Faculty Compensation and Benefits Committee Annual Report 2017-2018

Member	Source	Term Expires
John Maharry	Faculty Council	2020
Stephanie Schulte	Faculty Council	2020
Stephanie Seveau	Faculty Council	2020
Simone Drake	Faculty Council	2020
Nicholas Basta	Faculty Council	2020
Brent Sohngen, Chair	Faculty Council	2019
Chris Penrose	Faculty Council	2019
Andrew Shelton	Faculty Council	2019
Dana Renga	Faculty Council	2019
Crichton Ogle	Faculty Council	2018
Open	Faculty Council	2018
Carla Curtis	Faculty Council	2018
Raimund Goerler	Retiree, Presidential Appointment	2018
Kay Wolf	Provost/designee	
Joanne McGoldrick	Assoc. Vice President-Office of Humans Resources/designee	

Introduction

According to the University By-Laws (3335-5-48.12), it is the responsibility of the Faculty Compensation and Benefits Committee (FCBC) to "Study the adequacy and other attributes of the university's policies and provisions for: (i) Salaries, outside professional services and supplemental compensation; and (ii) Retirement benefits, hospitalization, and medical insurance and other health benefits, life insurance, other insurance, travel reimbursement, educational benefits, recreational benefits, and other perquisites, benefits, and conditions of faculty employment".

Each year, the FCBC issues a report to the university community at large, outlining the results of its on- going examination of salaries, benefits, and other conditions of faculty employment at OSU. This report includes recommendations for compensation which are shared with university administration. These recommendations are based on comparisons of OSU faculty salary data with salary data of established groups of peer institutions derived from the annual AAUP Faculty Compensation Survey. They are also based on analysis of 10 years of OSU salary data provided to *The Lantern,* as well as assessment of other data sources identified below.

In developing this report, the committee would like to thank a number of individuals for providing data and analysis, including Mary Ellis, Mary-Butler Ravneburg, Ken Orr, and Pam Doseck from the Office of Human Resources. We also appreciate insights Julia Carpenter-Hubin on several data sources and datasets used by our committee during the year. Joyce Chen and Daniel Crown provided detailed statistical analysis of the HR data provided to *The Lantern* for their article on the gender gap in pay that was extremely useful. Finally, we thank Michele Carr, former Chair of this committee, for her many years of service to the university and this committee. Despite the help from such a wide range of individuals, the statements and conclusions in this report are those of the committee alone.

2017-18 FCBC Activities

During the academic year 2017-18, FCBC met nine times and addressed the following:

- Discussed changes in health plan proposed by HR, including efforts to consolidate membership into the prime network.
- Discussed efforts by the Provost's office to analyze salary differentials due to gender.
- Discussed concerns over committee and senate efforts to make information in our annual reports more broadly understood by faculty at the university, as well as concerns about whether and how recommendations of the committee were being considered in policy discussions.
- Established an internal electronic folder to maintain committee records and established an external facing website.
- Discussed efforts by the rules committee to adjust the language in faculty rules pertaining to emeritus standing.
- Developed and approved committee by-laws
- Discussed salary data for 2017-18 from the AAUP Faculty Compensation Survey
- Met with President Drake and Provost McPheron regarding compensation and benefit issues.

Below, we review the goals we had for this academic year, along with the outcomes and recommendations resulting from our discussion.

Overview of FCBC Goals for 2017-18 & Outcomes

The 2017 FCBC report identified the goals listed below for FCBC for 2017-18. The results of our analysis are described under each goal.

Monitor changes in the 403(b) program that will limit number of providers available to faculty.

Mary Ellis, the Director of Benefits in the Office of Human Resources, reported on efforts by their office to consolidate the number of providers. Ohio State recently lobbied to change the Any Willing Provider statute in state law. The resulting modification in the statute allows Ohio State to narrow its ARP and 403(b) providers to as few as 4. Currently Ohio State has 15 active providers for ARP, 403(b) and 457 plans.

Decisions related to these changes were delegated to the Senior Vice President of Talent, Culture and Human Resources. A committee was established to make recommendations to the Senior Vice President. This committee consists of the Associate Vice President of Total Rewards, the dean of the Fisher College of Business, the CFO of the Wexner Medical Center, the Chief Investment Officer and the Vice President and Treasurer. The committee will make recommendations to the Senior Vice President on the providers, investment structure, and investment options available to faculty (and others) in the summer of 2018. They are planning to implement all changes by the third quarter of 2019.

Monitor data on the number of and salary differentials among men and women in administration and faculty.

