

**Faculty Compensation and Benefits Committee**

**ANNUAL SALARY REPORT AND  
RECOMMENDATIONS, 2004**

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## Executive Summary

The Academic Plan calls for competitive faculty salaries to enable The Ohio State University to retain and recruit an outstanding faculty. The Academic Plan first proposed by former President Kirwan and recently re-affirmed by President Holbrook in her Leadership Agenda, set the goal to increase the OSU faculty salary to the average of our benchmark universities in three to four years.

During the last two years, considerable progress has been made toward achieving this goal. In academic year 2001-2002, the average faculty salary at Ohio State fell to 6.1 % below the benchmark average. In 2002-03 Ohio State improved to 4.4 % below the benchmark average. As the result of lower than expected increases at many of the our peer institution, the average Ohio State faculty salary is currently 1.7% below the peer institutions. The Academic plan has been working and we are well on track to achieving the goals as originally proposed. However, as this goal is a moving target, it would be premature to declare victory. We must persevere in our quest to become a leader among our peer institutions.

Despite the gains, much progress remains to be achieved. In FY 1997, the benchmark average was 1.8% **behind** Ohio State while today the benchmark average remains 1.7% **ahead** of the Ohio State average faculty salary. In FY 1997, OSU had the 3<sup>rd</sup> highest average salary among the 10 benchmark universities, trailing only Michigan and UCLA. Ohio State's ranking has improved from a low of 8<sup>th</sup> place in FY02 to 5<sup>th</sup> place today. However, OSU may have only a tenuous hold on this ranking as only \$1,500 separate 5<sup>th</sup> place from 8<sup>th</sup> while a \$3,000 gap remains between the 4<sup>th</sup> and 5<sup>th</sup> position. A return to the status quo could easily negate the recent salary progress. Now is not the time to become complacent.

Historical data further illustrate how much OSU faculty salaries have declined in comparison with the market and how much progress is still required to return to previous levels of competitiveness. Among the 60 AAU institutions, OSU's average faculty salary currently ranks 40<sup>th</sup>. In FY 1997, OSU ranked 32<sup>nd</sup> among AAU institutions. The erosion in OSU faculty salaries is even more pronounced when looking back twenty years. In FY 1984, OSU's average was 14<sup>th</sup> among AAU institutions. To rank 14<sup>th</sup> today, OSU's average faculty salary would have to be 19.8% higher than it is. The same trend emerges from the CIC data. Today, OSU ranks 5<sup>th</sup> among the 12 CIC institutions. In FY 1997, OSU was 4<sup>th</sup>, and in FY 1984, OSU was 2<sup>nd</sup> among the 12 CIC institutions. To rank 2<sup>nd</sup> today, OSU's average faculty salary would have to increase by 26.3%.

In 2001 a stated goal of the Academic Plan was to reach the benchmark average faculty salary in three or four years. Because salaries had already been determined for FY 2002 when this commitment was made, OSU would need to reach the benchmark average in FY 2005 or no later than FY 2006. In order for the OSU average to reach the benchmark average in FY 2005, the average OSU faculty salary must increase next year by 1.7% more than the market. If FY 2006 is the target date, then the OSU faculty average salary must increase annually 1.0% more than the market for the next two years.

The following table displays the fiscal year in which OSU's average faculty salary will reach the benchmark average, depending on how much above market the OSU average increases over the next two fiscal years:

% Above Market	FY04	FY05	FY06
<b>1.0%</b>	\$82,780	\$83,610	<b>\$84,440</b>
<b>1.6%</b>	\$82,780	<b>\$84,190</b>	

We recognize the challenges facing the University in the current uncertain fiscal environment. Nonetheless, if OSU is to reach the goal stated in the Academic Plan and re-affirmed by President Holbrook in her Leadership Agenda, then OSU faculty salaries must increase by the market average plus 1.7% next year.

## **I. Introduction**

This 26<sup>th</sup> 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. 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. In 2002-2003, Ohio State's overall faculty salary increase was 5.3% compared to the mean increase of 3.7% for our benchmark institutions. With this increase, Ohio State is now 1.7% behind the mean of our benchmark institutions compared to 3.4% in 2001 when the Academic Plan was first proposed. **For OSU to reach parity with the average faculty salaries at benchmark institutions, the FCBC recommends that the salary increase for 2004-05 should exceed the average increase of our benchmark institutions by at least 1.7%.**

## **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.

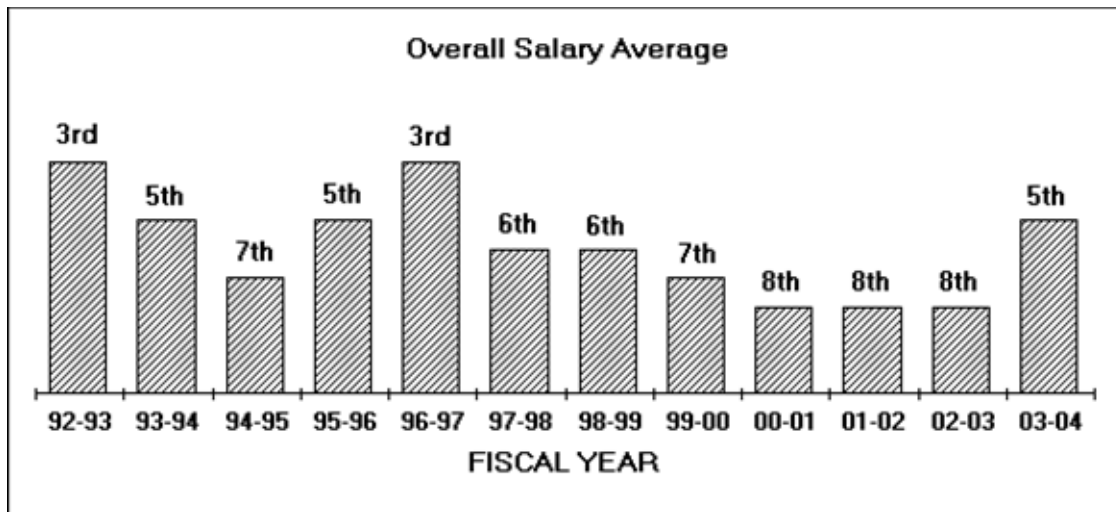
### **A. Salary Comparisons with the Ten Benchmark Institutions**

The ten benchmark institutions are a group of large, public-funded universities that are the primary research institutions in their areas: Arizona, Illinois, Michigan, Minnesota, Ohio State, Penn State, Texas, UCLA, Washington, and Wisconsin. These ten institutions are a

reference set of state universities whose activities closely compare to Ohio State’s and reflect structural similarities to Ohio State. 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 flagship universities in their respective 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<sup>1</sup>. 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, improving to fifth in rank, Ohio State still has not regained the third rank position it held in 1992-93 and in 1996-97.

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 a average salary of \$62,730, 1.9% above the benchmark average of \$61,580 (excluding Ohio State<sup>2</sup>). After 1996-97, Ohio State’s overall average salary has declined precipitously when compared with the other benchmark institutions.

<sup>1</sup> All full page tables and figures labeled “A” are located in the Appendix.

<sup>2</sup> All benchmark average salary data exclude Ohio State.

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. The average salary was increased to \$82,780 compared to the benchmark average of \$84,190. In 2003-04, Ohio State's average salary ranked fifth among its benchmark institutions but still remains 1.7% below 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 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. 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.

The salary comparisons for the CIC institutions are given in Table A-2 and Figure A-2 in the Appendix. A salary plot for the combined faculty ranks is given in Figure 2. The data reveal that for several years Ohio State has 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. 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.

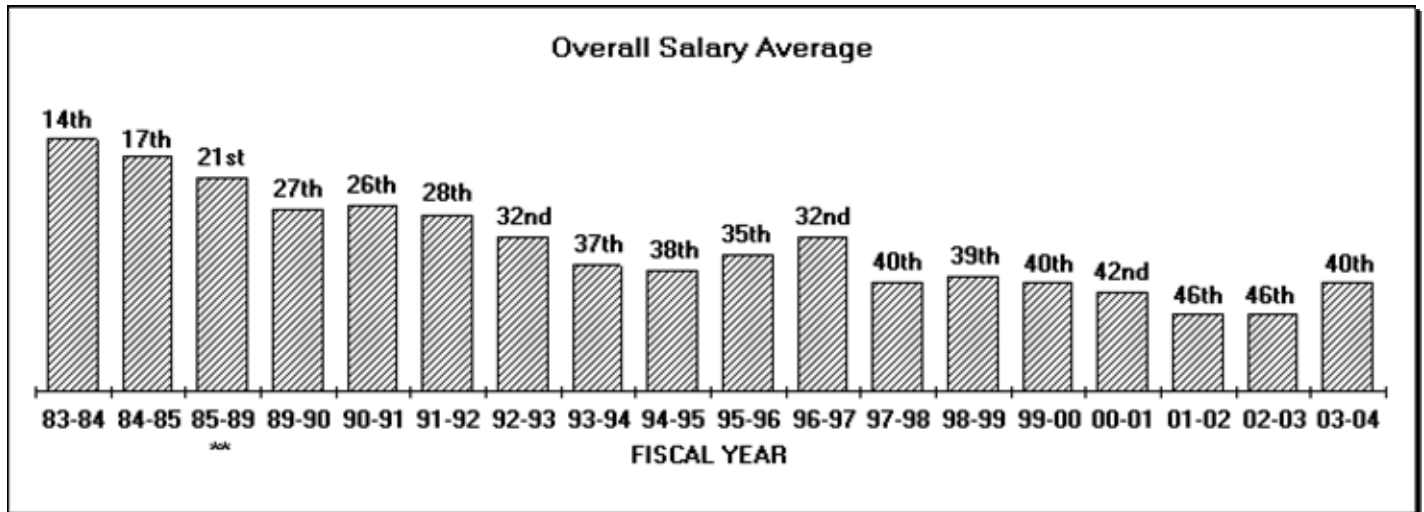
In 2003-04, however, Ohio State has improved its position relative to the CIC institutions with regards to faculty salaries. In 2002-03, Ohio State was ninth among the CIC universities

with an average of \$78,840, which was 8% lower than the CIC average of \$85,170. Today, Ohio State is sixth, with the CIC average of \$87,580 being 5.4% greater than the Ohio State average of \$82,780.

