

Faculty Compensation and Benefits Committee

ANNUAL SALARY REPORT AND RECOMMENDATIONS, 2005

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Executive Summary

A. Compensation

Competitive compensation and benefits are necessary for the recruitment and retention of an outstanding faculty. In recognition of the critical contribution that faculty compensation plays in building and maintaining a world-class faculty, the Academic Plan set forth an **initial** goal of increasing the overall faculty average salary at Ohio State to become, at least, equal to the average of our ten benchmark universities in three to four years.

During the last 4 years, considerable progress has been made toward achieving this initial goal. In the academic year 2001-02, the average faculty salary at Ohio State fell to 6.1% below the benchmark average, in 2002-03 it was 4.4% below the benchmark average, and in 2003-04 the gap further narrowed to 1.7% below the benchmark average. Today (academic year 2004-05) the average faculty salary at Ohio State remains 0.5% below the benchmark average. However, this success has varied widely among Colleges across the campus. The average salaries of faculty in ten colleges remain substantially below that of their peer comparison group, ranging from 2.1% (FAES) to 15.2% (Social Work) below the average of their peer group. In addition, an accounting adjustment that resulted from a change in the activation date of faculty salary increases from July 1st to October 1st contributed to the gain made against the benchmark average last year. Faculty on 12 month appointments received an extra 0.75% salary adjustment due to this change in the activation date; an adjustment that was not made for faculty on 9-month appointments. This accounting adjustment exaggerated the actual gain made against the benchmark institutions. Thus, the gap between the benchmark average salary and the average OSU faculty salary may not be as small as it appears to be.

Furthermore, as the benchmark institutions do not make salary decisions in isolation but must react to the changes made by their peers, the benchmark average salary is a moving target. Any gain made against our peers may be very fleeting. Indeed, despite an increase that exceeded the benchmark average by 0.9%, Ohio State actually **fell** one place in ranking against these peer institutions. During the last 4 years, Ohio State's ranking has only improved modestly from a low of 8th place in 2001-02 to 6th place today. A return to the status quo could easily negate the recent salary progress. Now is not the time to become complacent. We must persevere in our quest to become a leader among our peer institutions.

The initial compensation goals of the Academic plan should not be viewed as an end, but rather only as a beginning. To remain competitive, Ohio State must offer compensation comparable to not only the benchmark group, but also to a broader category of institutions that compete for the same pool of faculty. It is the opinion of the FCBC that the AAU consists of our strongest competitors. Among the 60 AAU institutions in the United States, OSU's average faculty salary currently ranks 38th. In FY 1997, OSU ranked 32nd among AAU institutions and in 1984 it ranked 14th. **As the next interim compensation goal, the FCBC recommends that we should increase average faculty salary at OSU to the 30th position (at present held by Illinois) of the AAU.** Currently, we are 3.6% or \$3,240 below this position in the AAU.

We recognize the challenges facing the University in the current uncertain fiscal environment. Nonetheless, if OSU is to continue to recruit and retain the very best faculty, it cannot settle for the initial goals of the Academic Plan but must progress toward the next interim goal. **The FCBC,**

therefore, strongly recommends that the average OSU faculty salary must increase by the market (AAU) average increase plus, at the minimum, 1.2% for the three next years.

Salary disparity, as defined as large differences in the compensation for individuals with the same rank and in the same unit, also remains a major concern of the faculty. This disparity is exacerbated by the practice of awarding merit increases on a percent of the base salary rather than on a fixed dollar amount basis. Due to the compounding effect of percentage increases, even small initial differences in salary can become quite large over time. **Therefore, the FCBC reiterates the recommendation made the last two years, that salary increases should be based upon merit and individuals that receive the same merit score should receive the same dollar raise irrespective of their base salary.**

B. Benefits

Faculty compensation entails more than direct salary compensation. Benefits also contribute significantly toward the total compensation package. The FCBC has selected two benefits that we believe merit further consideration.

1. The FCBC recommends the University develop an expanded and distributed system of high quality childcare (see attached Appendix C). The FCBC proposes the adoption of a policy that would require formal consideration of the inclusion of a NAEYC-accredited childcare facility in every new building/renovation project costing over \$50 million. The FCBC envision three-to-five “Childcare zones” on the Columbus campus each with its own childcare facility. The ultimate goal would be to make high quality distributed (ideally within walking distance of an employee’s workplace) childcare available to all OSU faculty and staff. Because of its central location and easy access from High Street, **the FCBC further proposes that the new Ohio Union would be a good place to house the first of the new childcare facilities.**

2. The FCBC recommends that the faculty dependent fee waiver should be increased to at least 75% (and ideally 100%) of the Ohio State University undergraduate tuition. The dependent tuition waiver has not changed since its inception. Currently, faculty and staff can receive a waiver (paid by their department/unit) of 50% of the undergraduate tuition up to 200 quarters hours. The current Ohio State tuition waiver is substantially below that of our peer institutions that offer this benefit (it must be recognized that not all Universities offer this benefit). In addition, many plans will cover the cost of the tuition at any peer institution up to the cost that would have been reimbursed at their home institution. Therefore, FCBC recommends that the University aggressively pursue reciprocal arrangements with peer institutions both within and outside of Ohio to increase the portability of this benefit. **At the least, the FCBC supports the recent recommendation made in the University Staff Advisory Committee Staff Compensation and Benefits Report that if both parents of an eligible dependent are employed by OSU then they should be allowed to combine their dependent tuition benefits for a total of 100% coverage.**

I. Introduction

This 27th report on faculty salaries submitted to the University Senate by the Faculty Compensation and Benefits Committee (FCBC) summarizes some of the advances that the university has made towards its goal of increasing its competitiveness for faculty salary compared to our benchmark institutions. Between 1983-84 and 2002-03, Ohio State's average overall faculty salary declined from being one of the leaders to become one of the lowest for faculty salary in 2001-02 among comparable universities, particularly among the AAU institutions. By 2001-02 the average faculty salary at Ohio State had fallen 6.1% below our benchmark institutions average. An effort was begun in 2002-03 to meet that portion of the University's Academic Plan that called for improving the competitiveness in faculty salaries. Investments in faculty salaries reduced the gap between the benchmark's average faculty salary and Ohio State's average to 4.4% below and 1.7% below in 2002-03 and 2003-04, respectively. In last year's 2004 Report, FCBC recommended that the salary increase for 2004-05 should exceed the average increase of our benchmark institutions by at least 1.7% for Ohio State to reach parity with the average faculty salaries at our benchmark institutions. The faculty average salary increase for 2004-05 was actually 0.9% (relative to benchmarks), and Ohio State remains 0.5% below our benchmarks' average. Ohio State's position relative to the AAU faculty salary rankings is also important because 5 of our 10 benchmark institutions (Michigan, UCLA, Illinois, Penn State and Texas) are ranked higher than Ohio State for average faculty salary, both in our benchmark group and in the AAU. In fact Ohio State is ranked 38th (out of 60) in the AAU. Illinois is ranked 30th, the mid-point of the AAU for average faculty salary. The FCBC recommends that Ohio State should continue to invest in faculty salaries to raise Ohio State's rank among its benchmarks and the AAU. We recommend that Ohio State set its goal this year to place itself in the AAU 30th position for faculty salaries. Ohio State is currently 3.6%

(\$3,240) below this position. In order to attain the 30th position in the AAU, Ohio State's average salary increase must exceed the average salary increase of institution in the 30th position (currently Illinois) by 1.2% for each year.

II. Faculty Salaries at Ohio State Compared to Similar Universities

Salary comparisons are presented in this report for three groups: (1) the ten benchmark institutions; (2) the twelve CIC institutions; and (3) the sixty American Association of Universities institutions.

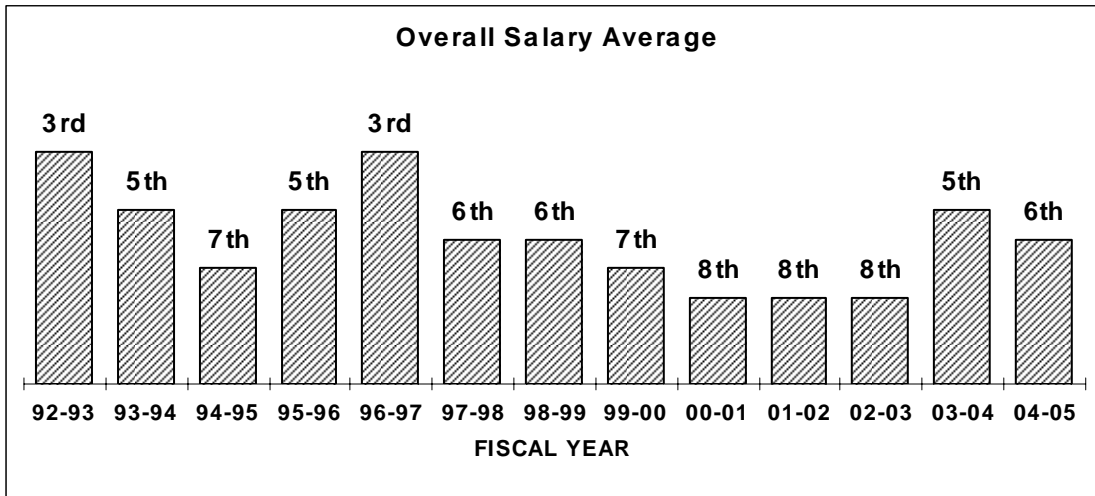
A. Salary Comparisons with the Ten Benchmark Institutions

The ten benchmark institutions are a group of large, public-funded universities that are the primary research institutions in their geographic areas: Arizona, Illinois, Michigan, Minnesota, Ohio State, Penn State, Texas, UCLA, Washington, and Wisconsin. These ten institutions are the referent set of state universities the activities of which closely compare to those of Ohio State University and have similar structural characteristics to Ohio State University. All offer a wide diversity of academic programs for both undergraduates and graduate students, have productive graduate and research programs, and have strong professional colleges in many areas. All are regarded as the flagship universities of their home states. This comparison group was first included in the 1998 FCBC report.

The salary comparisons for the benchmark institutions are set forth in Table A-1 and Figure A-1 in the Appendix. A plot of the salaries for the combined faculty ranks is given in Figure 1 below. Although there was an increase in Ohio State's average salary relative to the benchmark institutions for 2003-04, Ohio State dropped from 5th position in 2003-04 to 6th position in 2004-05 for overall average salary. Ohio State University has not regained the third

rank position it held in 1992-93 and in 1996-97. Salary for professors and associate professors also ranks 6th among this referent, and that of assistant professors ranks 5th for 2004-05.

Figure 1 The Ohio State University History of Ranking with Benchmark Institutions Across Assistant, Associate, and Full Professor Ranks Combined

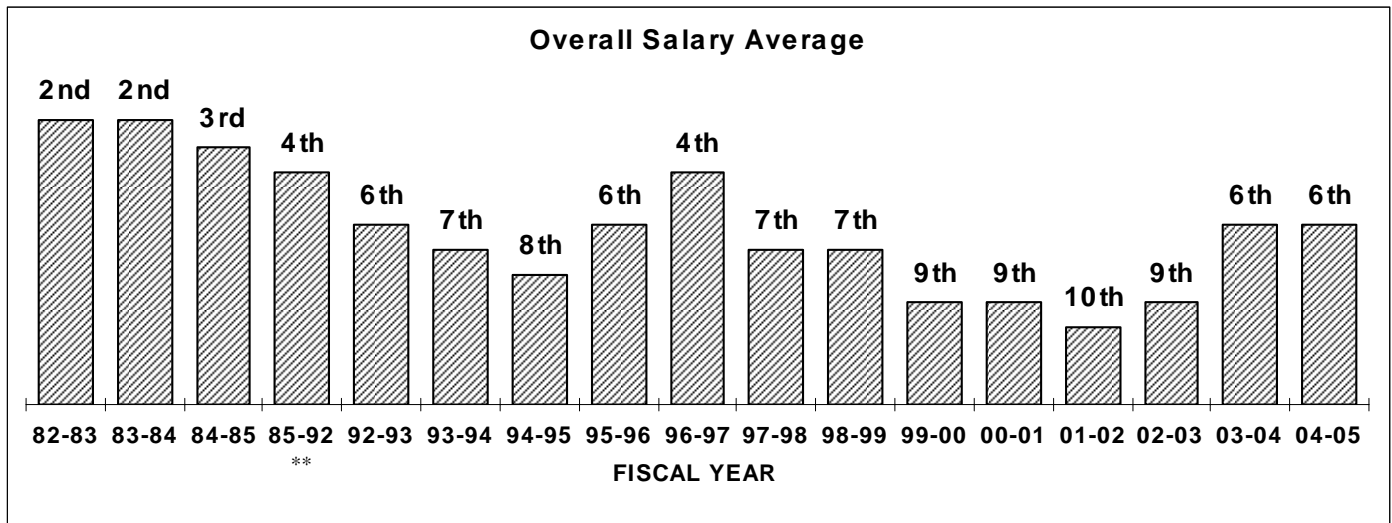


In 1996-97, Ohio State ranked third overall with an average salary of \$62,730, 1.9% above the benchmark average of \$61,580 (excluding Ohio State). After 1996-97, Ohio State's overall average salary has declined precipitously when compared with the other benchmark institutions. In 2002-03, Ohio State ranked eight out of ten benchmarks and the average benchmark salary of \$82,500 was 4.6% above Ohio State's average of \$78,840. In 2003-04, however, the University made a strong effort to raise Ohio State's rank among its benchmark institutions and the overall standing of Ohio State increased to 5th. The average salary for the referent institutions in 2004-05 was \$86,900 (excluding Ohio State) and was \$86,460 for Ohio State – a difference of 0.5%. However, Ohio State's ranking dropped to 6th among the benchmark institutions. Additionally, the average salary in the majority of colleges is below the average of the college selected benchmark institutions (See section C and Figure A-4).

