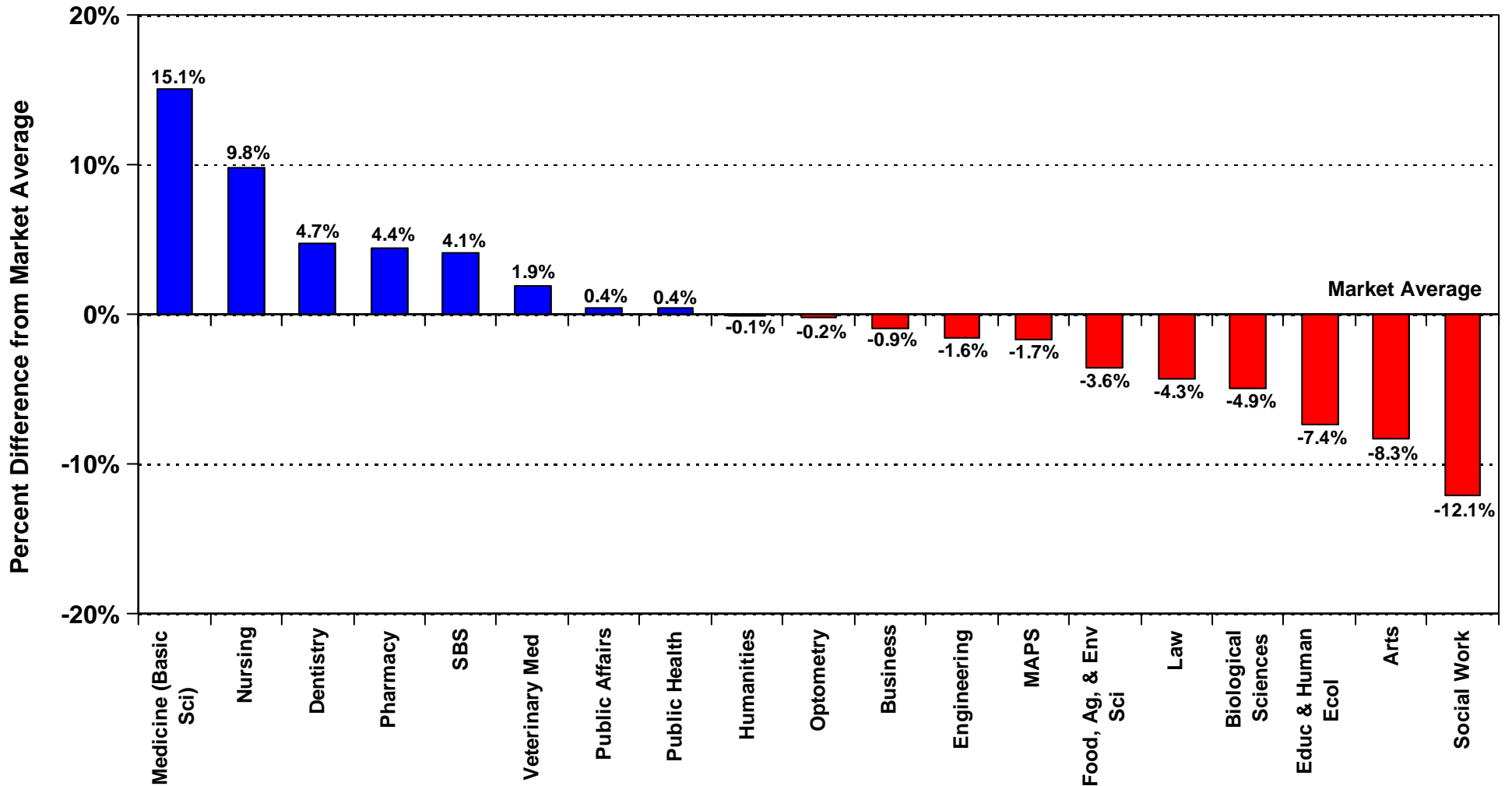
Overall salaries represent a weighted average of rank salaries using OSU's rank distribution as weights.

All 12-month salaries have been converted to a 9-month basis.

\* FY0607 data for Columbia is unavailable so FY0506 data used.

Number of AAU Institutions changed from 61 to 60 in 2002-03. (Catholic University was removed)

**Figure A-4**  
**The Ohio State University Faculty Salary by College**  
**2006-07 Comparison with Benchmark Institutions**



Notes: Percentage > 0 indicates average salary above market average.  
 Optometry uses ASCO data for benchmarking.  
 Dentistry uses ADEA Central Region Public Institution dentistry data for benchmarking.  
 Social Work salaries have been adjusted for mid-year increases.