### 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.

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.

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 above. 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 14<sup>th</sup> 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 14<sup>th</sup> to 32<sup>nd</sup>. The average salary of the 14<sup>th</sup> ranked institution is now 19.8% above Ohio State's average salary. Ohio State's drop in ranking accelerated from 1996-97 to 2002-03, when the ranking fell another 14 places from 32<sup>nd</sup> to 46<sup>th</sup> place. As the result of the university's recent effort to increase faculty salaries, Ohio State's overall salary improved to 40<sup>th</sup> in 2003-04, but this is still far short of the 14<sup>th</sup> rank held in 1983-84.

During the past five years, from 1997-98 to 2003-04, the average salary of the 14<sup>th</sup> ranked AAU institution has increased from \$73,790 to \$99,200. That is an average increase of almost 6%. As shown in Table 1, assuming that the 14<sup>th</sup> ranked AAU institution's salary continues to increase at almost 6% a year, Ohio State salaries would have to rise almost 12% annually for the next four years for Ohio State to rank 14<sup>th</sup> among AAU institutions. 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.

Table 1: Four-year Salary Growth Increase for 14th-Ranked AAU Institution and Ohio State

	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
14th Rank (6%)	\$99,200	\$105,152	\$111,461	\$118,149	\$125,238
OSU (12%)	\$82,780	\$92,714	\$103,839	\$116,300	\$130,256

### **III. The Ohio State University's 2002-03 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 the market increase in faculty salaries.

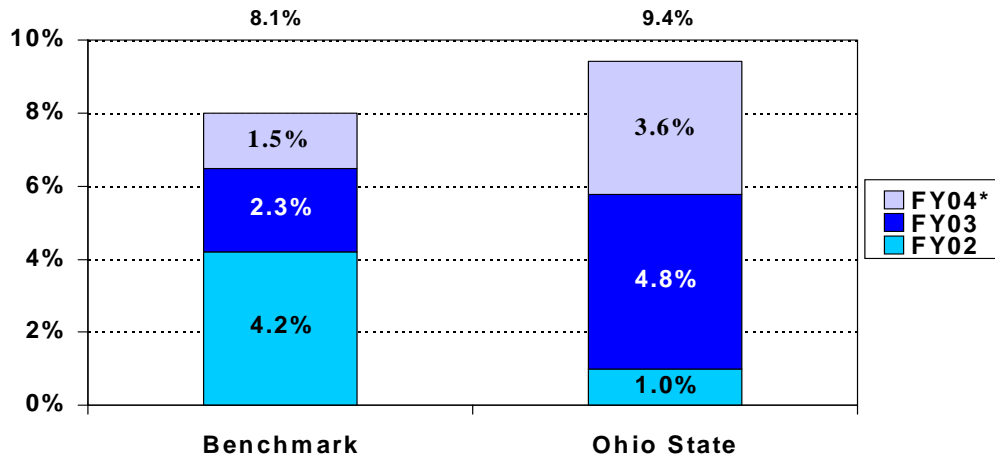
In 2001, the university administration made it a high priority to increase faculty and staff salaries "to the mean of our benchmark peers within three or four years." Accordingly, the target average faculty salary increase for 2003-04 was set at 2.5% (the estimated average for our benchmark institution's budget pool) plus at least 1%, 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 2003-04, Ohio State exceeded its stated goal of increasing the university faculty salary budget pool by 1% above the benchmark average.



Figure 4 The Ohio State University Faculty Salary Increase Budget Public Benchmark Institutions Comparison FY 2001-02 to FY 2003-04



\* FY 2003-04 salaries based on estimates provided by Public Benchmark Institutions as of October, 2003. These estimates are subject to change as new data becomes available.

Figure 4 compares Ohio State to its benchmark institutions for increases in faculty salary budgets for the last three years. With the 2003-04 increase of the faculty salary budget that was twice as high as the mean increase of our benchmark institutions (3.6% vs. 1.8%), Ohio State’s combined increase in faculty budgets for the last two years exceeds our benchmark institutions by 4.1% (8.4% vs. 4.3%, respectively). From the perspective of the last three years, however, Ohio State exceeded the benchmark by only 1.3% or slightly more than the goal of exceeding the benchmark institutions by 1.0%.

Currently, Ohio State’s average salary (\$82,780) is 1.7% behind the benchmark mean (\$84,190). In 2001, when the University established increasing faculty salaries as a priority, the difference was 3.2%. The figures in table A-1 illustrate that Ohio State faculty salaries steadily lost ground to the benchmark mean beginning in 1997-98 through the lowest point in 2001-02 when Ohio State was 6% below the mean. However, as a result of the Academic Plan’s salary initiative, Ohio State has made substantial progress during the last two years. It is important for Ohio State to continue not only to make progress to reach but to surpass the mean salary of our peer institutions.

### **C. 2002-03 Salary Increases by Colleges**

As part of the decentralized, restructured budget system, each College took internal funds from their respective budgets to make salary allocations in 2002-03 and 2003-04. In 2002-03, the system led to significant variations among colleges in salary increases with a 1.6% range from 4.3% for Medicine to 5.9% for Mathematical and Physical Sciences (MAPS). For 2003-04, the variation among colleges was more significant, with a 2.2% range from 2.5% in Education, Engineering and Arts to 4.7% in Pharmacy. In all cases, colleges provided lower average salary increases in 2003-04 compared to 2002-03. The relative ranking of average salary increases among colleges did change between 2002-03 and 2003-04. Nursing moved from a 17<sup>th</sup> ranking in 2002-03 with a 4.4% salary allocation to a 5<sup>th</sup> ranking in 2003-04 with a 4.1% salary allocation. Arts moved from a 6<sup>th</sup> ranking in 2002-03 with a 5% salary allocation to 17<sup>th</sup> ranking in 2003-04 with a 2.5% salary allocation.

The Provost authorized variations so long as each college implemented a specific salary budget of at least 4.0% for 2002-03 and 2.5% for 2003-04. In 2003-04, it appears that 16 out of 19 colleges increased the faculty salary budget higher than the minimums directed by the Provost.

Figure A-4 shows how Ohio State's 18 colleges compared in 2001-02 and 2002-03 with colleges at other universities (selected by each OSU college selected as its respective benchmark set). The 2002-03 data show that there is little relationship between the colleges with the highest average salary increase (Table 2) and the colleges that were the furthest below the market average for their benchmark colleges in 2001-02 (Figure A-4).

Table 2 The Ohio State University FY04 Salary Budget Pools  
Total University Average Salary Increase Percentage

College	2003-04	2002-03 (Rank)
Pharmacy	4.7%	5.0% (5)
Humanities	4.5%	5.5% (2)
MAPS	4.2%	5.9% (1)
Veterinary Medicine	4.2%	5.0% (7)
Nursing	4.1%	4.4% (17)
Social & Behavioral Sciences	4.0%	4.7% (12)
Biological Sciences	4.0%	4.6% (13)
Law	3.8%	5.5% (3)
Business	3.6%	5.4% (4)
FAES	3.6%	4.5% (14)
Optometry	3.6%	4.8% (10)
Medicine	3.5%	4.3% (18)
Human Ecology	3.4%	4.5% (15)
Dentistry	3.3%	4.8% (11)
Social Work	2.9%	4.8% (9)
Public Health	2.9%	N/A
Arts	2.5%	5% (6)
Engineering	2.5%	4.5% (16)
Education	2.5%	4.9% (8)

Source: FY04 SLDP Process Salary Adjustment (Increase) Summary Reports.

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

Some differences may be attributed to the Academic Plan and to the Selective Investment Program. In 2001-02, six colleges were more than 10% behind market average, five colleges were less than 6% behind market average, and two colleges were above market average. They ranged from a 19% below market average for Social Work to 4.6% above market average for Medicine and Public Health. The 2002-03 data suggest that 16 of the colleges slightly improved their standing compared to benchmarks. As a result, five colleges remain more than 10% behind market average, ten are less than 6% behind market average, and four colleges are above market average. They range from a 17.2% below market average for Social work to 8.8% above market average for Medicine and Public Health. The relative College ranking in this comparison did not change significantly from 2001-02 to 2002-03.