B. Salary Comparison with the Twelve CIC Universities

The Committee on Institutional Cooperation (CIC) includes the eleven institutions in the Big Ten Conference plus the University of Chicago. Ohio State's similarity to these institutions includes common geography, reliance on state assistance (except for Northwestern and Chicago), and similar demographic and economic profiles. The CIC universities also represent a major source of Ohio State faculty and competition for those faculty members. The CIC institutions have a rich tradition of academic excellence and most are regarded in their own states as flagship institutions. The CIC represents that group of institutions with whom Ohio State competes directly on a daily and yearly basis.

Figure 2 The Ohio State University History of Ranking with CIC Institutions Across Assistant, Associate, and Full Professor Ranks Combined



** Years 85-92 have been represented by a single bar as there was no change in rank during those years.

The salary comparisons for the CIC institutions are given in Table A-2 and Figure A-2 (in the Appendix). A plot of the salaries for the combined faculty ranks is given in Figure 2. The data reveal that Ohio State, for several years, lost its competitive position relative to the CIC institutions with regard to faculty salaries. In 1983-84, Ohio State was tied for second with an overall average salary of \$36,550, and was 7.3% above the CIC average of \$34,066 (excluding

Ohio State). By 1996-97, Ohio State had slipped to fourth among CIC universities, with an average salary of \$62,730 and was 2.2% below the CIC average of \$64,130 (excluding Ohio State). In 2002-03, Ohio State slipped farther down. Its overall average salary became the ninth among the CIC universities. Ohio State University with an overall average salary of \$78,840 was 7.4% lower than the CIC overall average salary of \$85,170.

In 2003-04, however, Ohio State improved its position relative to the CIC institutions with regard to faculty salary. It became sixth, with an average salary of \$82,780, while the average salary of CIC universities (excluding Ohio State) was \$87,580 or 5.8% greater than Ohio State's overall average salary for that year.

This year, 2004-05, Ohio State again has maintained its position relative to the CIC institutions. At the present time, Ohio State remains in the sixth position in salary among CIC universities. However, its overall average salary of \$86,460 is now 4.1% lower than the overall average salary of \$90,130 of the CIC institutions (excluding Ohio State.)

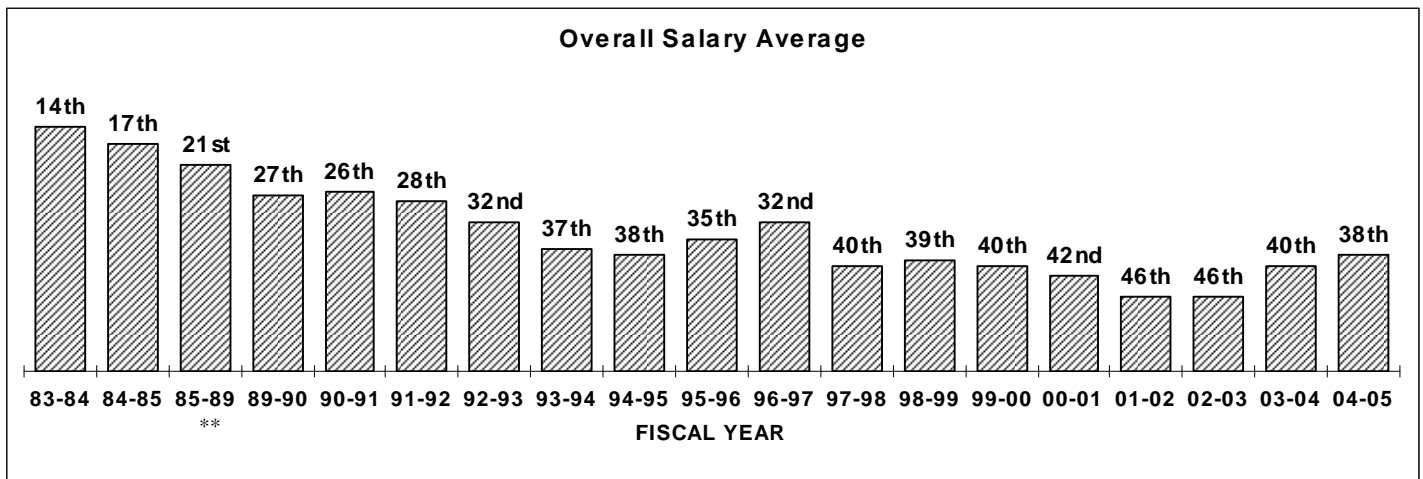
C. Salary Comparisons with the Association of American Universities (AAU)

The Association of American Universities (AAU) consists of 60 major public and private research universities in the United States (excluding two Canadian institutions). These 60 universities form a select group because of their outstanding faculty, high-quality students, and excellent academic programs. The AAU represents the national set of institutions with whom Ohio State directly competes for faculty.

The salary comparisons for the AAU institutions are set forth in Table A-3 and Figure A-3 in the Appendix. A plot of the salaries for the combined faculty ranks is given in Figure 3 below. As with the benchmark and CIC universities, Ohio State has lost ground compared to the AAU institutions. Specifically, in 1983-84 Ohio State was ranked 14th in the AAU, but since then there has been a dramatic decline in Ohio State's ranking. Between 1983-84 and 1996-97,

Ohio State's ranking fell 18 places from 14th to 32nd. Ohio State's average salary is now 16.1% below the 14th ranked institution. Ohio State's drop in ranking accelerated from 1996-97 to 2002-03, when the ranking fell another 14 places from 32nd to 46th place. As the result of the university's recent effort to increase faculty salaries, Ohio State's overall salary improved to 40th in 2003-04, but this is still far short of the 14th rank held in 1983-84. Ohio State's overall ranking in 2004-05 is now 38th, however we remain 16.1% (\$16,600) behind the 14th ranked institution and 3.6% (\$3,240) below the 30th position of the AAU.

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



Note: the number of US AAU institutions increased from 56 to 60 in 1996-97, from 60 to 61 in 2001-02 and decreased from 61 to 60 in 2002-03.

** Years 85-89 have been represented by a single bar as there was no change in rank during those years.

Clearly, a comparison of Ohio State's average faculty salaries with salaries at peer institutions illustrates the huge erosion of Ohio State's rankings and in its ability to compete for the best faculty. **As the next interim compensation goal, the FCBC recommends that we should increase average faculty salary at OSU to the 30th position (at present held by Illinois) of the AAU.** This will also improve our standing relative to our benchmark institutions because 5 of our higher ranked benchmark universities (Michigan, UCLA, Illinois, Penn State and Texas) are also ranked higher than Ohio State in the AAU.

III. The Ohio State University's 2004-05 Faculty Salary Pool Increase

A. Compensation Initiative Goals

To plan their budgets, universities determine the funds that are allocated to the faculty salary budget for the next fiscal year. Information on the percent increase in the "Faculty Salary Budget Pool" is shared among peer institutions early in the new fiscal year, thus enabling universities to estimate the "market increase" in the salary budget pools for that year and use it for planning. It is important to note that the salary budget pool is for continuing faculty and excludes funds added to pay for increases due to promotions and counter-offers made to retain faculty. Unlike the salary budget pool, the "Total Faculty Salary" (the average salary of all faculty) is impacted by promotions, counter-offers, new hires, and departures. Information on the increases in total faculty salaries is also shared among institutions but later in the fiscal year. In this FCBC report, Total Faculty Salaries (as defined above) were covered in Section II. Section III discusses the Faculty Salary Budget Pool (as defined above), which was used to plan for Market Increase in faculty salaries.

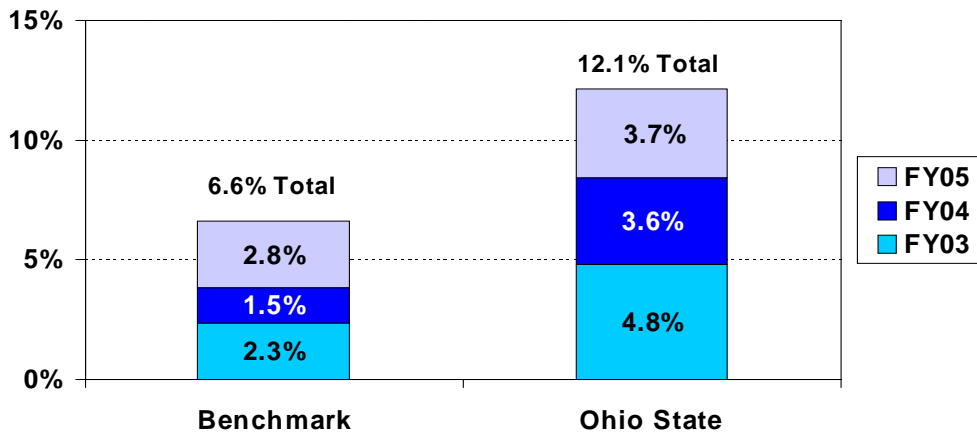
In 2001, the university administration made it a high priority to increase faculty and staff salaries "to the mean of our benchmark peers within three or four years." Accordingly, the target average faculty salary increases for both 2003-04 and 2004-05 were set at 2.5% (the estimated average for our benchmark institution's budget pool) plus at least 1.0%, excluding salary increases attributable to promotions, and equity/market adjustments.

B. Comparison of OSU's Faculty Salary Budget Increase with Benchmarks

When compared to its benchmark institutions in 2004-05, Ohio State did not reach its stated goal of increasing the university faculty salary budget pool by 1.0% above the benchmark average.

Figure 4 compares Ohio State to its benchmark institutions for increases in faculty salary budgets for the last three years. In 2004-05 Ohio State's increase of the faculty salary budget was 0.9% higher than the mean increase of our benchmark institutions (3.7% vs. 2.8%). However, Ohio State's salary budget increase has exceeded the 1.0% goal over the benchmark increase in two of the last three years. This sustained effort/performance has resulted in a combined increase in Ohio State faculty salary budgets of 12.1% over three years, as compared with the benchmark increase of 6.6%, a 5.5% difference in favor of Ohio State.

Figure 4 The Ohio State University Faculty Salary Increase Budget Public Benchmark Institutions Comparison FY 2002-03 to FY 2004-05



Currently, Ohio State's average salary remains behind the benchmark mean. The figures in Table A-1 illustrate that, as a result of the Academic Plan's salary initiative, during the last three years Ohio State has made substantial progress towards reaching the Plan's **initial** goal of increasing the overall faculty average salary to, **at least**, the average of our ten benchmark universities. However, a 0.75% accounting adjustment resulting from a change in the activation date of salary increases for faculty on 12-month appointments from July 1st to October 1st contributed to the gain made against the benchmark average last year. This accounting adjustment exaggerates the actual gain Ohio State made against the benchmark institutions. The initial goal of reaching the benchmark average by 2004 or 2005 has thus not been reached.

Furthermore, the benchmark average salary is a moving target. **Indeed, despite an increase that exceeded the benchmark average by 0.9% this past year, Ohio State actually fell one place in ranking against these peer institutions, from 5th to 6th place.** It therefore remains important for Ohio State to continue to make progress, not only to reach, but to surpass, the mean salary of our peer institutions.