The committee received a report from Kay Wolf illustrating this assessment for the College of Dentistry, suggesting little evidence of salary differentials in that college.

The committee received a report from Professor Joyce Chen, a faculty member in the Department of Agricultural, Environmental, and Development Economics, who analyzed the data that was used and reported by *The Lantern* on December 4, 2017. The data include all "regular, non-student employees with 50% or greater FTE" for the years 2006-2016. Using regression and decomposition analysis, Dr. Chen found a persistent gender pay gap of 9.06% among regular, tenure-track faculty, even after accounting for differences in fiscal year, years of experience, and department. Differences in faculty rank are the single largest contributor to the pay gap, accounting for over half of the difference between men and women, while academic department accounts for nearly 40%. The analysis suggests that efforts to reduce gender disparities in pay should focus on eliminating disparities in promotion, particularly from Assistant to Associate, improving female representation within the departments, and reducing pay disparities across departments with particularly high/low female representation.

During our meeting on March 28, 2018 the committee discussed its concerns about the gender gap with the President and Provost, who expressed similar concerns as well as a hope to be able to eliminate equity disparities in the future. The Provost noted that he has provided specific funds to address equity issues at the college level. These funds come from recent savings in benefit rates. The

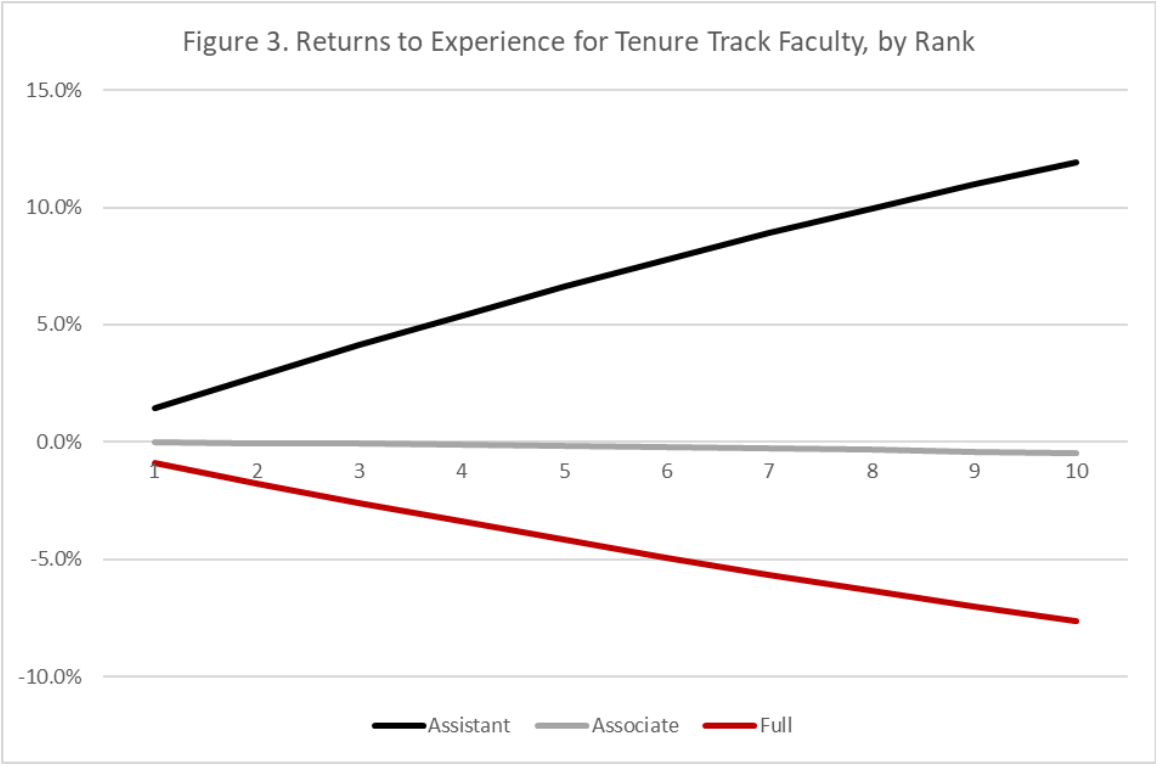
provost has directed college deans to use the savings from the reduction in the university composite rate specifically to address equity issues. He indicated that he would hold the deans accountable for using the funds this way and he indicated that we could follow up on that in the future.