#### IV. Salary Disparity

There is a widely held perception amongst the faculty that new faculty hires frequently receive salaries substantially higher than the salary of existing faculty members of the same rank and within the same discipline. There is even the belief that new junior faculty may, at times, receive salaries higher than that of current full professors in the same discipline. This perception of salary discrepancy between current faculty and new hires is very detrimental to faculty morale.

In order to address this issue, the FCBC examined the average salary of all faculty hired during the last three years as compared to the salary of existing faculty (i.e., continuing faculty with more than three years at a given rank, thus excluding faculty promoted during the last three years). The data from 2001-03 through 2003-04 were analyzed for each college and for each rank. The ratio column was determined by dividing the average salary for newly hired faculty by the average salary for continuing faculty for each rank. A ratio greater than one indicates that the new faculty salary exceeds the average salary for continuing faculty. The University-wide data are presented in table 3 and figure 5 while the data for each college can be found in the appendix table A-4.

Table 3 New Hire and Continuing Faculty Average Salary Ratios for Total University  
FY 2001-02 Through FY 2003-04

<b>Rank</b>	<b>Continuing</b>	<b>New Hire</b>	<b>New Hire FTE</b>	<b>Ratio</b>
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

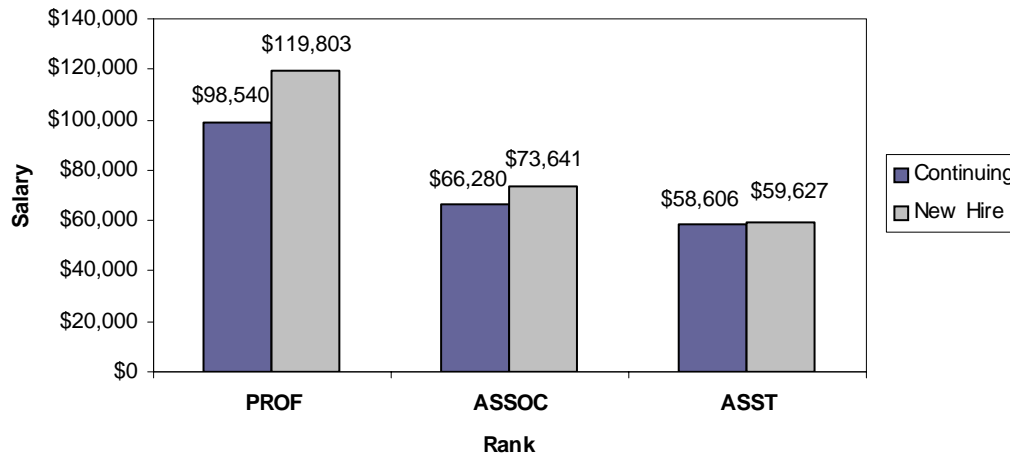
Notes: Ratio = New Hire Average Salary / Continuing Faculty Average Salary

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.

Figure 5  
 Comparison of New Hire and Continuing Average Faculty Salary  
 FY 2001-02 Through 2003-04



Two conclusions can be drawn from these data. A) While there may be individual exceptions, on average, junior faculty were not hired at salaries higher than that received by more senior faculty members. The University wide average salary for new Assistant Professors (\$59,627) was less than the average salary of existing Associate Professors (\$66,280) while new Associate Professors (\$73,641) received less compensation than existing Professors (\$98,540). A similar pattern was seen in nearly every College. The average salary of newly hired faculty was consistently below the average salary of existing faculty with a more senior rank. The sole exception is the College of Business in which the average salary of new Assistant Professors (\$108,750) exceeds the salary of existing Associate Professors (\$98,725) by 10%. Thus, the hypothesis that new assistant professors receive compensation in excess of either associate or full professors is not supported by the data. B) However, a different pattern emerges when the salary of newly hired faculty are compared to the salary of existing faculty members of the same rank. The University wide average salary of newly hired faculty exceeds the salary of existing faculty at each rank with the greatest disparity seen at the rank of Professor. On average, newly hired Assistant Professors, Associate Professors, and Professors were paid, respectively \$1,021 (2%),

\$7,361 (11%), and \$21,263 (22%) more than existing faculty of the comparable ranks. A similar pattern was noted in each College particularly at the rank of Professor. The average salary for newly hired Professors was consistently higher than the average salary for existing Professors in every College (from a low of \$801 in the College of Biological Sciences to a high of \$43,898 in the College of Food, Agriculture & Environmental Sciences). Thus, the data confirm the perception that newly hired faculty receive (often substantially) higher compensation than existing faculty within a given rank.

The FCBC acknowledges that market forces may contribute to the high salaries used to attract what is perceived to be the most competent individuals. However, the contributions of existing faculty also need to be recognized and rewarded on an equitable basis. It is counterproductive both for the individual and the institution to place faculty in the situation in which they must first solicit an offer from a competing institution before they are even considered for an equity adjustment to their salary. **Appropriate compensation for all faculty should be the goal of The Ohio State University.**

## **V. Recommendations**

**1. The FCBC recommends that in 2004-05 Ohio State should increase the average salary by at least 1.7% above the average salary increase of the benchmark schools.** During the last year considerable progress has been made toward the goal of reaching parity with average faculty salary of our benchmark institutions. In academic year 2001-02, Ohio State was 6.1% below the benchmark average, improving to 4.4% below the bench average in academic year 2002-03. During the 2003-04 academic year the Ohio State University overall faculty salary further improved and is currently 1.7% below the average of our benchmark institutions. Despite current economic conditions, it is vital that Ohio State continue to pursue the faculty compensation goals aggressively. With the goal within sight, there is temptation to shift the

focus to other priorities. Without a constant vigilance and continued commitment to the Academic Plan, the hard fought gains made in the recent years could easily evaporate

**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 last year, 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.** As a consequence, these individuals would not necessarily receive the same salary increase as expressed as a percentage of their base salary. We further recommend that the dollar amount of the raise should be based upon the average salary for a given rank in a given department/fiscal unit. For example, in a department where faculty member A earns \$60,000/year while faculty member B at the same rank earns \$100,000/year, the average salary for this rank would be \$80,000/year. If both individuals receive the same merit score and the target increase expressed by the University is 5%, then 5% of \$80,000 would yield a merit raise of \$4,000. Since both individuals received the same merit score they both should receive the same dollar award for the same performance.

This equitable increase contrasts dramatically with the increase under a fixed percentage plan. Despite the same performance, under a fixed percentage plan, individual A would receive an increase of \$3,000 while individual B would receive an increase of \$5,000, thereby further exacerbating the pre-existing salary disparity between these individuals.