The initial compensation goals of the Academic Plan should not be viewed as an end, but rather only as a beginning. If Ohio State is to continue to recruit and retain the very best faculty, it cannot settle for the initial goals of the Academic Plan, but must progress toward the next goal. To remain competitive, Ohio State must offer compensation comparable not only to the small benchmark group, but also to the national market average determined by a much broader category of institutions, such as those within the AAU, that compete for the same pool of faculty. As Figure 3 above shows, among the 60 AAU institutions in the United States, Ohio State's average faculty salary currently ranks only 38th.

C. 2002-03 through 2004-05 Salary Increases by Colleges

As observed in the May 2004 FCBC report, budget restructuring has led to significant variations among colleges in the size of annual salary increases. This variability range grew from 1.6 in 2002-03 to 2.2 in 2003-04. In 2004-05, the variation narrowed slightly to 2.1, encompassing a 3.0% increase in Business to a 5.1% increase in Veterinary Medicine. Compared to the previous year, average salary increases in 2004-05 went up in ten colleges and down in eight. They remained the same in Medicine.

Table 1 shows the relative rankings of average annual percentage increases among all nineteen units [eighteen colleges plus the School of Public Health]. Compared to 2003-04, noteworthy 2004-05 moves upward were evident in Dentistry, where the rank of average percentage increase jumped from 14th to 2nd, in Social Work from 15th to 5th, and in

Engineering from 17th to 8th. Conversely, downward movement was evident in MAPS which dropped from 3rd to 14th on campus, in FAES from 9th to 17th, and in Business from 9th to 19th.

**Table 1 The Ohio State University FY02 to FY05 Salary Budget Pools
Total University Average Salary Increase Percentage**

College	2004-05 (Rank)	2003-04 (Rank)	2002-03 (Rank)	Average (Rank)
Veterinary Medicine	5.1% (1)	4.2% (3)	5.0% (5)	4.8% (1)
Humanities	4.0% (5)	4.5% (2)	5.5% (2)	4.7% (2)
MAPS	3.4% (14)	4.2% (3)	5.9% (1)	4.5% (3)
Pharmacy	3.6% (9)	4.7% (1)	5.0% (5)	4.4% (4)
Dentistry	4.8% (2)	3.3% (14)	4.8% (9)	4.3% (5)
Social & Behavioral Sciences	4.2% (3)	4.0% (6)	4.7% (12)	4.3% (5)
Law	3.5% (12)	3.8% (8)	5.5% (2)	4.3% (5)
Nursing	4.2% (3)	4.1% (5)	4.4% (17)	4.2% (8)
Optometry	4.0% (5)	3.6% (9)	4.8% (9)	4.1% (9)
Biological Sciences	3.6% (9)	4.0% (6)	4.6% (13)	4.1% (9)
Business	3.0% (19)	3.6% (9)	5.4% (4)	4.0% (11)
Social Work	4.0% (5)	2.9% (15)	4.8% (9)	3.9% (12)
Medicine	3.5% (12)	3.5% (12)	4.3% (18)	3.8% (13)
FAES	3.1% (17)	3.6% (9)	4.5% (14)	3.7% (14)
Education	3.6% (9)	2.5% (17)	4.9% (8)	3.7% (14)
Human Ecology	3.1% (17)	3.4% (13)	4.5% (14)	3.7% (14)
Engineering	3.9% (8)	2.5% (17)	4.5% (14)	3.6% (17)
Arts	3.2% (15)	2.5% (17)	5.0% (5)	3.6% (17)
School of Public Health	3.2% (15)	2.9% (15)	N/A	3.1% (19)

Source: SLDP Process Salary Adjustment (Increase) Summary Reports.

Note: These figures exclude faculty and staff promotions to new positions, counter-offers and related exceptions.

2004-05 figures include one-time Compensation and Pension Adjustment (CPA) for change in salary year.

The committee believed it to be instructive to look at average percentage increases over a 3-year period because these data more accurately reflect the full historical period of the budget restructuring process. They also refine the focus on which colleges consistently garner high or low annual increases despite wide fluctuations in the annual rankings. Table 1 contains these figures with aggregated percentage increases and related rankings. By aggregating average increases over the three-year period of 2002-03 to 2004-05, it is evident that four colleges consistently distribute the highest annual increases while another five perennially deliver the lowest raises. The four top colleges are Veterinary Medicine (4.8%), Humanities (4.7%), MAPS (4.5%) and Pharmacy (4.4%). Over the same three years, colleges consistently providing the lowest salary increments are FAES, Education, and Human Ecology (all 3.7%), and Engineering

and Arts (both 3.6%). [With only two years of data since its inception as a School, Public Health increases averaged 3.1%.] Significantly, the annual salary increases for faculty in the colleges at the top range from 16% to 25% higher than those at the bottom.

Figure A-4 reveals how average salaries in the eighteen colleges and the School of Public Health compared to their own benchmark institutions nationally. Each college selected a set of peer and/or competitive institutions as their benchmark group for these comparisons. In 2003-04, only 7 of our 19 units were at or above the overall average salary levels of their respective benchmark sets. In 2004-05, 8 of OSU's units exceeded their self-selected benchmark institutions (see Table A-4). In addition many of the colleges that exceeded their benchmark groups extended their lead in 2004-05. For example, Medicine moved from 9.8% to 15.2% above its benchmark set, and Pharmacy increased from 8.2% to 10.7% above its benchmarks. Another sign of progress is evident in the narrowing of benchmark gaps by those colleges who lagged far behind. For example, Social Work narrowed the average salary gap with its benchmark from, -16.8% in 2003-04 to -15.2%. Similarly, Human Ecology reduced its benchmark lag from -15% to -12.1%.

While progress in narrowing the gaps is important, such gains, particularly among the colleges lagging behind their benchmarks, must be pursued continuously so that all OSU colleges are competitive in their respective markets. Despite the gains, 10 OSU colleges pay average salaries that fall below market based on comparisons with their benchmarks.

IV. Salary Disparity

Salary disparity, as defined as large differences in the compensation for individuals with the same rank and in the same unit, remains a major concern of the faculty. As pointed out in our 2003 report, the disparity at Ohio State is greater than at our peer institutions (the difference between the mean and median salary is greater at Ohio State than at peer institutions such as

Michigan). In our 2004 report we demonstrated that this disparity resulted, at least in part, from the higher salaries received by newly hired faculty. We reported that newly hired faculty received salaries that were consistently higher than that received by continuing faculty in each rank with the greatest disparity noted at the rank of professor (22% greater) as illustrated in Table 2.

**Table 2 New Hire and Continuing Faculty Average Salary Ratios for Total University
FY 2001-02 Through FY 2003-04**

Rank	Continuing	New Hire	New Hire FTE	Ratio
PROF	\$98,540	\$119,803	58	1.22
ASSOC	\$66,280	\$73,641	48	1.11
ASST	\$58,606	\$59,627	175	1.02

Source: Departmental Faculty Salary Analysis, 2001-02 through 2003-04

Notes: Ratio = New Hire Average Salary / Continuing Faculty Average Salary

Salaries of 12-month faculty have been converted to a 9-month basis using a factor of 9/11.

Faculty at the rank of instructor have been excluded.

New hires from the previous year are excluded from continuing faculty of the current year.

This disparity is exacerbated by the practice of awarding merit increases on a percent of the base salary rather than on a fixed dollar amount basis. Due to the compounding effect of percentage increases, even small initial differences in salary can become quite large over time as illustrated in the following example. The following example assumes three faculty members were hired on the same date and received the same annual merit raises (5% annually) during the course of their careers at Ohio State.

<u>Years after appointment</u>	<u>Professor A</u>	<u>Professor B</u>	<u>Professor C</u>
0	\$50,000	\$60,000	\$75,000
1	\$52,500	\$63,000	\$78,750
5	\$63,814	\$69,457	\$95,721
10	\$81,445	\$97,733	\$122,167
15	\$103,395	\$124,735	\$155,920
20	\$132,665	\$159,197	\$198,997
25	\$169,318	\$203,181	\$253,882
30	\$216,097	\$259,317	\$324,146
35	\$275,800	\$330,961	\$413,701

Despite identical annual merit increases as percentage of the base salary, an initial

difference of \$10,000 and \$25,000 has grown to be \$55,161 and \$137,901, respectively after 35 years.

It cannot be overstated that salary disparity has profound effects on the morale of the faculty. It is often the case that “equity” adjustments are only considered when a faculty member has received an offer from one of our peer institutions (at which point it may prove to be too late to retain this faculty member). In fact, many department chairs even recommend that their faculty must first seek an outside offer in order to be considered for this “equity” adjustment. It is not in the best interest of the institution to force faculty to seek employment at peer institutions before salary inequalities are addressed.

- **The FCBC once again recommends that salary raises should be based on a dollar amount instead of as a percentage of base salary. It is important to emphasize that the University Staff have expressed similar concerns and have made the same recommendation that salary increases should be based upon dollars rather than percentages.**

Although dollar raises alone would not reduce salary disparity, this approach would at least prevent further increases in the disparity. **Additional steps would be necessary to reduce the disparity.** The FCBC, therefore, makes the following recommendations that we believe addresses both the question of equitable merit raises and will (over time) reduce salary disparity.

- **Each year a given department or equivalent unit would be allocated an amount of money based upon a percentage of its operating budget. These funds would then be distributed on a dollar basis rather than a percentage basis as part of the annual merit based salary increases. In addition, each chair/director should retain a portion of these funds (at least 10%) to be used for equity/market adjustments.**

These funds would be distributed to those individuals with a base salary that falls below the average for that rank within that unit. The equity adjustment would only be made to those individuals who are performing adequately. This adjustment is merit based; it is not an entitlement for years of service.

- **The remaining salary funds (90% of budget pool) would be distributed as a dollar amount based upon the merit criteria utilized in the annual review process provided by that department's Patterns of Administration. Thus, all individuals with the same merit score would receive the same dollar increase.** This concept is best illustrated with an example that may be found in Appendix B.

V. Growth in Administrative Overhead

There is a widespread perception among the faculty of rapid growth in the administrative component of the University, including growth in relative terms to the growth of faculty. While there is recognition that administration is a necessary component of the university, it is also reasonable to expect the breadth and scope of administration should be balanced with respect to supporting the needs of faculty-based programs and activities. The perception of administrative growth includes a recognition that as administrative personnel increase, the number of new administrative initiatives also increase. As a consequence, there is a serious concern that the accompanying increase in administrative overhead (administrators' salaries, salaries of administrative support staff, associated new projects, etc.) constitutes a significant demand on university financial and personnel resources at a time when state and other sources of support are decreasing. In addition, this concern also related to an interest in ensuring that students receive a quality level of instruction.

The charge of the Faculty Compensation and Benefits Committee is to assess the adequacy of faculty compensation vis-à-vis benchmark institutions and to recommend increases in compensation that guarantee that OSU remains competitive in the areas of faculty hiring and retention. The FCBC is concerned, however, that, if the perception of a growing and costly administration in a time of reduced funding is accurate, the ability of the university to act on its recommendations may be significantly compromised.

Assurance of adequate compensation and benefits commensurate with the academic marketplace is not merely a practical or financial concern but relates to the larger issue of faculty morale. As such, the expectations established by resource-based funding coupled with a perception of declining faculty and expanding administration is having a significant impact on morale. **Therefore, as part of its charge, the FCBC is requesting that President Holbrook and Provost Snyder address this concern by appointing an Ad hoc Growth Analysis Committee the members of which: (1) reflect the breadth and depth of the faculty at OSU and include representatives of major faculty committees (FCBC, Fiscal, etc.), and (2) also include representatives from the Human Resources and Financial Offices at OSU. The primary charge of this committee would be to gather and analyze data including but not limited to:**

- A. Demographics over time characterizing the faculty including number, type, etc in association with metrics such as faculty/student ratios, non-regular faculty/student, etc.
- B. Demographics over time characterizing administrative officers and associated staff at the Central, College and Dept level in association with metrics such as administrative officers/faculty, etc.

FCBC is aware that, in an institution as large and complex as OSU, an accurate assessment of changes in the investment in both administration and faculty over the years may be challenging. **The FCBC would like to stress that the issue is one of transparency.** If the

impression of administration growth (and attendant support costs) relative to the relative growth and associated need of the faculty is erroneous, it will do much to alleviate a growing frustration among the faculty. If this impression should prove to be accurate, then further action will be required to address this problem. In either case, **action by President Holbrook and Provost Snyder to establish an Ad hoc Growth Committee to determine accurately the changes in demographics that are occurring within the faculty and the administration and the financial impact of these changes will enable the University to make informed decisions that not only will improve faculty-administration relations, but, even more importantly, will ensure that the faculty and staff in academic units across the campus are well-positioned to meet the challenges outlined in the University's Academic Plan.**

VI. Benefits

Faculty compensation entails more than direct salary compensation. Benefits also contribute significantly toward the total compensation package. The FCBC has selected two benefits that we believe merit further consideration: increased access to childcare and increased dependent tuition support.