The committee is troubled by the continuing pay gap at OSU, and will examine these and other policy proposals in 2018/19, focusing on developing recommendations for administration. In addition, given that the gender pay gap likely differs across colleges, we will explore the possibility of discussing pay issues directly with 1-2 college deans in the coming year. We believe such conversations could provide information that would help identify the types of policies that the university could deploy more broadly to reduce the pay gap.

Review forthcoming report from Provost's office on inversion and compression between ranks.

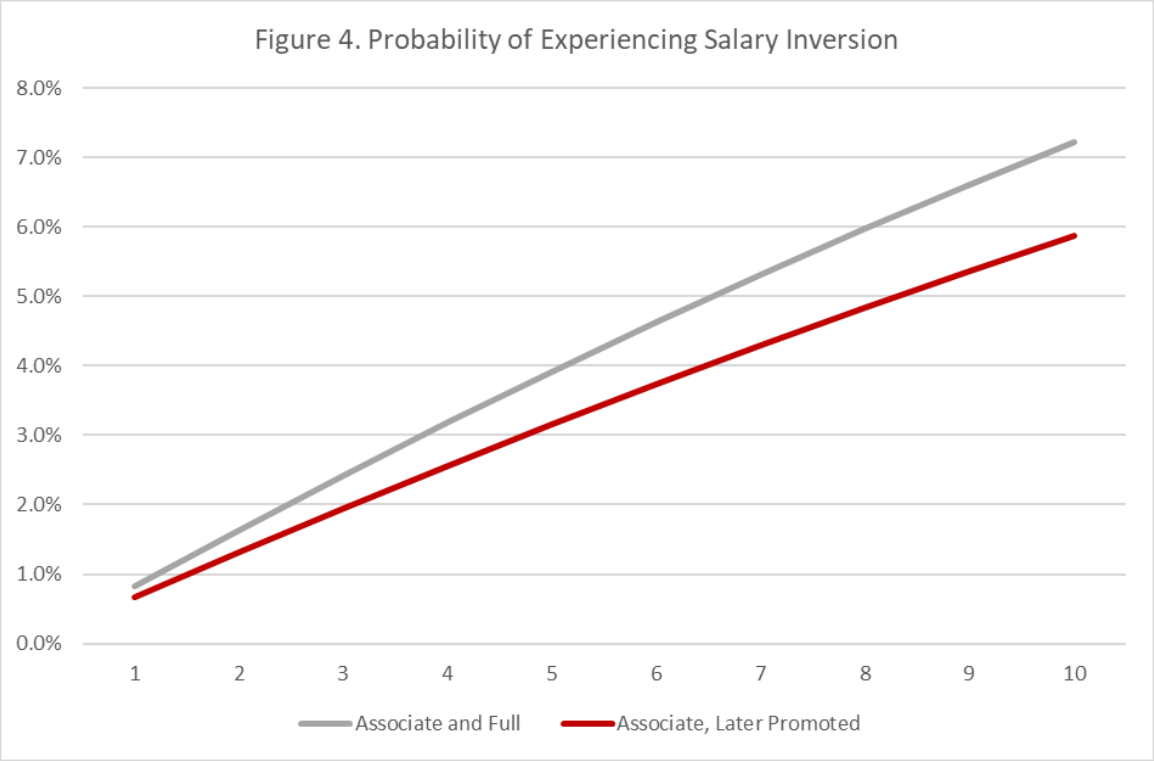
We did not receive a report from the Provost's office addressing this issue.

Using the data described above, Dr. Chen has estimated the effect of OSU experience on salary. The figure below presents this effect graphically (see appendix for more discussion). The graph considers rank, and illustrates the average difference in salary between a new hire in the same department and rank and an individual who remains at Ohio State. From the figure, we see that the only group for which experience at Ohio State enhances salary relative to newer hires is assistant professors. For all other categories, remaining at Ohio State discounts an individual's salary in comparison to newer hires. Based on these estimates, we find that compression occurs at OSU in the associate and full ranks. Full professors with 10 years of OSU experience, for instance, have a 7.64% discount in their salary relative to peers who are hired from elsewhere. Associate professors with 10 years of experience have a more modest 0.5% discount.



Salary inversion is defined as receiving a salary lower than someone at a lower rank with fewer years of experience. Looking at the data we find substantial evidence of salary inversions at Ohio State.