**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.



Table A-1

## 2003-04 Benchmark Comparison Ten Year Faculty Salary History

	PROFESSOR												1 YEAR		5 YEAR		10 YEAR	
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	%	Rnk	%	Rnk	%	Rnk	
UCLA	122.40	117.90	115.70	112.70	106.10	101.40	92.60	86.10	84.54	78.03	74.10	3.82	4	3.84	8	5.15	1	
MICHIGAN	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	84.97	81.38	77.68	2.61	5	4.03	7	4.25	4	
PENN STATE	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	77.56	74.74	72.08	5.16	3	4.64	1	4.13	5	
ILLINOIS	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	75.21	71.84	68.17	5.52	1	4.27	4	4.61	2	
<b>OHIO STATE</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>76.35</b>	<b>72.58</b>	<b>70.30</b>	<b>5.46</b>	<b>2</b>	<b>4.05</b>	<b>6</b>	<b>3.95</b>	<b>6</b>	
TEXAS	103.20	102.90	98.80	94.10	89.40	84.40	82.40	79.60	76.09	74.26	73.20	0.29	9	4.10	5	3.49	9	
MINNESOTA	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	73.03	70.60	66.18	0.69	8	3.57	9	4.42	3	
WISCONSIN	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	70.43	70.10	66.60	-0.21	10	4.39	2	3.75	7	
WASHINGTON	93.20	91.20	90.10	85.50	80.60	75.60	73.00	70.50	70.23	67.78	68.30	2.19	6	4.27	3	3.16	10	
ARIZONA	92.50	90.60	87.70	84.90	81.90	78.10	75.00	72.10	70.92	67.66	64.80	2.10	7	3.44	10	3.62	8	
<i>Average excl OSU</i>	104.70	102.13	98.97	95.09	90.49	85.81	81.83	77.91	75.89	72.93	70.12	2.51		4.06		4.09		
ASSOCIATE PROFESSOR																		
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	1 YEAR		5 YEAR		10 YEAR		
													%	Rnk	%	Rnk	%	Rnk
MICHIGAN	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	62.04	60.11	57.65	2.53	5	3.47	8	3.45	8	
UCLA	77.00	74.60	73.20	72.40	67.40	65.40	60.70	56.90	56.81	52.58	49.70	3.22	3	3.32	9	4.48	1	
WISCONSIN	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	52.52	52.28	49.80	-0.54	8	4.54	1	3.94	3	
PENN STATE	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	53.50	52.58	50.92	2.99	4	4.54	2	3.58	5	
ILLINOIS	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	53.42	51.18	49.31	3.75	2	3.51	7	3.86	4	
MINNESOTA	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	51.47	49.90	46.82	-1.41	9	2.53	10	4.09	2	
<b>OHIO STATE</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>53.42</b>	<b>50.73</b>	<b>49.13</b>	<b>4.24</b>	<b>1</b>	<b>3.52</b>	<b>5</b>	<b>3.47</b>	<b>6</b>	
WASHINGTON	66.70	65.80	65.50	62.60	58.40	55.10	52.90	49.90	49.93	48.18	48.50	1.37	6	3.90	3	3.24	9	
ARIZONA	64.90	64.20	61.80	60.00	57.20	54.00	52.50	50.60	49.54	47.43	46.20	1.09	7	3.75	4	3.46	7	
TEXAS	64.90	66.10	63.50	60.80	58.20	54.60	53.70	51.60	49.33	48.50	47.60	-1.82	10	3.52	6	3.15	10	
<i>Average excl OSU</i>	71.33	70.43	68.46	65.88	62.83	59.59	57.01	54.24	53.17	51.42	49.61	1.28		3.66		3.70		
ASSISTANT PROFESSOR																		
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	1 YEAR		5 YEAR		10 YEAR		
													%	Rnk	%	Rnk	%	Rnk
MICHIGAN	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	50.10	48.08	46.03	2.14	7	4.12	6	3.78	7	
ILLINOIS	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	46.63	44.30	42.10	5.74	1	4.28	4	4.36	1	
UCLA	63.70	63.80	63.50	63.00	58.30	54.70	52.00	49.20	48.39	44.26	42.10	-0.16	9	3.09	10	4.23	2	
WISCONSIN	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	46.35	46.24	43.90	2.58	5	4.07	7	3.78	8	
WASHINGTON	63.20	60.20	58.30	53.60	51.40	48.10	47.60	45.20	44.60	42.23	42.10	4.98	4	5.61	2	4.15	3	
PENN STATE	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	43.63	42.57	41.66	5.04	3	5.69	1	4.14	4	
TEXAS	62.30	61.50	60.00	57.30	54.20	50.60	49.70	47.60	44.90	43.67	43.20	1.30	8	4.25	5	3.73	9	
<b>OHIO STATE</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>44.88</b>	<b>42.93</b>	<b>41.53</b>	<b>5.37</b>	<b>2</b>	<b>5.02</b>	<b>3</b>	<b>4.13</b>	<b>5</b>	
MINNESOTA	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	45.54	43.65	41.76	-2.10	10	3.39	9	3.79	6	
ARIZONA	57.60	56.30	54.20	52.00	49.80	48.10	46.50	44.30	43.90	42.98	41.10	2.31	6	3.67	8	3.43	10	
<i>Average excl OSU</i>	62.74	61.28	59.12	56.70	53.86	51.01	49.44	47.11	46.00	44.22	42.66	2.39		4.23		3.93		
OVERALL -- ALL RANKS COMBINED																		
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	1 YEAR		5 YEAR		10 YEAR		
													%	Rnk	%	Rnk	%	Rnk
UCLA	94.15	91.44	89.56	87.66	81.48	77.62	71.51	66.22	65.54	61.13	57.75	2.96	4	3.94	8	5.01	1	
MICHIGAN	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	67.58	66.15	62.99	2.42	5	4.18	7	4.10	5	
PENN STATE	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	59.91	59.42	57.27	4.40	3	5.10	1	4.14	4	
ILLINOIS	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	59.90	58.09	55.22	4.95	2	4.34	5	4.51	2	
<b>OHIO STATE</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>59.75</b>	<b>57.92</b>	<b>55.88</b>	<b>5.00</b>	<b>1</b>	<b>4.36</b>	<b>4</b>	<b>4.01</b>	<b>6</b>	
MINNESOTA	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	58.09	56.96	53.43	-0.46	10	3.50	10	4.38	3	
WISCONSIN	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	57.56	58.22	55.18	0.06	8	4.62	3	3.95	7	
TEXAS	81.19	81.37	78.10	74.37	70.32	65.81	64.28	61.37	58.17	57.93	56.88	-0.22	9	4.29	6	3.62	9	
WASHINGTON	77.61	75.83	74.61	70.45	66.07	61.85	59.75	56.66	56.07	54.89	54.98	2.34	6	4.64	2	3.51	10	
ARIZONA	75.49	74.19	71.39	68.93	65.82	62.47	60.15	57.31	56.46	54.69	52.50	1.75	7	3.86	9	3.70	8	
<i>Average excl OSU</i>	84.19	82.50	79.67	76.41	72.33	68.31	65.24	61.58	59.92	58.61	56.24	2.04		4.27		4.12		

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

Table A-2

## 2003-04 CIC Ten Year Faculty Salary History

	PROFESSOR											1 YEAR		5 YEAR		10 YEAR	
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	141.30	134.70	129.20	124.80	118.50	112.00	106.00	101.60	96.53	92.94	89.40	4.90	4	4.76	5	4.68	1
NORTHWESTERN	131.90	127.70	122.30	116.20	111.20	106.60	101.40	96.10	92.00	89.44	86.01	3.29	7	4.35	5	4.37	4
MICHIGAN	117.80	114.80	108.90	105.20	100.90	96.70	91.90	88.00	84.97	81.38	77.68	2.61	8	4.03	9	4.25	5
PENN STATE	108.00	102.70	98.10	93.80	89.90	86.10	83.10	80.20	77.56	74.74	72.08	5.16	3	4.64	3	4.13	7
ILLINOIS	107.00	101.40	100.90	95.60	91.60	86.80	83.60	78.80	75.21	71.84	68.17	5.52	1	4.27	6	4.61	2
<b>OHIO STATE</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>76.35</b>	<b>72.58</b>	<b>70.30</b>	<b>5.46</b>	<b>2</b>	<b>4.05</b>	<b>8</b>	<b>3.95</b>	<b>8</b>
MINNESOTA	102.00	101.30	97.60	93.60	89.50	85.60	81.00	74.80	73.03	70.60	66.18	0.69	11	3.57	11	4.42	3
IOWA	100.80	99.40	97.10	94.30	89.60	84.50	80.70	77.10	74.34	72.45	70.62	1.41	10	3.59	10	3.62	11
INDIANA	99.10	96.80	94.20	88.20	85.00	80.80	77.40	75.90	72.39	69.53	67.43	2.38	9	4.17	7	3.92	9
MICHIGAN STATE	98.30	95.00	89.70	85.20	81.50	77.50	74.20	71.30	68.85	67.24	65.07	3.47	6	4.87	1	4.21	6
PURDUE	97.20	93.10	90.50	87.40	86.90	84.60	80.80	78.50	75.70	73.58	72.10	4.40	5	2.82	12	3.03	12
WISCONSIN	96.20	96.40	92.90	90.40	84.50	77.60	73.90	71.10	70.43	70.10	66.60	-0.21	12	4.39	4	3.75	10
<i>Average excl OSU</i>	109.05	105.75	101.95	97.70	93.55	88.98	84.91	81.22	78.27	75.80	72.85	3.12		4.15		4.12	

	ASSOCIATE PROFESSOR											1 YEAR		5 YEAR		10 YEAR	
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	89.30	88.10	81.70	79.50	75.70	72.30	68.00	63.60	62.05	60.99	58.64	1.36	10	4.31	4	4.30	1
NORTHWESTERN	86.90	83.90	80.30	78.50	73.40	70.80	67.40	65.20	64.48	61.31	59.58	3.58	5	4.18	5	3.85	6
MICHIGAN	80.90	78.90	76.30	73.30	71.80	68.20	65.90	63.40	62.04	60.11	57.65	2.53	9	3.47	10	3.45	11
WISCONSIN	73.30	73.70	70.20	68.00	64.80	58.70	55.50	53.50	52.52	52.28	49.80	-0.54	11	4.54	1	3.94	3
MICHIGAN STATE	72.40	69.90	67.60	63.90	60.40	58.00	55.80	54.10	52.27	50.73	49.35	3.58	4	4.54	2	3.91	4
PENN STATE	72.40	70.30	66.50	63.40	60.40	58.00	56.00	54.90	53.50	52.58	50.92	2.99	7	4.54	2	3.58	8
ILLINOIS	72.00	69.40	69.90	66.30	63.40	60.60	58.40	54.80	53.42	51.18	49.31	3.75	3	3.51	9	3.86	5
MINNESOTA	69.90	70.90	69.20	66.10	63.90	61.70	57.50	52.60	51.47	49.90	46.82	-1.41	12	2.53	12	4.09	2
<b>OHIO STATE</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>53.42</b>	<b>50.73</b>	<b>49.13</b>	<b>4.24</b>	<b>2</b>	<b>3.52</b>	<b>8</b>	<b>3.47</b>	<b>10</b>
PURDUE	68.80	64.50	62.70	60.60	60.10	57.70	55.20	53.60	51.23	49.13	48.54	6.67	1	3.58	7	3.55	9
INDIANA	68.50	66.20	64.00	61.10	58.80	56.60	54.20	53.10	51.18	49.06	47.94	3.47	6	3.89	6	3.63	7
IOWA	67.50	65.80	63.70	62.50	60.80	58.00	55.90	55.00	54.29	51.82	50.93	2.58	8	3.08	11	2.86	12
<i>Average excl OSU</i>	74.72	72.87	70.19	67.56	64.86	61.87	59.07	56.71	55.31	53.55	51.77	2.53		3.84		3.74	