The FCBC recommends the University develop an expanded and distributed system of high quality childcare (see attached). The FCBC proposes the adoption of a policy that would require formal consideration of the inclusion of a NAEYC-accredited childcare facility in every new building/renovation project costing over \$50 million. The committee views this as an opportunity for the University to accomplish two tasks that are germane to its mission: 1) to attract and to retain highly qualified faculty and staff, and 2) to increase diversity within the faculty and staff populations. Because each facility would be designed to make childcare available to all employees within a particular region of the campus, location would be a major factor in the selection of a particular new /renovated building to house such a facility. The

FCBC envision three-to-five “Childcare zones” on the Columbus campus each with its own childcare facility. The ultimate goal would be to make high quality distributed (ideally within walking distance of an employee’s workplace) childcare available to all OSU faculty and staff.

Because of its central location and easy access from High Street, the FCBC further proposes that the new Ohio Union would be a good place to house the first of the new childcare facilities. The cost of the childcare service itself would be paid by those faculty and staff that take advantage of the benefit and so would be expected to remain cost neutral. The University commitment would be limited to a series of one time investments to pay for the incorporation of the physical facilities into those building selected to house the new childcare facilities.

The FCBC recommends that the faculty dependent fee waiver should be increased to at least 75% (and ideally 100%) of the Ohio State University undergraduate tuition. The dependent tuition waiver has not changed since its inception. Currently, faculty and staff can receive a waiver (paid by their department/unit) of 50% of the undergraduate tuition up to 200 quarters hours. The current Ohio State tuition waiver is substantially below that of our peer institutions that offer this benefit (it must be recognized that not all Universities offer this benefit). In addition, many plans will cover the cost of the tuition at any peer institution up to the cost that would have been reimbursed at their home institution. Therefore, FCBC recommends that the University aggressively pursues reciprocal arrangements with peer institutions both within and outside of Ohio to increase the portability of this benefit. Funds to pay the fee waiver should come from a pool of funds established and administered centrally. Under the current plan, each unit must provide the funds to pay for this benefit; no funds are provided to the unit to cover this expense. As such, it is an unfunded mandate that places undue hardship on the limited (and often declining) budgets of these units. The University, not the unit, should be responsible for this University mandated benefit. At the least, the FCBC supports the recent recommendation made in the University Staff Advisory Committee Staff Compensation

and Benefits Report that if both parents of an eligible dependent are employed by OSU then they should be allowed to combine their dependent tuition benefits for a total of 100% coverage.

Next year, the FCBC will address two areas of concern as identified by the “Faculty/Staff Work Life Study”: Elder Care and Phased Retirement

VII. Recommendations

A. Compensation

1. The FCBC recommends that Ohio State increase its current average faculty salary of \$86,460 to reach the 30th position of the AAU, currently held by Illinois with an \$89,700 average salary within the next three years. This means increasing our average salary by 3.6% or \$3,240 to reach the current Illinois average salary. To replace Illinois in 30th position, Ohio State raises need to exceed Illinois raises by at least 1.2% over the next three years. The FCBC therefore strongly recommends that the average Ohio State faculty salary must increase by the market (AAU) average, plus, **at the minimum, 1.2% for the next three years.**

2. The FCBC recommends that the goal of the University should not only be to raise the average faculty salary but also to reduce the salary disparity to levels comparable to our peer institutions. Therefore, each College should establish a pool of money to be used for equity adjustments in the salary of continuing faculty. The College should monitor faculty salary and make adjustments on a continuous basis in order to reduce salary disparity between individuals of the same rank and experience. The funds used for the equity adjustment should be administered by the College and awarded on the basis of merit as determined by each unit (e.g., a merit committee and/or a recommendation from the Chair of the faculty member’s unit). These

funds should be awarded in addition to, and not as a substitute for, the annual salary increase. As such, these funds should not be part of the annual salary budget pool.

3. The FCBC reiterates the recommendation made the last two years, that salary increases should be based upon merit and individuals that receive the same merit score should receive the same dollar raise irrespective of their base salary.

4. The FCBC recommends that each College and unit within the College should establish an open and transparent compensation process such that the faculty will have a clear understanding as to how the salary decisions were made. Each faculty member should receive an annual written evaluation of his or her performance. This annual review should detail the individual's strengths and weaknesses as well as any market considerations that contributed to that year's compensation decision. Each College should also establish an open and transparent compensation process for chairs/directors. In addition, each College should provide details as to what salary adjustments are made if a Chair/Director should resign his/her administrative position and return to the faculty.

5. As noted above the growth of Administration overhead is major concern of the faculty.

Therefore, the FCBC is requesting that President Holbrook and Provost Snyder address this concern by appointing an Ad hoc Growth Analysis Committee to gather and analyze data including but not be limited to:

- A. Demographics over time characterizing the faculty including number, type, etc in association with metrics such as faculty/student ratios, non-regular faculty/student, etc.

- B. Demographics over time characterizing administrative officers and associated staff at the Central, College and Dept level in association with metrics such as administrative officers/faculty, etc.

B. Benefits

6. The FCBC recommends the University develop an expanded and distributed system of high quality childcare (see Appendix C).

7. The FCBC recommends that the faculty dependent fee waiver should be increased to at least 75% (and ideally 100%) of the Ohio State University undergraduate tuition. At the least, the FCBC supports the recent recommendation made in the University Staff Advisory Committee Staff Compensation and Benefits Report that if both parents of an eligible dependent are employed by OSU then they should be allowed to combine their dependent tuition benefits for a total of 100% coverage.

**Table A-1
2004-05 Benchmark Comparison Ten Year Faculty Salary History**

PROFESSOR																	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
UCLA	123.33	122.40	117.90	115.70	112.70	106.10	101.40	92.60	86.10	84.54	78.03	0.76	10	3.06	9	4.68	1
MICHIGAN	120.17	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	84.97	81.38	2.01	8	3.56	6	3.97	7
PENN STATE	112.58	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	77.56	74.74	4.24	5	4.60	1	4.18	3
ILLINOIS	111.82	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	75.21	71.84	4.51	4	4.07	4	4.52	2
TEXAS	109.94	103.20	102.90	98.80	94.10	89.40	84.40	82.40	79.60	76.09	74.26	6.53	1	4.22	2	4.00	6
OHIO STATE	108.42	103.53	98.18	93.75	92.20	88.80	84.91	81.85	80.14	76.35	72.58	4.72	3	4.07	3	4.09	4
MINNESOTA	105.36	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	73.03	70.60	3.30	7	3.32	7	4.08	5
WASHINGTON	98.10	93.20	91.20	90.10	85.50	80.60	75.60	73.00	70.50	70.23	67.78	5.26	2	4.01	5	3.77	8
WISCONSIN	97.82	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	70.43	70.10	1.69	9	2.97	10	3.39	10
ARIZONA	95.88	92.50	90.60	87.70	84.90	81.90	78.10	75.00	72.10	70.92	67.66	3.65	6	3.20	8	3.55	9
<i>Average excl OSU</i>	108.33	104.70	102.13	98.97	95.09	90.49	85.81	81.83	77.91	75.89	72.93	3.47		3.67		4.04	

ASSOCIATE PROFESSOR																	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
MICHIGAN	81.57	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	62.04	60.11	0.83	9	2.58	8	3.10	10
UCLA	78.06	77.00	74.60	73.20	72.40	67.40	65.40	60.70	56.90	56.81	52.58	1.38	7	2.98	7	4.03	1
PENN STATE	75.42	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	53.50	52.58	4.17	5	4.54	1	3.67	5
ILLINOIS	75.06	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	53.42	51.18	4.25	4	3.43	4	3.90	2
WISCONSIN	73.44	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	52.52	52.28	0.20	10	2.54	9	3.46	9
OHIO STATE	72.13	69.08	66.27	63.53	63.80	61.10	58.12	56.26	55.60	53.42	50.73	4.41	3	3.37	5	3.58	6
MINNESOTA	70.68	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	51.47	49.90	1.11	8	2.04	10	3.54	8
TEXAS	70.27	64.90	66.10	63.50	60.80	58.20	54.60	53.70	51.60	49.33	48.50	8.27	1	3.84	2	3.78	4
WASHINGTON	70.21	66.70	65.80	65.50	62.60	58.40	55.10	52.90	49.90	49.93	48.18	5.25	2	3.75	3	3.84	3
ARIZONA	67.23	64.90	64.20	61.80	60.00	57.20	54.00	52.50	50.60	49.54	47.43	3.59	6	3.28	6	3.55	7
<i>Average excl OSU</i>	73.55	71.33	70.43	68.46	65.88	62.83	59.59	57.01	54.24	53.17	51.42	3.10		3.20		3.64	

ASSISTANT PROFESSOR																	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
ILLINOIS	68.18	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	46.63	44.30	5.71	2	4.74	3	4.41	1
MICHIGAN	67.06	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	50.10	48.08	0.54	9	3.05	8	3.38	8
TEXAS	66.89	62.30	61.50	60.00	57.30	54.20	50.60	49.70	47.60	44.90	43.67	7.36	1	4.30	5	4.36	2
UCLA	65.48	63.70	63.80	63.50	63.00	58.30	54.70	52.00	49.20	48.39	44.26	2.79	6	2.35	10	3.99	6
OHIO STATE	64.77	62.25	59.08	55.20	54.40	51.00	48.73	47.37	46.24	44.88	42.93	4.04	3	4.90	2	4.20	4
WASHINGTON	64.67	63.20	60.20	58.30	53.60	51.40	48.10	47.60	45.20	44.60	42.23	2.32	8	4.70	4	4.35	3
PENN STATE	64.04	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	43.63	42.57	2.47	7	4.99	1	4.17	5
WISCONSIN	63.57	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	46.35	46.24	-0.05	10	2.79	9	3.24	10
MINNESOTA	62.53	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	45.54	43.65	3.18	5	3.13	7	3.66	7
ARIZONA	59.75	57.60	56.30	54.20	52.00	49.80	48.10	46.50	44.30	43.90	42.98	3.74	4	3.71	6	3.35	9
<i>Average excl OSU</i>	64.68	62.74	61.28	59.12	56.70	53.86	51.01	49.44	47.11	46.00	44.22	3.09		3.73		3.88	

OVERALL -- ALL RANKS COMBINED																	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	1 YEAR		5 YEAR		10 YEAR	
												%	Rnk	%	Rnk	%	Rnk
MICHIGAN	95.40	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	67.58	66.15	1.36	8	3.40	7	3.73	8
UCLA	95.22	94.15	91.44	89.56	87.66	81.48	77.62	71.51	66.22	65.54	61.13	1.13	9	3.16	8	4.53	1
ILLINOIS	89.70	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	59.90	58.09	4.54	3	4.19	5	4.44	2
PENN STATE	89.28	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	59.91	59.42	3.86	5	4.87	1	4.16	3
TEXAS	86.92	81.19	81.37	78.10	74.37	70.32	65.81	64.28	61.37	58.17	57.93	7.07	1	4.33	2	4.14	4
OHIO STATE	86.46	82.78	78.84	74.84	73.93	70.35	66.89	64.50	62.73	59.75	57.92	4.44	4	4.21	4	4.09	5
MINNESOTA	84.14	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	58.09	56.96	2.55	7	3.10	9	3.98	7
WISCONSIN	82.03	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	57.56	58.22	0.87	10	2.97	10	3.49	10
WASHINGTON	81.25	77.61	75.83	74.61	70.45	66.07	61.85	59.75	56.66	56.07	54.89	4.69	2	4.22	3	4.00	6
ARIZONA	78.19	75.49	74.19	71.39	68.93	65.82	62.47	60.15	57.31	56.46	54.69	3.57	6	3.50	6	3.64	9
<i>Average excl OSU</i>	86.90	84.19	82.50	79.67	76.41	72.33	68.31	65.24	61.58	59.92	58.61	3.22		3.74		4.02	