Among associate and full professors, between 42.1% and 44.6% of cases (each case is an individual-year) have received a salary less than the most highly-paid individual with a lower rank in the same year. The figure below illustrates the probability of experiencing salary inversion at Ohio State. The more years an individual has been at the University, the higher the probability that he/she experiences salary inversion, and this effect is increasing with additional years of service. Recognizing that some cases of salary inversion may be warranted by low and/or declining productivity, we focus on Associate Professors who were later observed to be promoted to Full. Among this group, 29.9% of cases have experienced salary inversion.



We conclude that there is significant evidence of salary compression and inversion at Ohio State University. Salary compression and inversion can certainly have an impact on the relative decline in our ranking in overall salary among AAU, benchmark, and Big 10 universities since 2012. To the extent that compression and inversion are experienced by relatively productive faculty members, it is important for the university to develop policies that would help correct and prevent compression and/or inversion.

The committee did not spend time discussing inversion and compression during this academic year, as the analysis of the *Lantern* data did not become available until the end of the school year. We will follow up on this issue with more thorough discussions in 2018/19 about the types of policies that could be considered to help reduce inversion and compression in cases where faculty members have remained productive.

Monitor changes in the provision and costs of benefits provided by the University.

In recent years the university has undertaken a number of changes in the design of health care benefits. These changes have been implemented primarily for the purpose of reducing the costs of providing health care as well as the costs of providing this benefit to employees. These changes have been moderately successful: Between 2015 and 2016, overall health care costs (employee + employer) at OSU declined by 1.0%. Over a longer time period, from 2012 to 2017, the annual rate of increase in overall health care costs increased by 3.0% per year, slightly lower than the rate of increase of the national average over the same period.

However, a serious concern expressed by faculty is that their costs for healthcare are rising fairly rapidly, notably through higher deductibles, co-pays, and coinsurance. Premiums for individuals and families in the top four tiers of the tiered system have risen from 3.7% per year to 14.2% per year, with faster increases in higher tiers and for families. Most faculty are likely to be in the middle two tiers, which have experienced premium increases ranging from 3.7% to 8.9% per year. Other examples of escalating costs for faculty include (but are not limited to):

- an increase in coinsurance from 10% to 20% for Prime Care Advantage between 2014 and 2017;
- an increase in maximum out of pocket expenditures for Prime Care Advantage from $2000/$4000 in 2016 to $2600/$5200 in 2018, a 30% increase, or 15% per year (the first number is for individual coverage, and the second number is for family coverage);
- an increase in maximum out of pocket expenditures for Prime Care Choice from $3000/$6000 in 2016 to $3750/$7500 in 2018, a 25% increase, or 12.5% per year (the first number is for individual coverage, and the second number is for family coverage);

Although the price of health care experienced by faculty has clearly increased, the actual aggregate share of total costs that all employees of the University pay for health care has not. In fact, the share of total expenses paid by all employees in aggregate has increased at a nearly identical but slightly slower rate than the share of total expenses paid by the University since 2012 (+2.9%/yr for employee share and +3.1%/yr for OSU share). We do not have access to information on aggregate health care expenditures by faculty only, so cannot comment on whether the faculty share has increased or decreased over time.

There are a number of possible explanations for the juxtaposition between the relatively rapid increase in the prices that faculty pay (e.g., monthly withholding, out of pocket) for health care and the slower increase in the share that all employees experience. First, nearly 70% of employees are in the lower two tiers of salaries used for the purposes of determining monthly contributions. Monthly contributions for individuals in these tiers declined in some cases, and increased at a modest rate in other cases. This may contribute to the slower rate of employee contributions overall, although these lower tiers have fewer faculty than the other tiers. Second, higher prices may have encouraged some individuals to avoid some procedures.

It is laudable that the university has slowed the rate of cost increases for insurance, and even experienced a mild reduction in costs in the last year. Despite this, we are worried that this aggregate effect may mask some important price increases that faculty have experienced individually. The committee will continue to monitor changes in the prices faculty pay for health care, including premiums, coinsurance rates, and maximum annual out of pocket expenses.

An additional problematic issue that the committee has focused on is the process for implementing changes to the health care benefit. Monitoring potential changes to health care benefits is accomplished annually through an appointed member to the Health Plan Oversight Committee, as well as an update provided to the committee by the OSU Health Plan (OSUHP) during its February meeting. A great deal of detailed information is shared at these meetings, which is appreciated. However, the committee notes that it has little effective impact on decisions over health care coverage.

We believe that one of the most important reasons for our limited impact lies with the timing of the updates as they relate to the annual meeting with FCBC, which has severely impacted our ability to provide meaningful discussion and debate. Critical information on proposed changes has typically not been shared prior to this meeting, preventing committee members from properly reviewing the material prior to the conversation. Consequently, all feedback from committee members has been provided during or after we have been presented with the proposed changes at this annual meeting, and there is little evidence to suggest that our resulting suggestions and feedback have had any meaningful impact on the final form these proposed changes take.