	ASSISTANT PROFESSOR											1 YEAR		5 YEAR		10 YEAR	
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	%	Rnk	%	Rnk	%	Rnk
NORTHWESTERN	76.80	73.40	69.10	65.80	62.40	59.80	58.50	56.20	54.70	51.04	49.60	4.63	5	5.13	3	4.47	1
U OF CHICAGO	72.30	70.30	69.60	67.10	68.50	65.50	61.40	58.50	55.45	53.43	51.51	2.84	7	2.00	12	3.45	11
MICHIGAN	66.70	65.30	61.70	59.70	57.70	54.50	53.00	50.90	50.10	48.08	46.03	2.14	9	4.12	8	3.78	7
ILLINOIS	64.50	61.00	60.40	56.80	54.10	52.30	51.20	48.90	46.63	44.30	42.10	5.74	2	4.28	7	4.36	2
WISCONSIN	63.60	62.00	59.80	59.80	55.40	52.10	50.60	47.70	46.35	46.24	43.90	2.58	8	4.07	9	3.78	8
PENN STATE	62.50	59.50	56.00	52.70	50.20	47.40	45.80	44.30	43.63	42.57	41.66	5.04	4	5.69	1	4.14	3
<b>OHIO STATE</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>44.88</b>	<b>42.93</b>	<b>41.53</b>	<b>5.37</b>	<b>3</b>	<b>5.02</b>	<b>4</b>	<b>4.13</b>	<b>4</b>
MINNESOTA	60.60	61.90	58.20	55.40	53.60	51.30	48.60	45.90	45.54	43.65	41.76	-2.10	12	3.39	11	3.79	6
PURDUE	60.50	57.10	55.70	53.00	51.40	48.80	46.80	45.40	44.49	43.34	42.28	5.95	1	4.39	6	3.65	9
IOWA	59.80	59.30	56.10	54.60	52.70	49.30	48.40	47.80	45.46	44.24	43.15	0.84	11	3.94	10	3.32	12
INDIANA	59.60	58.80	55.30	49.80	48.40	45.90	43.60	43.40	43.99	40.59	39.90	1.36	10	5.36	2	4.09	5
MICHIGAN STATE	58.90	57.00	53.90	51.20	49.10	47.50	46.50	45.20	43.70	43.14	41.28	3.33	6	4.40	5	3.62	10
<i>Average excl OSU</i>	64.16	62.33	59.62	56.90	54.86	52.22	50.40	48.56	47.28	45.51	43.93	2.95		4.21		3.86	

	OVERALL -- ALL RANKS COMBINED											1 YEAR		5 YEAR		10 YEAR	
	03-04	02-03	01-02	00-01	99-00	98-99	97-98	96-97	95-96	94-95	93-94	%	Rnk	%	Rnk	%	Rnk
U OF CHICAGO	108.57	104.94	99.70	96.24	91.93	86.91	81.72	76.94	73.13	72.35	69.36	3.46	6	4.55	6	4.58	1
NORTHWESTERN	104.55	101.02	96.10	91.90	86.67	82.87	79.00	74.86	72.81	70.52	67.88	3.49	5	4.76	3	4.41	3
MICHIGAN	94.12	91.89	87.25	83.99	80.72	76.69	73.40	69.79	67.58	66.15	62.99	2.42	9	4.18	9	4.10	7
PENN STATE	85.96	82.33	77.93	74.10	70.38	67.03	64.55	62.02	59.91	59.42	57.27	4.40	4	5.10	1	4.14	6
ILLINOIS	85.80	81.76	81.29	76.79	73.05	69.38	66.87	62.57	59.90	58.09	55.22	4.95	3	4.34	8	4.51	2
<b>OHIO STATE</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>59.75</b>	<b>57.92</b>	<b>55.88</b>	<b>5.00</b>	<b>2</b>	<b>4.36</b>	<b>7</b>	<b>4.01</b>	<b>9</b>
MINNESOTA	82.05	82.43	79.12	75.55	72.23	69.07	64.90	59.48	58.09	56.96	53.43	-0.46	12	3.50	12	4.38	4
WISCONSIN	81.32	81.27	77.77	75.81	70.87	64.89	61.76	58.84	57.56	58.22	55.18	0.06	11	4.62	4	3.95	10
MICHIGAN STATE	80.94	78.28	74.17	70.22	66.62	63.55	61.07	58.53	56.19	55.79	53.79	3.39	7	4.95	2	4.17	5
IOWA	80.51	79.26	76.56	74.43	70.97	66.81	64.14	61.72	59.59	58.56	57.04	1.58	10	3.80	10	3.51	11
INDIANA	80.07	78.15	75.22	70.24	67.36	64.02	61.10	59.48	57.31	55.55	53.90	2.46	8	4.58	5	4.04	8
PURDUE	79.53	75.57	73.25	70.44	69.30	66.63	63.56	61.15	58.57	57.82	56.56	5.25	1	3.60	11	3.47	12
<i>Average excl OSU</i>	87.58	85.17	81.67	78.16	74.56	70.71	67.46	64.13	61.88	60.86	58.42	2.83		4.37		4.13	

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

**Table A-3**  
**2003-04 Average Faculty Salaries (In Thousands)**  
**AAU Institutions**

		OVERALL	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	2002-03 OVERALL RANKING	
1	HARVARD	<b>118.67</b>	157.50	91.90	82.10	1	HARVARD
2	STANFORD	<b>113.82</b>	142.60	98.70	78.90	2	STANFORD
3	PRINCETON	<b>111.25</b>	145.60	92.40	70.90	3	CAL TECH
4	PENNSYLVANIA	<b>110.77</b>	138.50	93.20	82.10	4	PENNSYLVANIA
5	MIT	<b>108.79</b>	135.10	91.50	82.60	5	PRINCETON
6	U OF CHICAGO	<b>108.57</b>	141.30	89.30	72.30	6	U OF CHICAGO
7	CAL TECH	<b>108.49</b>	131.00	94.90	84.10	7	MIT
8	COLUMBIA	<b>105.13</b>	134.20	88.80	71.60	8	NEW YORK
9	NORTHWESTERN	<b>104.55</b>	131.90	86.90	76.80	9	YALE
10	CORNELL-ENDOWED	<b>103.72</b>	126.30	90.50	78.60	10	NORTHWESTERN
11	NEW YORK	<b>103.67</b>	134.20	82.70	74.80	11	COLUMBIA
12	YALE	<b>102.47</b>	138.80	78.50	66.50	12	DUKE
13	DUKE	<b>102.11</b>	128.60	85.40	74.60	13	CORNELL-ENDOWED
14	EMORY	<b>99.20</b>	126.50	81.10	72.30	14	EMORY
15	WASHINGTON UNIVERSITY	<b>97.14</b>	122.00	81.00	72.10	15	WASHINGTON UNIVERSITY
16	CALIFORNIA-BERKELEY	<b>95.78</b>	123.00	77.10	70.00	16	RICE
17	SOUTHERN CALIFORNIA	<b>95.61</b>	118.70	81.50	70.90	17	CALIFORNIA-BERKELEY
18	RICE	<b>95.10</b>	119.10	79.40	71.10	18	<b>MICHIGAN</b>
19	CARNEGIE-MELLON	<b>94.20</b>	114.70	82.30	71.20	19	SOUTHERN CALIFORNIA
20	<b>UCLA</b>	<b>94.15</b>	122.40	77.00	63.70	20	<b>UCLA</b>
21	<b>MICHIGAN</b>	<b>94.12</b>	117.80	80.90	66.70	21	VANDERBILT
22	VANDERBILT	<b>91.67</b>	117.10	76.20	64.30	22	CARNEGIE-MELLON
23	BROWN	<b>90.96</b>	116.90	73.70	65.50	23	MARYLAND
24	JOHNS HOPKINS	<b>89.80</b>	111.80	78.20	63.20	24	JOHNS HOPKINS
25	CASE WESTERN RESERVE	<b>89.54</b>	112.60	75.40	64.90	25	BROWN
26	VIRGINIA	<b>88.70</b>	112.90	75.10	60.80	26	RUTGERS
27	RUTGERS	<b>88.50</b>	110.90	76.80	61.20	27	SUNY-STONY BROOK
28	MARYLAND	<b>87.98</b>	107.00	74.90	70.00	28	ROCHESTER
29	CALIFORNIA-SAN DIEGO	<b>86.64</b>	112.40	69.60	61.20	29	NORTH CAROLINA-CHAPEL HILL
30	ROCHESTER	<b>86.05</b>	103.80	73.60	69.70	30	VIRGINIA
31	<b>PENN STATE</b>	<b>85.96</b>	108.00	72.40	62.50	31	CALIFORNIA-SAN DIEGO
32	<b>ILLINOIS</b>	<b>85.80</b>	107.00	72.00	64.50	32	CASE WESTERN RESERVE
33	NORTH CAROLINA-CHAPEL HILL	<b>85.66</b>	106.30	74.10	61.80	33	CALIFORNIA-IRVINE
34	CALIFORNIA-IRVINE	<b>85.41</b>	107.90	71.20	62.10	34	SUNY-BUFFALO
35	CALIFORNIA-SANTA BARBARA	<b>85.30</b>	109.60	70.00	60.00	35	CALIFORNIA-SANTA BARBARA
36	SUNY-STONY BROOK	<b>84.82</b>	102.50	76.90	61.10	36	<b>MINNESOTA</b>
37	SUNY-BUFFALO	<b>84.20</b>	104.40	73.10	60.50	37	<b>PENN STATE</b>
38	PITTSBURGH	<b>83.84</b>	105.50	70.10	61.50	38	<b>ILLINOIS</b>
39	CALIFORNIA-DAVIS	<b>83.20</b>	105.00	69.80	60.00	39	TULANE
40	<b>OHIO STATE</b>	<b>82.78</b>	<b>103.53</b>	<b>69.08</b>	<b>62.25</b>	40	PITTSBURGH
41	<b>MINNESOTA</b>	<b>82.05</b>	102.00	69.90	60.60	41	<b>TEXAS</b>
42	<b>WISCONSIN</b>	<b>81.32</b>	96.20	73.30	63.60	42	<b>WISCONSIN</b>
43	TULANE	<b>81.29</b>	100.20	69.70	61.10	43	CALIFORNIA-DAVIS
44	<b>TEXAS</b>	<b>81.19</b>	103.20	64.90	62.30	44	IOWA
45	COLORADO	<b>81.00</b>	98.40	71.20	61.00	45	COLORADO
46	MICHIGAN STATE	<b>80.94</b>	98.30	72.40	58.90	46	<b>OHIO STATE</b>
47	IOWA	<b>80.51</b>	100.80	67.50	59.80	47	BRANDEIS
48	INDIANA	<b>80.07</b>	99.10	68.50	59.60	48	MICHIGAN STATE
49	BRANDEIS	<b>79.94</b>	94.10	72.00	63.60	49	INDIANA
50	PURDUE	<b>79.53</b>	97.20	68.80	60.50	50	<b>WASHINGTON</b>
51	TEXAS A&M	<b>78.00</b>	95.20	67.90	58.90	51	PURDUE
52	<b>WASHINGTON</b>	<b>77.61</b>	93.20	66.70	63.20	52	TEXAS A&M
53	IOWA STATE	<b>76.90</b>	92.20	69.20	57.80	53	IOWA STATE
54	SYRACUSE	<b>76.12</b>	90.90	68.70	57.60	54	NEBRASKA
55	FLORIDA	<b>76.00</b>	93.50	65.70	56.60	55	<b>ARIZONA</b>
56	<b>ARIZONA</b>	<b>75.49</b>	92.50	64.90	57.60	56	FLORIDA
57	NEBRASKA	<b>74.67</b>	90.90	65.40	56.20	57	SYRACUSE
58	MISSOURI	<b>73.92</b>	91.80	64.50	52.30	58	MISSOURI
59	KANSAS	<b>71.00</b>	87.90	61.70	51.20	59	KANSAS
60	OREGON	<b>68.55</b>	83.10	59.70	52.90	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 New Hire and Continuing Faculty Average Salary Ratios By College  
FY 2001-02 through FY 1003-04**