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

**Table A-2
2004-05 CIC Ten Year Faculty Salary History**

	PROFESSOR												1 YEAR		5 YEAR		10 YEAR	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	%	Rnk	%	Rnk	%	Rnk	
U OF CHICAGO	148.43	141.30	134.70	129.20	124.80	118.50	112.00	106.00	101.60	96.53	92.94	5.04	1	4.61	1	4.79	1	
NORTHWESTERN	136.33	131.90	127.70	122.30	116.20	111.20	106.60	101.40	96.10	92.00	89.44	3.36	7	4.16	4	4.30	3	
MICHIGAN	120.17	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	84.97	81.38	2.01	10	3.56	8	3.97	8	
PENN STATE	112.58	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	77.56	74.74	4.24	4	4.60	2	4.18	5	
ILLINOIS	111.82	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	75.21	71.84	4.51	3	4.07	6	4.52	2	
OHIO STATE	108.42	103.53	98.18	93.75	92.20	88.80	84.91	81.85	80.14	76.35	72.58	4.72	2	4.07	5	4.09	6	
MINNESOTA	105.36	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	73.03	70.60	3.30	8	3.32	9	4.08	7	
IOWA	102.81	100.80	99.40	97.10	94.30	89.60	84.50	80.70	77.10	74.34	72.45	1.99	11	2.79	12	3.56	10	
MICHIGAN STATE	101.85	98.30	95.00	89.70	85.20	81.50	77.50	74.20	71.30	68.85	67.24	3.61	5	4.56	3	4.24	4	
INDIANA	101.77	99.10	96.80	94.20	88.20	85.00	80.80	77.40	75.90	72.39	69.53	2.70	9	3.67	7	3.88	9	
PURDUE	100.66	97.20	93.10	90.50	87.40	86.90	84.60	80.80	78.50	75.70	73.58	3.56	6	2.98	10	3.18	12	
WISCONSIN	97.82	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	70.43	70.10	1.69	12	2.97	11	3.39	11	
<i>Average excl OSU</i>	112.69	109.05	105.75	101.95	97.70	93.55	88.98	84.91	81.22	78.27	75.80	3.33		3.79		4.04		

	ASSOCIATE PROFESSOR												1 YEAR		5 YEAR		10 YEAR	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	%	Rnk	%	Rnk	%	Rnk	
U OF CHICAGO	92.29	89.30	88.10	81.70	79.50	75.70	72.30	68.00	63.60	62.05	60.99	3.35	5	4.04	4	4.23	1	
NORTHWESTERN	90.67	86.90	83.90	80.30	78.50	73.40	70.80	67.40	65.20	64.48	61.31	4.34	2	4.32	2	3.99	2	
MICHIGAN	81.57	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	62.04	60.11	0.83	11	2.58	9	3.10	11	
PENN STATE	75.42	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	53.50	52.58	4.17	4	4.54	1	3.67	7	
ILLINOIS	75.06	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	53.42	51.18	4.25	3	3.43	6	3.90	3	
MICHIGAN STATE	73.72	72.40	69.90	67.60	63.90	60.40	58.00	55.80	54.10	52.27	50.73	1.82	9	4.07	3	3.81	4	
WISCONSIN	73.44	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	52.52	52.28	0.20	12	2.54	11	3.46	10	
OHIO STATE	72.13	69.08	66.27	63.53	63.80	61.10	58.12	56.26	55.60	53.42	50.73	4.41	1	3.37	7	3.58	8	
INDIANA	70.69	68.50	66.20	64.00	61.10	58.80	56.60	54.20	53.10	51.18	49.06	3.19	6	3.75	5	3.72	5	
MINNESOTA	70.68	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	51.47	49.90	1.11	10	2.04	12	3.54	9	
PURDUE	70.58	68.80	64.50	62.70	60.60	60.10	57.70	55.20	53.60	51.23	49.13	2.58	7	3.27	8	3.69	6	
IOWA	69.07	67.50	65.80	63.70	62.50	60.80	58.00	55.90	55.00	54.29	51.82	2.33	8	2.58	10	2.91	12	
<i>Average excl OSU</i>	76.65	74.72	72.87	70.19	67.56	64.86	61.87	59.07	56.71	55.31	53.55	2.59		3.40		3.65		

	ASSISTANT PROFESSOR												1 YEAR		5 YEAR		10 YEAR	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	%	Rnk	%	Rnk	%	Rnk	
NORTHWESTERN	79.26	76.80	73.40	69.10	65.80	62.40	59.80	58.50	56.20	54.70	51.04	3.21	4	4.90	2	4.50	1	
U OF CHICAGO	73.43	72.30	70.30	69.60	67.10	68.50	65.50	61.40	58.50	55.45	53.43	1.57	9	1.40	12	3.23	12	
ILLINOIS	68.18	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	46.63	44.30	5.71	1	4.74	5	4.41	2	
MICHIGAN	67.06	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	50.10	48.08	0.54	11	3.05	10	3.38	8	
OHIO STATE	64.77	62.25	59.08	55.20	54.40	51.00	48.73	47.37	46.24	44.88	42.93	4.04	3	4.90	3	4.20	4	
PENN STATE	64.04	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	43.63	42.57	2.47	8	4.99	1	4.17	5	
WISCONSIN	63.57	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	46.35	46.24	-0.05	12	2.79	11	3.24	11	
PURDUE	62.95	60.50	57.10	55.70	53.00	51.40	48.80	46.80	45.40	44.49	43.34	4.05	2	4.14	6	3.80	6	
MINNESOTA	62.53	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	45.54	43.65	3.18	5	3.13	9	3.66	7	
IOWA	61.66	59.80	59.30	56.10	54.60	52.70	49.30	48.40	47.80	45.46	44.24	3.11	6	3.19	8	3.37	9	
INDIANA	61.27	59.60	58.80	55.30	49.80	48.40	45.90	43.60	43.40	43.99	40.59	2.80	7	4.83	4	4.20	3	
MICHIGAN STATE	59.70	58.90	57.00	53.90	51.20	49.10	47.50	46.50	45.20	43.70	43.14	1.35	10	3.99	7	3.30	10	
<i>Average excl OSU</i>	65.79	64.16	62.33	59.62	56.90	54.86	52.22	50.40	48.56	47.28	45.51	2.53		3.70		3.75		

	OVERALL -- ALL RANKS COMBINED												1 YEAR		5 YEAR		10 YEAR	
	04-05	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	%	Rnk	%	Rnk	%	Rnk	
U OF CHICAGO	112.87	108.57	104.94	99.70	96.24	91.93	86.91	81.72	76.94	73.13	72.35	3.97	3	4.19	6	4.55	1	
NORTHWESTERN	108.24	104.55	101.02	96.10	91.90	86.67	82.87	79.00	74.86	72.81	70.52	3.54	5	4.55	2	4.38	3	
MICHIGAN	95.40	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	67.58	66.15	1.36	11	3.40	9	3.73	9	
ILLINOIS	89.70	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	59.90	58.09	4.54	1	4.19	5	4.44	2	
PENN STATE	89.28	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	59.91	59.42	3.86	4	4.87	1	4.16	4	
OHIO STATE	86.46	82.78	78.84	74.84	73.93	70.35	66.89	64.50	62.73	59.75	57.92	4.44	2	4.21	4	4.09	5	
MINNESOTA	84.14	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	58.09	56.96	2.55	9	3.10	10	3.98	8	
MICHIGAN STATE	83.06	80.94	78.28	74.17	70.22	66.62	63.55	61.07	58.53	56.19	55.79	2.63	8	4.51	3	4.06	6	
INDIANA	82.30	80.07	78.15	75.22	70.24	67.36	64.02	61.10	59.48	57.31	55.55	2.79	7	4.09	7	4.01	7	
IOWA	82.27	80.51	79.26	76.56	74.43	70.97	66.81	64.14	61.72	59.59	58.56	2.19	10	3.00	11	3.46	12	
PURDUE	82.13	79.53	75.57	73.25	70.44	69.30	66.63	63.56	61.15	58.57	57.82	3.27	6	3.46	8	3.57	10	
WISCONSIN	82.03	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	57.56	58.22	0.87	12	2.97	12	3.49	11	
<i>Average excl OSU</i>	90.13	87.58	85.17	81.67	78.16	74.56	70.71	67.46	64.13	61.88	60.86	2.91		3.87		4.01		

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

Table A-3
2004-05 Average Faculty Salaries (In Thousands)
AAU Institutions

		OVERALL	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	2003-04 OVERALL RANKING	
1	HARVARD	121.34	163.16	92.32	82.87	1	HARVARD
2	CAL TECH	119.76	145.74	103.27	93.30	2	STANFORD
3	STANFORD	118.49	148.55	103.00	81.99	3	PRINCETON
4	PRINCETON	115.13	151.08	95.45	73.38	4	PENNSYLVANIA
5	PENNSYLVANIA	114.45	143.41	95.93	85.24	5	MIT
6	U OF CHICAGO	112.87	148.43	92.29	73.43	6	U OF CHICAGO
7	COLUMBIA	110.42	140.39	94.51	74.80	7	CAL TECH
8	NORTHWESTERN	108.24	136.33	90.67	79.26	8	COLUMBIA
9	MIT	107.82	135.01	90.97	79.48	9	NORTHWESTERN
10	YALE	107.21	145.55	82.14	69.40	10	CORNELL-ENDOWED
11	CORNELL-ENDOWED	107.02	131.09	92.89	80.64	11	NEW YORK
12	NEW YORK	106.01	138.09	85.42	73.75	12	YALE
13	DUKE	104.80	131.25	89.48	75.46	13	DUKE
14	EMORY	103.06	131.90	84.31	74.47	14	EMORY
15	WASHINGTON UNIVERSITY	101.38	128.39	85.12	72.44	15	WASHINGTON UNIVERSITY
16	SOUTHERN CALIFORNIA	99.48	123.83	84.63	73.73	16	CALIFORNIA-BERKELEY
17	RICE	99.26	123.72	83.38	74.98	17	SOUTHERN CALIFORNIA
18	CARNEGIE-MELLON	97.37	118.40	84.51	75.19	18	RICE
19	BROWN	96.12	123.09	78.37	69.73	19	CARNEGIE-MELLON
20	VANDERBILT	95.71	123.91	79.04	65.01	20	UCLA
21	CALIFORNIA-BERKELEY	95.65	121.78	77.71	71.30	21	MICHIGAN
22	MICHIGAN	95.40	120.17	81.57	67.06	22	VANDERBILT
23	UCLA	95.22	123.33	78.06	65.48	23	BROWN
24	VIRGINIA	92.63	118.07	78.08	64.12	24	JOHNS HOPKINS
25	JOHNS HOPKINS	92.22	115.54	79.52	65.03	25	CASE WESTERN RESERVE
26	CASE WESTERN RESERVE	91.30	112.33	79.82	66.80	26	VIRGINIA
27	MARYLAND	91.27	111.04	76.30	75.19	27	RUTGERS
28	NORTH CAROLINA-CHAPEL HILL	90.34	112.72	77.22	65.76	28	MARYLAND
29	RUTGERS	89.96	112.87	77.74	62.79	29	CALIFORNIA-SAN DIEGO
30	ILLINOIS	89.70	111.82	75.06	68.18	30	ROCHESTER
31	PENN STATE	89.28	112.58	75.42	64.04	31	PENN STATE
32	SUNY-STONY BROOK	88.12	106.95	78.79	64.64	32	ILLINOIS
33	ROCHESTER	87.97	105.79	76.41	70.24	33	NORTH CAROLINA-CHAPEL HILL
34	CALIFORNIA-SAN DIEGO	87.76	113.84	70.58	62.29	34	CALIFORNIA-IRVINE
35	PITTSBURGH	87.49	109.81	74.03	63.59	35	CALIFORNIA-SANTA BARBARA
36	TEXAS	86.92	109.94	70.27	66.89	36	SUNY-STONY BROOK
37	SUNY-BUFFALO	86.68	107.69	75.67	61.44	37	SUNY-BUFFALO
38	OHIO STATE	86.46	108.42	72.13	64.77	38	PITTSBURGH
39	CALIFORNIA-IRVINE	85.97	108.47	71.57	63.28	39	CALIFORNIA-DAVIS
40	CALIFORNIA-SANTA BARBARA	85.32	110.64	68.37	61.03	40	OHIO STATE
41	MINNESOTA	84.14	105.36	70.68	62.53	41	MINNESOTA
42	TULANE	83.73	102.83	73.45	61.26	42	WISCONSIN
43	BRANDEIS	83.22	99.26	73.29	66.47	43	TULANE
44	MICHIGAN STATE	83.06	101.85	73.72	59.70	44	TEXAS
45	COLORADO	82.86	100.59	72.71	62.99	45	COLORADO
46	INDIANA	82.30	101.77	70.69	61.27	46	MICHIGAN STATE
47	IOWA	82.27	102.81	69.07	61.66	47	IOWA
48	CALIFORNIA-DAVIS	82.19	103.30	68.81	60.69	48	INDIANA
49	PURDUE	82.13	100.66	70.58	62.95	49	BRANDEIS
50	WISCONSIN	82.03	97.82	73.44	63.57	50	PURDUE
51	TEXAS A&M	81.32	100.15	70.29	60.63	51	TEXAS A&M
52	WASHINGTON	81.25	98.10	70.21	64.67	52	WASHINGTON
53	FLORIDA	78.82	95.95	69.09	59.48	53	IOWA STATE
54	SYRACUSE	78.79	94.53	70.68	59.64	54	SYRACUSE
55	IOWA STATE	78.19	93.27	70.57	59.64	55	FLORIDA
56	ARIZONA	78.19	95.88	67.23	59.75	56	ARIZONA
57	NEBRASKA	77.19	93.93	68.12	57.57	57	NEBRASKA
58	MISSOURI	75.74	94.34	65.94	53.50	58	MISSOURI
59	KANSAS	74.86	92.44	65.18	54.52	59	KANSAS
60	OREGON	68.78	83.57	59.00	54.41	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.
Number of AAU Institutions changed from 61 to 60 in 2002-03. (Catholic University was removed)

Table A-4
The Ohio State University
Faculty Salary by College Comparison with Benchmark Institutions
2003-04 and 2004-05

Differences between 2004-05 and 2003-04

College Description	2004-05	2003-04	Diff
College of Optometry*	2.7%	-12.6%	15.3%
College of Veterinary Med	3.6%	-5.2%	8.8%
College of Medicine (Basic Sciences)	15.2%	9.8%	5.4%
Biological Sciences	-4.6%	-8.5%	3.9%
College of Engineering	-2.3%	-5.8%	3.5%
College of Human Ecology	-12.1%	-15.0%	2.9%
College of Nursing	2.9%	0.3%	2.6%
College of Pharmacy	10.7%	8.2%	2.5%
Food, Agricultrl & Env Sci	-2.1%	-3.8%	1.7%
College of Social Work	-15.2%	-16.8%	1.6%
College of the Arts	-2.6%	-3.8%	1.2%
Social & Behavioral Scien	3.3%	2.4%	0.9%
College of Humanities	0.9%	0.6%	0.3%
Mathematicl & Physicl Sci	1.0%	0.9%	0.1%
College of Dentistry	-11.8%	-11.5%	-0.3%
College of Education	-10.1%	-9.3%	-0.8%
College of Law	-3.3%	-2.0%	-1.3%
College of Business	-3.8%	-0.8%	-3.0%
School of Public Health	0.5%	7.1%	-6.6%

* Optometry changed benchmarks in 2004-05 to use ASCO (market data from 2003-04).

College-Specific Benchmark Institutions for 2004-05 and 2003-04

College Description	2004-05	2003-04	Comments
College of Optometry*	*	3	* See footnote above
College of Veterinary Med	8	9	Cornell no longer available
College of Medicine (Basic Sciences)	14	16	Northwestern no longer avail, Cal-Irvine dropped off
Biological Sciences	20	22	Cornell no longer avail, UCLA dropped off
College of Engineering	10	12	Cornell and Northwestern no longer available
College of Human Ecology	13	14	Michigan State dropped off
College of Nursing	8	8	
College of Pharmacy	9	9	
Food, Agricultrl & Env Sci	16	17	Cornell no longer available
College of Social Work	12	12	
College of the Arts	14	15	Northwestern no longer available
Social & Behavioral Scien	22	24	Cornell and Northwestern no longer available
College of Humanities	24	25	Cornell no longer available
Mathematicl & Physicl Sci	13	13	
College of Dentistry	6	6	
College of Education	9	9	
College of Law	16	16	
College of Business	15	15	
School of Public Health	6	6	

Figure A-1
The Ohio State University
History of Ranking in Benchmark Institutions: 1994-95 to 2004-05

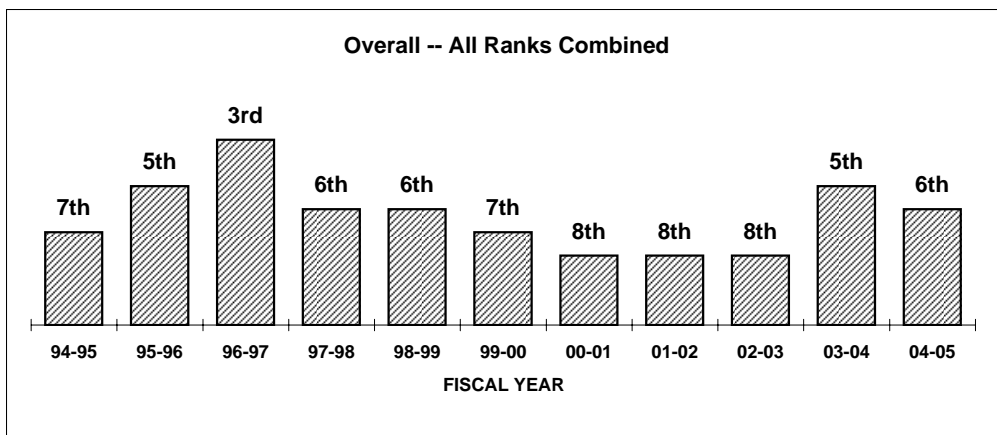
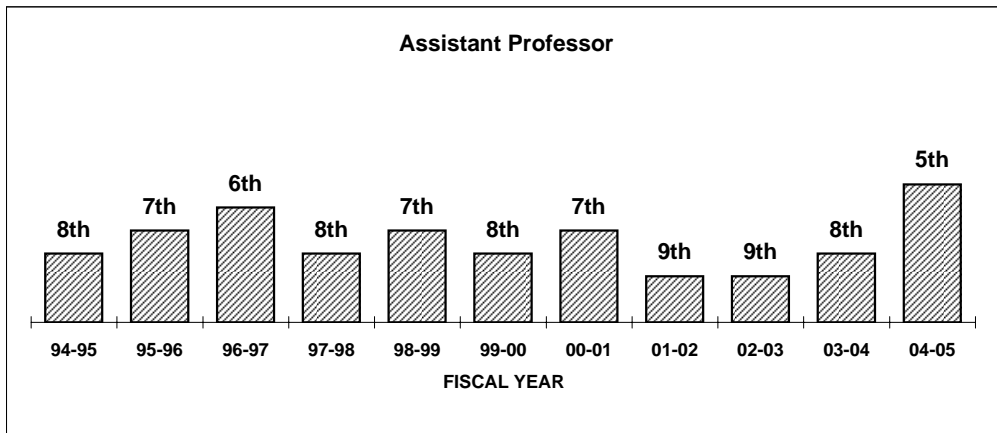
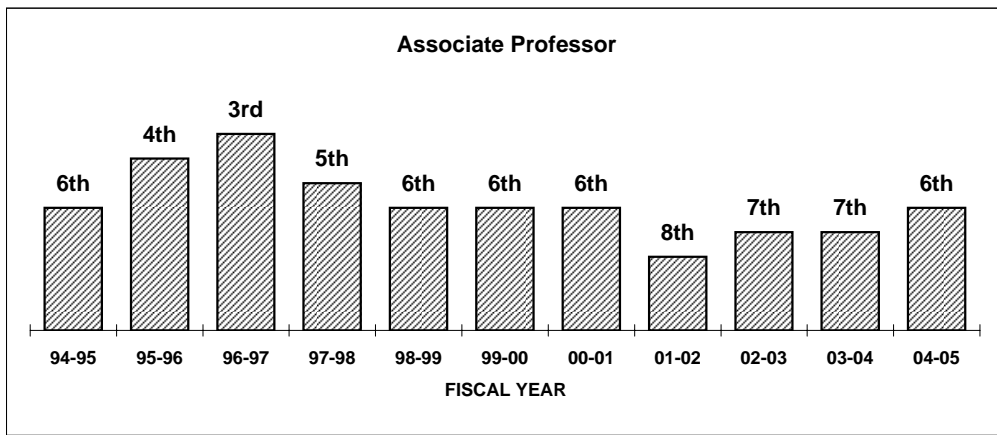
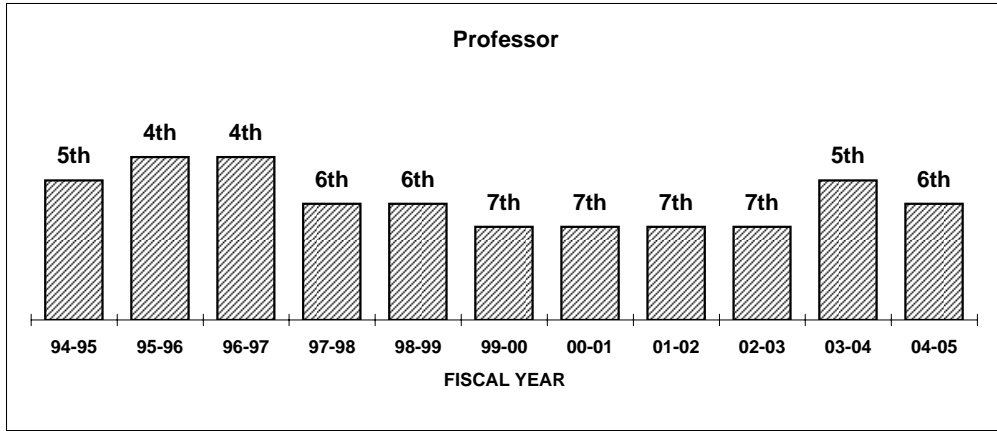


Figure A-2
The Ohio State University
History of Ranking in CIC: 1994-95 to 2004-05