<b>College</b>	<b>Rank</b>	<b>Ratio</b>
COLLEGE OF THE ARTS	PROF	1.08
	ASSOC	1.07
	ASST	1.01
BIOLOGICAL SCIENCES	PROF	1.01
	ASSOC	1.10
	ASST	1.00
COLLEGE OF HUMANITIES	PROF	1.16
	ASSOC	1.13
	ASST	1.02
MATHEMATICL & PHYSICL SCI	PROF	1.32
	ASSOC	1.01
	ASST	1.05
SOCIAL & BEHAVIORAL SCIEN	PROF	1.27
	ASSOC	1.58
	ASST	0.99
COLLEGE OF BUSINESS	PROF	
	ASSOC	
	ASST	1.08
FOOD,AGRICULTRL & ENV SCI	PROF	1.51
	ASSOC	1.09
	ASST	1.01
COLLEGE OF EDUCATION	PROF	1.23
	ASSOC	0.98
	ASST	1.05
COLLEGE OF ENGINEERING	PROF	1.25
	ASSOC	1.05
	ASST	1.05
COLLEGE OF HUMAN ECOLOGY	PROF	1.08
	ASSOC	1.13
	ASST	1.03
COLLEGE OF NURSING	PROF	
	ASSOC	
	ASST	1.02
COLLEGE OF PHARMACY	PROF	
	ASSOC	0.91
	ASST	1.00
COLLEGE OF SOCIAL WORK	PROF	1.36
	ASSOC	0.95
	ASST	0.94
COLLEGE OF DENTISTRY	PROF	1.57
	ASSOC	
	ASST	0.91
COLLEGE OF LAW	PROF	1.19
	ASSOC	1.14
	ASST	0.96
COLLEGE OF MEDICINE	PROF	1.23
	ASSOC	1.06
	ASST	1.02
COLLEGE OF OPTOMETRY	PROF	
	ASSOC	1.12
	ASST	
COLLEGE OF VETERINARY MED	PROF	1.37
	ASSOC	0.99
	ASST	1.05
SCHOOL OF PUBLIC HEALTH	PROF	
	ASSOC	0.95
	ASST	0.90

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

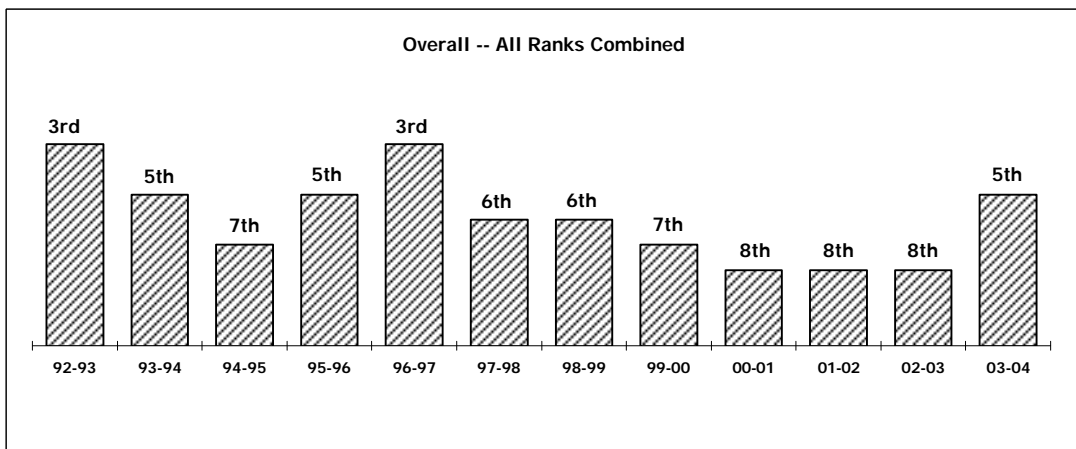
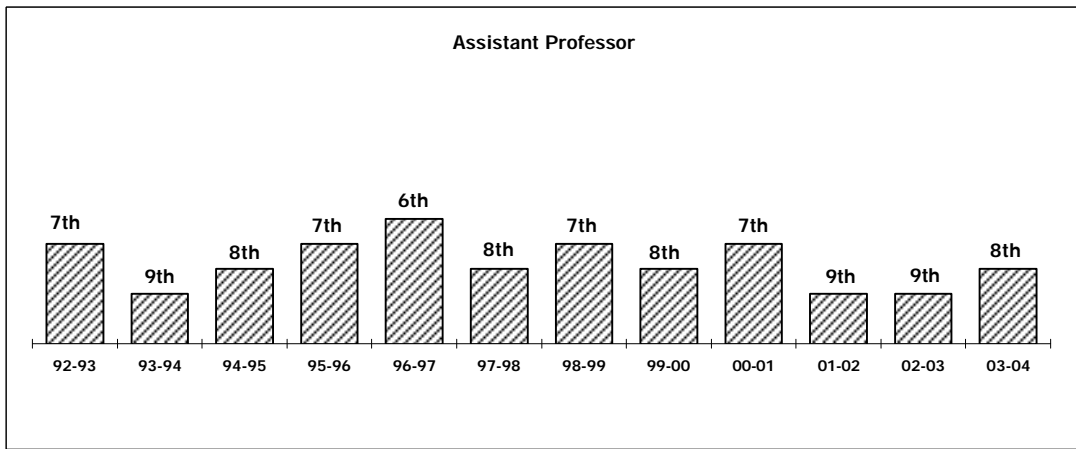
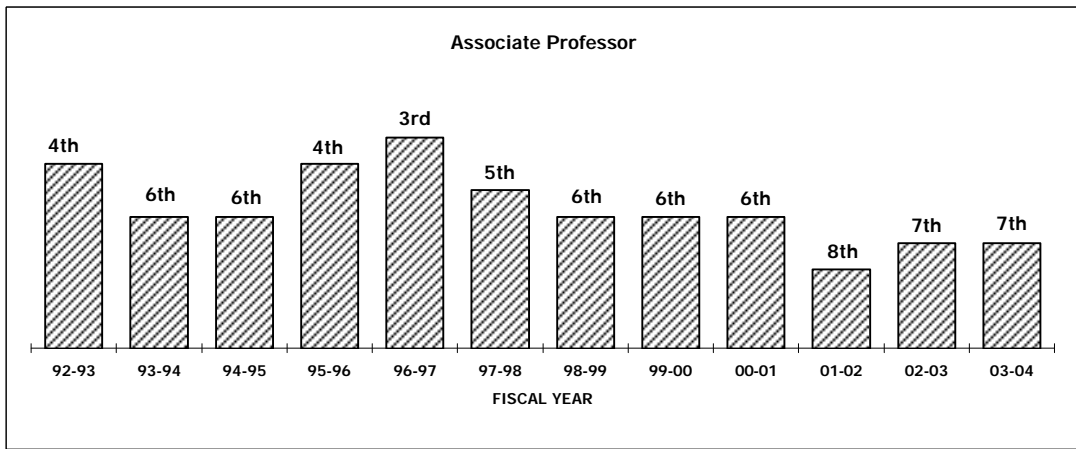
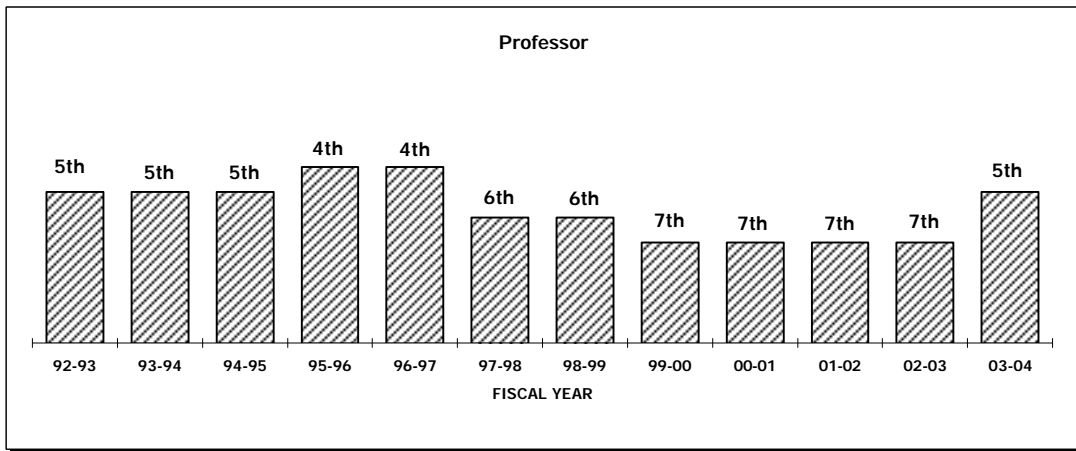
Notes: Ratio = New Hire Average Salary / Continuing Faculty Average Salary