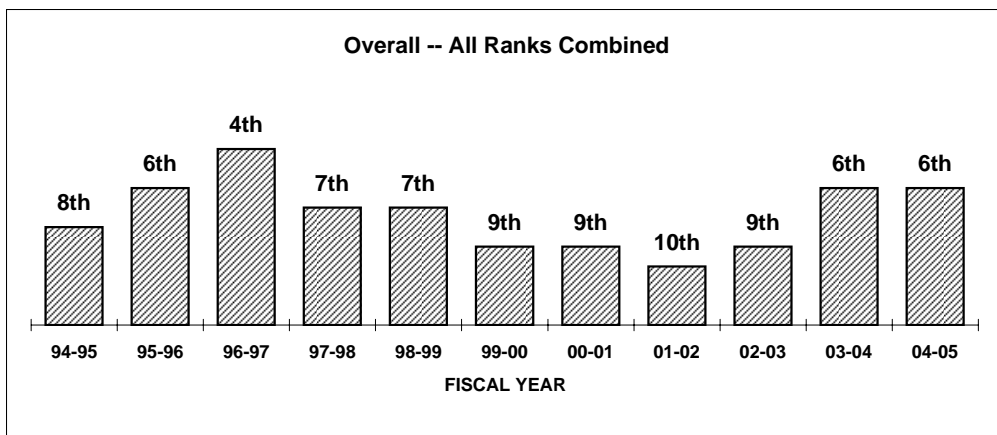
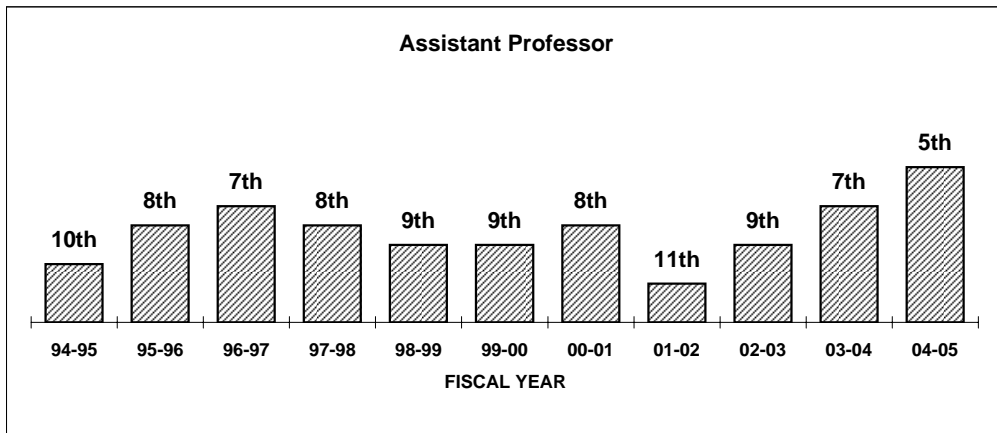
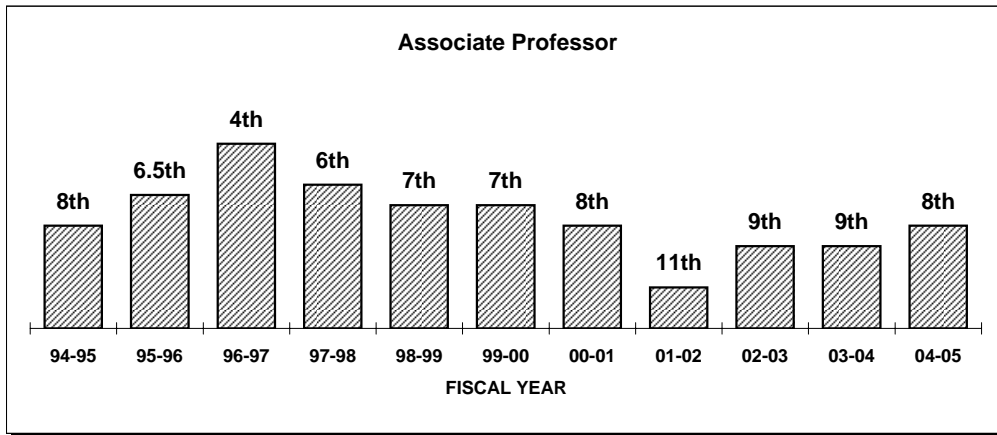
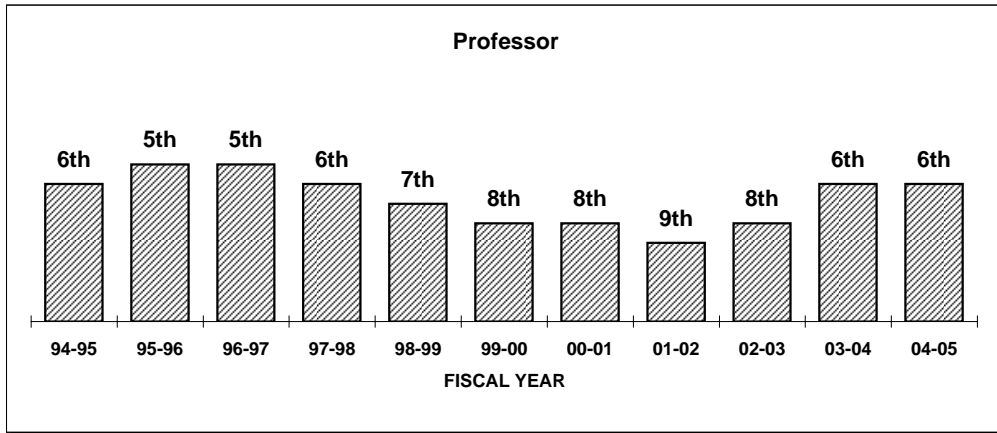
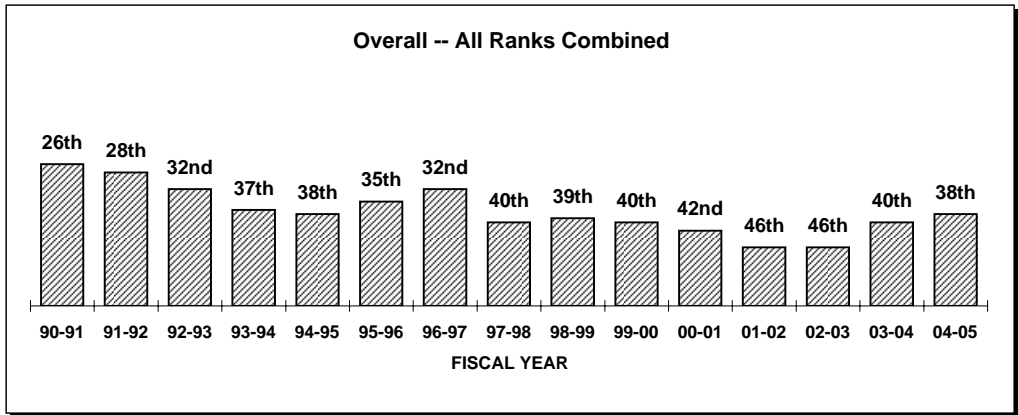
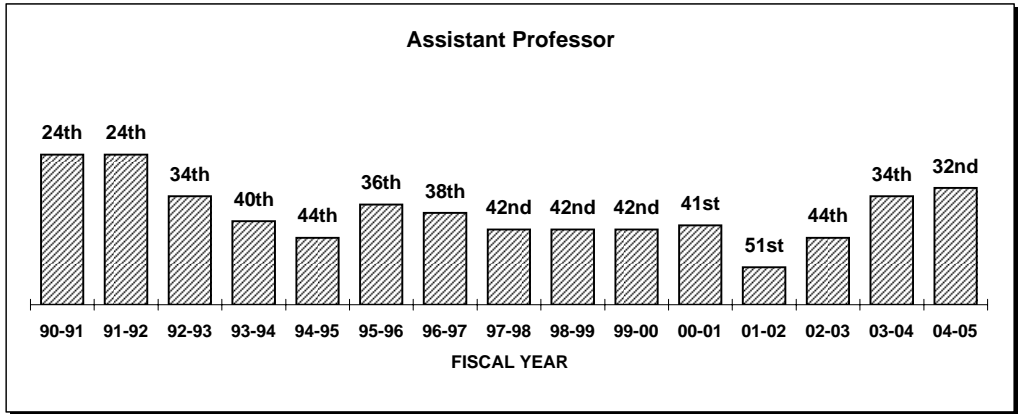
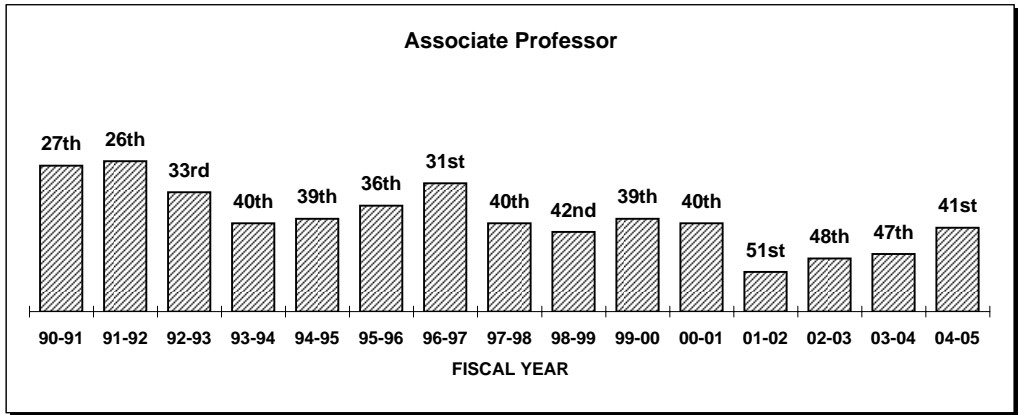
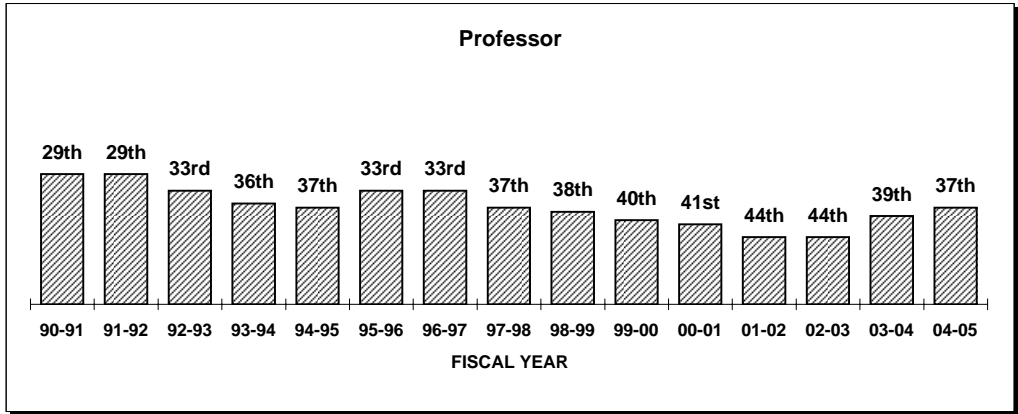
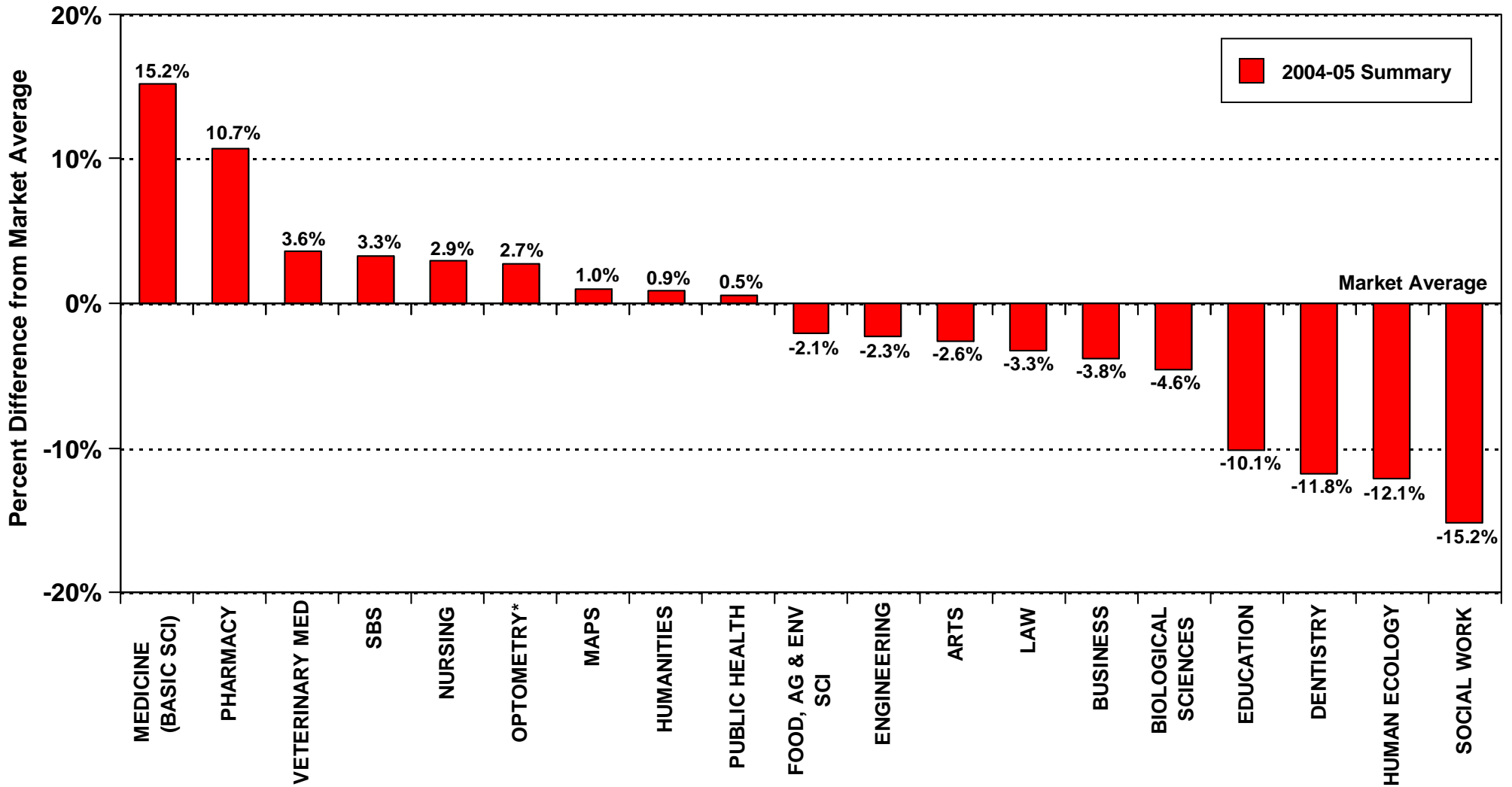


Figure A-3
The Ohio State University
History of Ranking in AAU: 1990-91 to 2004-05



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 in 2002-04.

Figure A-4
The Ohio State University Faculty Salary by College
2004-05 Comparison with Benchmark Institutions**



Notes: Percentage > 0 indicates average salary above market average.
 Departments that don't appear on the report don't have matches to other institutions.
 * Optometry value for 2004-05 includes ASCO data collected in 2003-04.
 ** See college summary for list of benchmark institutions.

Appendix B – An Example of Dollar versus Percent Merit Increases

In this example, faculty members were assigned a letter grade (A through D) for a Merit score. The following method would be used to determine the dollar amount for each letter grade:

Merit budget pool – 10% divided by the total merit scores of the faculty with each

A = 3 units

B = 2 units

C = 1 unit

D = 0 units

The total number of units would determine the dollar amount awarded for each unit.

In this example, assume the department has a faculty salary budget of \$2,000,000.00 and it is given 3.5% of this budget for salary increases or \$70,000.00. The Chair retains 10% of these funds for equity adjustments (\$7,000.00) leaving \$63,000.00. For this example the following merit scores were assigned to 18 faculty members:

5 A's x 3 = 15

10 B's x 2 = 20

3 C's x 1 = 3

Adding these results we have a total merit score of 38

\$63,000.00 divided by 38 would yield \$1,657.90 for each unit. Thus, each individual with an A would receive a salary increase of $3 \times \$1,657.90 = \$4,973.70$

a B would receive a salary increase of $2 \times \$1,657.90 = \$3,315.80$

a C would receive a salary increase of $1 \times \$1,657.90 = \$1,657.90$

The critical features of this plan are: **equal merit would receive equal reward**, and the chair/division director would retain a pool funds that he/she could use to address equity issues

Appendix C – Distributed Child Care Proposal

A PROPOSAL FOR A SYSTEM OF HIGH QUALITY, DISTRIBUTED CHILDCARE FOR THE CHILDREN OF FACULTY AND STAFF AT THE OHIO STATE UNIVERSITY

OBJECTIVE To make an expanded and distributed system of high quality childcare a cornerstone of The Ohio State University’s strategies:

- 1. to attract and retain highly qualified faculty and staff**
- 2. to increase diversity within the faculty and staff populations**
- 3. to make the university a force for creation and support of community within Columbus**

BACKGROUND

The Digest of Education Statistics (U.S. Dept. of Education) reported in 2003 that childcare for 75.8% of children in the United States is provided by caregivers who are neither parents nor relatives. Of this group 59.1% receive care through center-based programs. Reflecting the national trend, enrollment in the OSU Child Care Center has increased by more than 300% since it began in 1972. Although the quality of the OSU program is high (it is one of only 7% of the early childhood programs nationwide to receive the prestigious NAEYC accreditation), access to the program is limited, and there is currently a waiting period of 12-24 months (depending on age) before a child can be enrolled in one of the 324 spaces of the main facility on Ackerman Road. The opening of a satellite facility at Buckeye Village this year should reduce the wait but will not eliminate the problem.

The need to expand the opportunities for high quality childcare at OSU is not new. “Generations” of OSU faculty and staff leaders have spoken of the inadequacy of university childcare opportunities and the complaints of current faculty/staff members with young children echo those made by university employees ten or even twenty years ago. This need is felt most keenly by female faculty and staff who continue to have the primary responsibility for making the arrangements for childcare in their families (please see The 2003 Faculty Work Environment and Work/Life Report; <http://hr.osu.edu/hrpubs/facultyworklifeinfo.pdf>).

The childcare situation has a bearing on the critical issue of attracting and retaining the most highly qualified faculty and staff at OSU. Availability of a high quality childcare system is an important consideration for persons who have young children and who are considering employment at OSU. Childcare is also relevant to the issue of promoting and supporting diversity within staff and faculty populations. Studies of women employees at OSU and other institutions of higher learning have indicated that retention has been and continues to be a major problem and, in the words of the famous MIT study of women in science, “the pipeline leaks at every level”.

OSU is constantly striving to remain competitive with its benchmark institutions in terms of faculty/staff compensation and benefits. **The FCBC proposes that access to a university-run system of high quality childcare that is distributed across campus should become a benefit of employment at OSU. Adoption of the proposed plan would place OSU in the position of standard-bearer in this regard vis-à-vis most of the benchmark institutions** (please see appended table). In its goals of attracting and retaining the most qualified faculty and staff and of fostering diversity, adoption of this proposal would be in line with an objective of the academic plan which is to “Implement a faculty recruitment, retention, and development plan...that is in line with peer institutions”. Further, because the family is the basic functional unit of any community, offering a system of expanded, distributed on-campus childcare would complement other university efforts (Wellness Centers, campus restaurants, expanded university housing and retail space) all of which seek to make the university a force for strengthening community in Columbus. These efforts are also in keeping with the “new urbanism” which seeks to create communities where all facilities and services are within walking distance.

SPECIFICS

1. The Strategy The Ohio State University is in a state of significant growth and expansion. As the appended list from the office of Facilities Planning and Development indicates, there is a boom in building throughout the campus. In addition to works in progress, there are a number of other substantial building projects that are not yet under way including the \$300-400 million expansion of the James Cancer Center, the \$100 million dollar replacement of the Ohio Union and the multimillion dollar renovation of the Smith Laboratory. Furthermore, feasibility studies

are being conducted for major (> \$70 million dollars) building projects for Colleges of Veterinary Medicine and Dentistry.

Previous efforts by Human Resources to increase childcare opportunities have explored the possibility of forming alliances with local businesses such as Battelle. In addition to these efforts, the FCBC feels the university could take advantage of the current explosion of building to develop a new strategy for expanding on-campus childcare and increasing its accessibility to university employees. **Accordingly, the FCBC proposes adoption of a policy that would require FORMAL CONSIDERATION of inclusion of an NAEYC-accredited childcare facility in every building/renovation project costing \$50-70 million or more dollars.** Because each facility would be designed to make childcare available to all employees within a particular region of the campus, location would be a major factor in the selection of a particular new/renovated building to house such a facility. **The FCBC envisions THREE-TO-FIVE “CHILDCARE ZONES” on the Columbus campus each with its own childcare facility.** The ultimate goal would be to make high quality, distributed (ideally within walking distance of an employee’s workplace) childcare available to all OSU faculty and staff. Because access to back-up childcare has been listed as another important concern of OSU employees (please see The 2003 Faculty Work Environment and Work/Life Report; <http://hr.osu.edu/hrpubs/facultyworklifeinfo.pdf>), such a system should also provide a certain number of “slots” at each facility that could be used by parents whose regular, off-campus childcare support is temporarily unavailable.

The FCBC is cognizant of the fact that the proposed system distributed childcare would be an ambitious undertaking involving issues of expense, access, compliance and staffing. However, given that some of the planned new buildings will cost \$100 million or more and given the resolution of other very challenging issues (for example, issues of compliance in the new Level Three Biohazard Building on West Campus), the FCBC asserts that the proposed plan for a distributed system of childcare at OSU is feasible as well as visionary. **Because of its central location and easy access from High Street, the FCBC further proposes that the new Ohio Union would be a good place to house the first of the new childcare facilities.**

2. The Cost

The cost of such a plan for the university would be limited to a series of one time only investments to pay for incorporation of the physical facilities into selected, new/renovated buildings. The FCBC anticipates that these costs over time would be offset by the advantage to the university in terms of increased competitiveness for the most qualified staff and faculty. For example, given the critical, nationwide shortage of nurses, such a benefit could make OSU exceptionally attractive to members of this profession. It should also be remembered that the university currently dedicates a portion of the funds for any building project to buy/commission art for that project, and that childcare is no less a necessity of life than art. Finally, **it should be noted that there would be no additional expense to the university for the expanded childcare service itself: this would be paid by those faculty/staff who take advantage of this benefit and so would remain “cost neutral”.**

3. Administration

For the sake of efficiency, a central administration of the proposed system of distributed childcare (perhaps under the aegis of the Early and Middle Childhood Education Program) would probably be preferable to a fragmented administration by the colleges containing the various physical facilities.

4. Staffing

Trainees from the Early and Middle Childhood Education Program at OSU could be a source of the additional personnel needed to staff the proposed system of expanded childcare at OSU. This would probably necessitate increasing the number of trainees enrolled in this program. However, given the growing demand for quality childcare in the U.S., this would, if anything, constitute an additional opportunity for the university.

INTERIM SOLUTION TO THE CHILDCARE SITUATION

If the proposal described above were adopted immediately, there would still be a delay of several years before the availability and accessibility of childcare at OSU improved. In the interim, the University should: (1) compile a registry of childcare facilities in Columbus (both

on and off campus), and (2) provide employees with a list of criteria/questions they can use when evaluating these facilities (staffing ratios, accreditations, etc.). Such a service is already provided by some of our benchmark institutions. This information should be made available on the University website.

CHILD CARE SYSTEMS AT OSU AND AT BENCHMARK INSTITUTIONS

Institution* Univ.	Childcare System (Y/N)	Number of Units		Total Capacity	Wait/ Wait List	Notes
		On Campus	Off Campus			
OSU	YES	2	0	435	12-24 mo	Also childcare lab run by Early/Middle Childhood Educ Prog.
Univ. Illinois (Chicago)	YES	2	0	90	couldn't/ wouldn't say	
Penn State (Univ. Park)	YES	2	see note	196	infants > 1yr preschl < 1yr	arrangemnts with 7 chldcr businesses that offer subsidies for Penn St students
Univ. Mich	YES	4	1	>265 see note	vague ~ 3-4 mo for 3yr olds; longer for younger children	could not get info from 2 centers
Univ. Wisc. (Madison)	YES	0	7 See note	371	~ 1 year	Sites are near campus
Univ. Minn	YES	3 See note	0	140	waitlist = 300	2 facilities in student housing
UCLA	YES	2	1 See note	270	waitlist ~ 350	Off campus unit for grad. Stdnts

CHILD CARE SYSTEMS AT OSU AND AT BENCHMARK INSTITUTIONS (cont.)

Univ. TX	YES	2 See Note	0	250 See note	~ 400 on each facility	1 facility for faculty (170)/ 1 for gradstdnt (80 slots) Trying to inc. Slots by 200
Univ. Wash.	No response to inquiries					
Univ. Ariz.	No response to inquiries					

Projects Greater than \$4 million

	Design	Construction	
Airport Pavement Rehabilitation	\$1,184,000		
Aronoff Laboratory			
Automated Transport System for University Medical Center – Phase I		\$5,087,000	
Automated Transport System for University Medical Center – Phase II		\$12,446,000	
Biomedical Research Tower	\$120,304,000		
Camera Center – Hospital Labs, Phase I		\$10,000,000	
Clinical Space Re-organization	\$20,000,000-25,000,000		
Early Childhood Development Center at Weinland Park			
Fry Hall Addition	\$8,100,000		
Graduate and Professional Student Housing			
Hagerty Hall Rehabilitation		\$24,427,000	
Hospitals Parking Garage		\$16,554,000	
Jennings Hall Renovation	\$23,402,000		
Knowlton School of Architecture		\$33,000,000	
Laboratory Animal Facilities	\$15,684,000		
Larkins Hall Renovation/Addition		\$139,800,000	
Mansfield Campus – Administration and Classroom Building	\$6,537,000		
Marion Campus – Student Services Building		\$6,108,000	
McCracken Power Plant Chiller Expansion		\$8,000,000	
McCracken Power Plant Emissions Compliance Project		\$73,000,000	
Medical Center Central Chilled Water Expansion		\$4,285,000	
Medical Center Central Sterile Supply Department		\$5,750,000	
Medical Center Helipad on Rhodes Hall	\$4,814,000		
Neil Avenue Parking Garage		\$14,838,000	
Newark Campus – Reese Center			
OARDC – Agricultural Engineering Building Renovation and Addition			
OARDC – Animal and Plant Biology Level 3 Facility			
OARDC – Feed Mill Replacement	\$5,800,000		
OARDC – Thorne and Gourley Halls Renovation Phase 3	\$4,751,000		
Ohio 4-H Center	\$10,000,000		
OSUMC Data Center @ 650 Ackerman Road	\$5,129,000		
Outpatient Services – 2050 Kenny Road			
Page Hall Renovation		\$15,975,000	
Peter L. and Clara M. Scott Laboratory (Mechanical Engineering Building Replacement)		\$72,500,000	
Physical Sciences Research Building		\$52,950,000	

	Design	Construction	
Psychology Building	\$35,000,000		
Research Buildings Chilled Water		\$7,500,000	
Ross Heart Hospital		\$79,200,000	
Sisson Hall Replacement			
Student Family Community Center at Buckeye Village		\$5,676,000	
Thompson Library Renovation	\$99,000,000		
University Hospitals East – Emergency Department	\$5,215,000		
University Hospitals East – Muscular Skeletal Program			
Wexner Center – Building Renovations	\$14,500,000		
Wiseman Hall – Expand Comprehensive Cancer Center		\$8,848,115	
Woody Hayes Athletic Center Expansion and Tennis Center Renovation	\$22,000,000		
Woody Hayes Drive Bridge and Steam Line Extension		\$9,870,000	

*** Only obtained information for largest campus of each institution.**