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

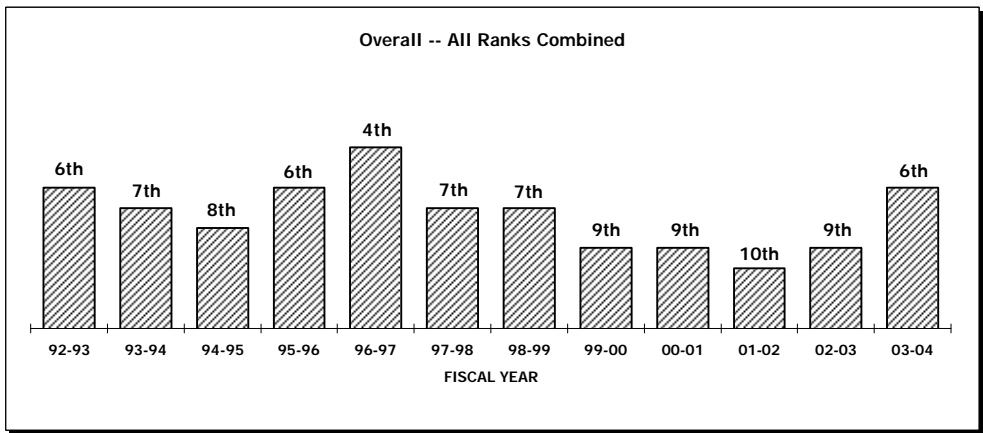
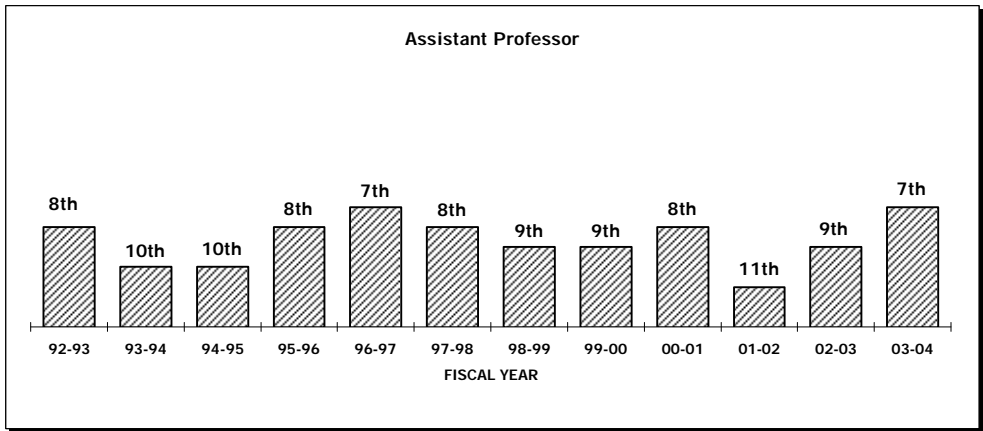
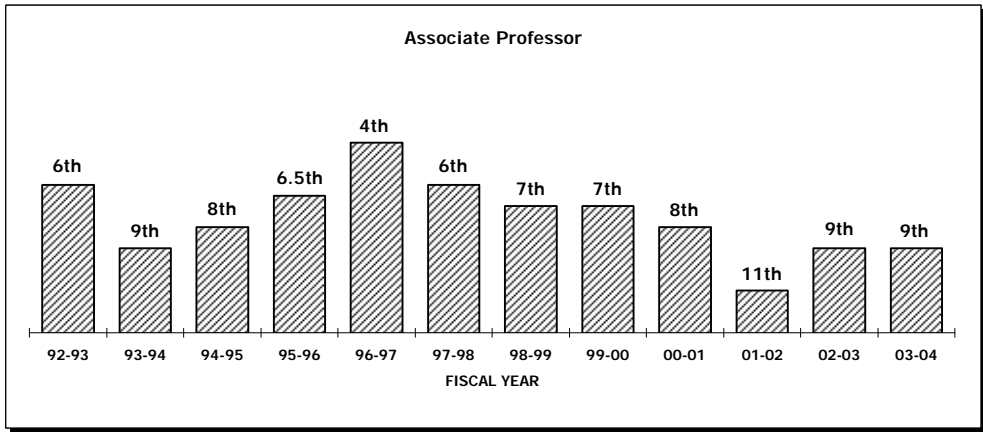
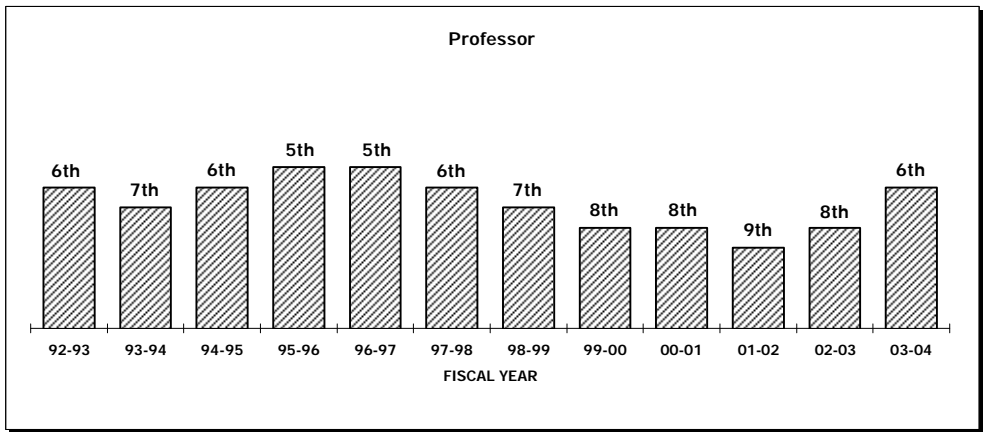
Faculty at the rank of instructor have been excluded.

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

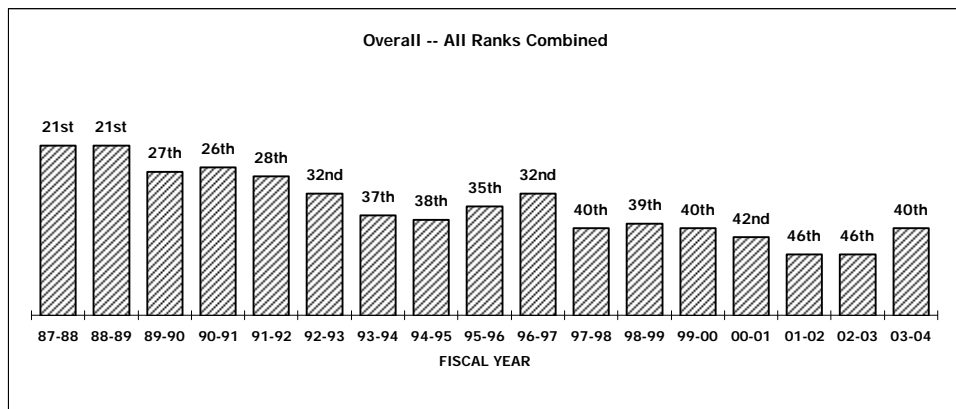
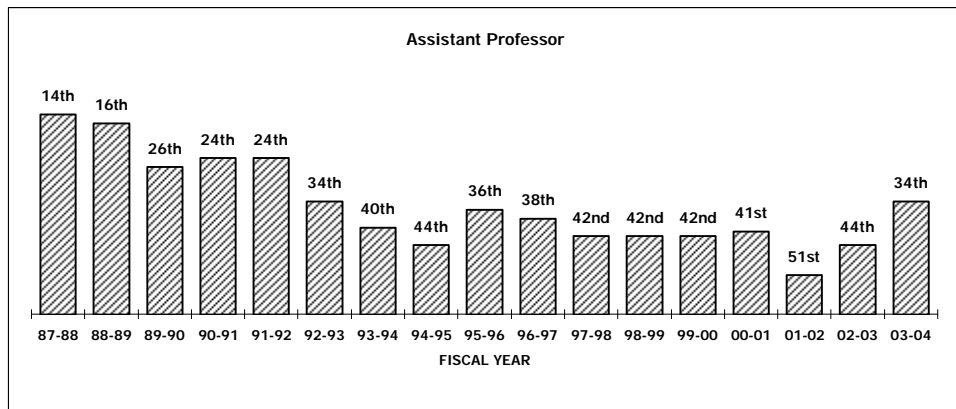
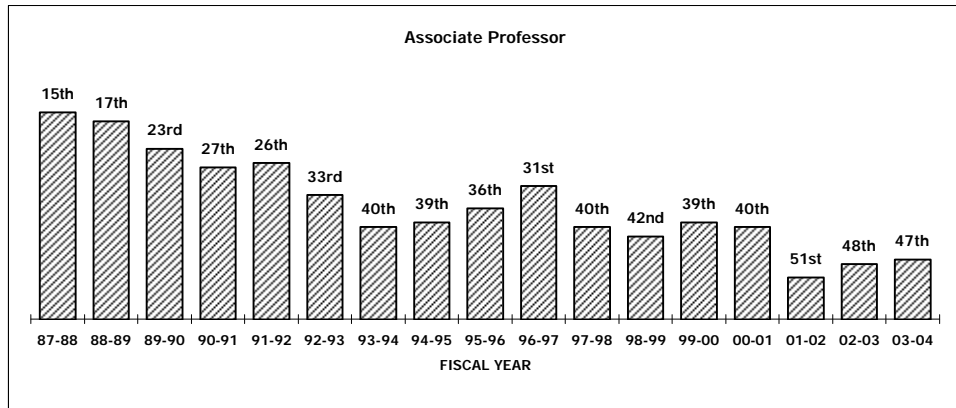
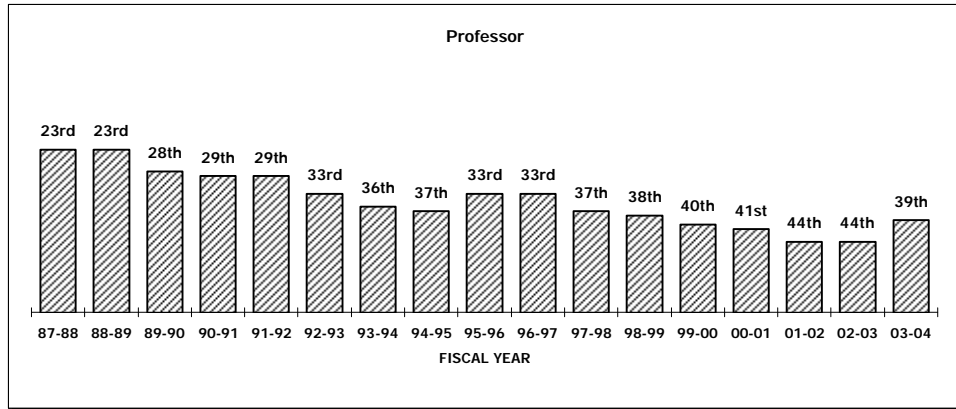
**Figure A-1 The Ohio State University  
History of Ranking in Benchmark Institutions: 1992-93 to 2003-04**



**Figure A-2**  
**The Ohio State University**  
**History of Ranking in CIC: 1992-93 to 2003-04**

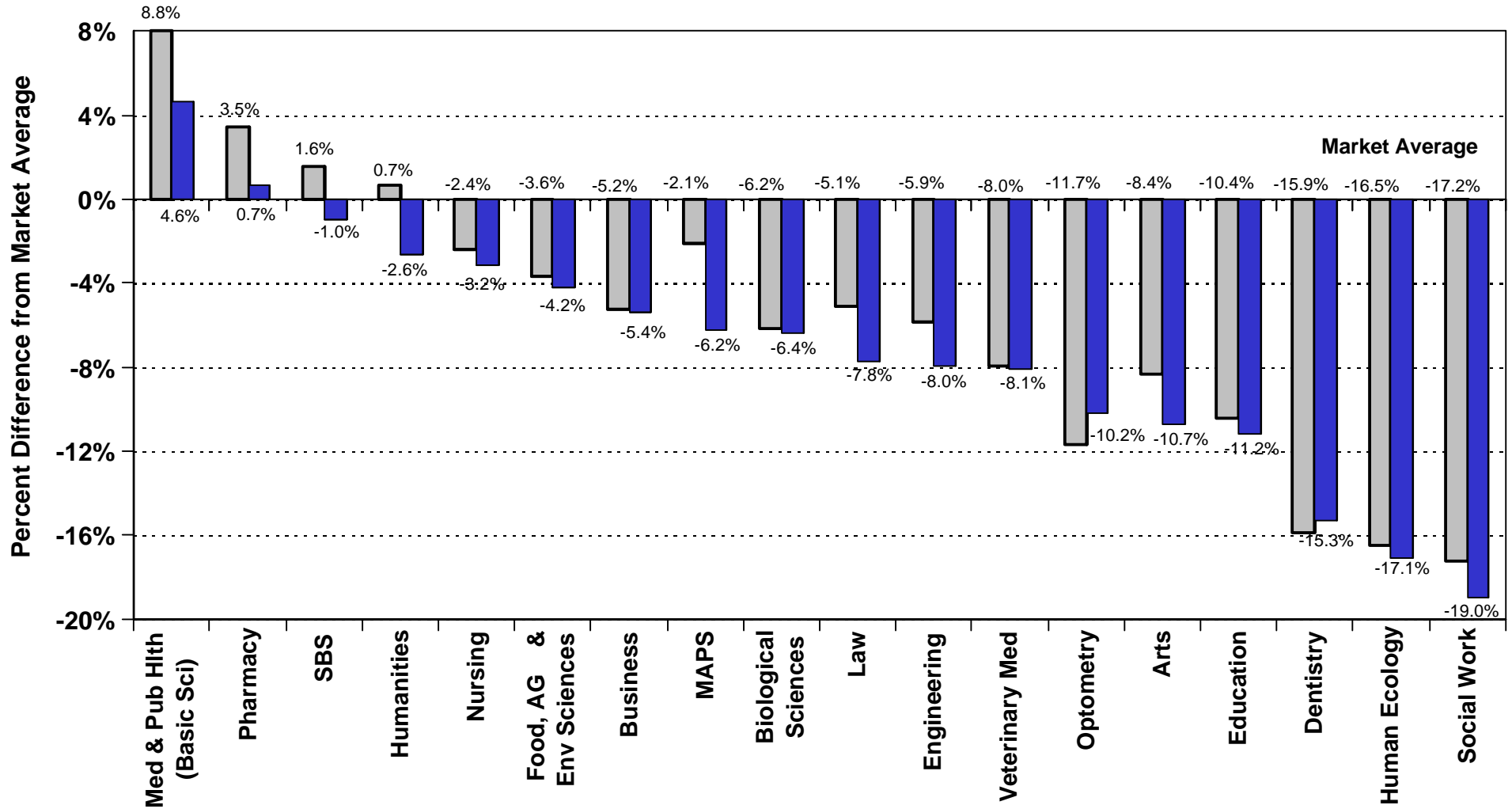


**Figure A-3**  
**The Ohio State University**  
**History of Ranking in AAU: 1987-88 to 2003-04**



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 2002-03.

**Figure A-4**  
**The Ohio State University Faculty Salary by College**  
**2001-02 and 2002-03 Comparison with Benchmark Institutions\***



Notes: Percentages are sorted by college for year 2001-02.  
 Percentage > 0 indicates average salary above market average.  
 Departments that don't appear on the report don't have matches to other institutions.  
 \* See college summary for list of benchmark institutions.

**2001-02**   
**2002-03**