As a case in point, this academic year the Office of Human Resources presented a plan to narrow the network by raising prices substantially for individuals on the standard network. The purpose of the price increase was to encourage those individuals to move to one of the prime care networks, by way of introducing a strong financial disincentive for seeking services elsewhere. Many committee members expressed concerns and vigorous objections about the disruptive effect this proposed effort was almost certain to precipitate, in part because it would reduce service for individuals in OB/GYN, dermatology, and primary care due to an increase in demand for those services within the OSU network. Unfortunately, by the time this discussion took place in FCBC (and even in the Health Plan Oversight Committee), the OSUHP was less than two weeks from seeking the President's approval for these changes. Despite the significant reservations voiced at our meeting, the President approved these changes.

Over the next year, the committee will work with the Office of Human Resources to arrive at a better understanding about the role that FCBC should play in discussions about the health benefit at the university. To the extent that our insights can have an impact, we will invite discussion at our meetings. However, if it is clear that our committee's opinion is being effectively ignored (as it seems to have been in recent years), we will focus our efforts instead on understanding the trends in prices, costs, and quality of service, and commenting on those as above.

Assessment of Faculty Compensation

Each year the Office of Human Resources provides a detailed report that compares OSU salaries to salaries at other AAU, Big Ten and benchmark institutions (see attached). The data in the report for this year indicate that the average salary at Ohio State increased from $118,000 to $118,900, or 0.76%. OSU's ranking among Big Ten institutions fell from being the 7th ranked institution to 8th without adjustment for cost of living. There was no change in rank when considering cost of living adjustments. Our ranking fell 1 place amongst the Benchmark institutions in both living cost adjusted terms and unadjusted terms. Similarly, our rank fell amongst the 60 AAU institutions. As shown in the following table, OSU has held relatively steady in the last 10 years compared to Big 10 and Benchmark institutions, although our ranking in salary compared to AAU institutions has fallen continuously.

Past reports have in various ways recorded similar trends. For instance, the 2017 report noted "The 2016-2017 Faculty Salary Comparisons continue to indicate a stagnation or decline of salaries at Ohio State depending on which group of peer institutions one selects," and the 2016 report stated "This trend continues a long history of decline or no change in rank. The last time OSU faculty experienced an increase in any salary rank was in 2012." Looking back, the data illustrate that OSU faculty salaries increased at a rate equal to or better than many peer institutions before 2012, but that since 2012, OSU faculty salary increases have slowed considerably, and our ranking among peer institutions - regardless of the peer group - has tended to decline.

Table 1: Change in salary ranking among key comparison groups over the past 10 years.

Comparison Group	2007 Rank	2012 Rank	2017 rank	Change in rank from 2016 to 2017
Big Ten	8	7	8	-1 (0)
Benchmark	7	6	7	-1 (-1)
AAU	38 (22)	37(23)	43 (31)	-1 (-1)

The reason for the decline in OSU's position relative to its peers since 2012 appears tied to administrative decisions to slow the growth of salaries among faculty ranks. Using the data in the attached university report, the average OSU faculty salary increased 2.8% per year from 2007 to 2012, but between 2012 and 2017 this rate of increase was cut in half, to about 1.4% per year. This confirms the results presented in the attached report by Chen and Crown, who also illustrate the relative slowdown in growth in faculty salaries in the last five years. Their results additionally confirm that the slow growth in salaries in the last five years is similar across the ranks.

What is surprising - and a bit troubling - is that revenue and employment trends outside of faculty numbers have had an upward trajectory over the last 5-10 years (see Table 2 below). The number of staff personnel has increased nearly 16% since 2012, a rate faster than the previous 5-year period. University revenues have increased dramatically, driven largely by an increase in patient care through the medical center. Nevertheless, other revenue sources have also increased substantially in comparison to faculty salaries, including tuition and fees, state support, grants, and contracts.

The committee is alarmed about the continuing erosion of faculty numbers and the stagnant growth of faculty salaries. Concerns about these trends have been raised in past reports, as noted above, but outcomes for faculty salaries have not changed. The committee brought these issues to the attention of the President and Provost at our annual meeting with them in March, 2018.

The President acknowledged the concerns about faculty salaries (and numbers). When asked about revenue sources available to increase faculty salaries, he pointed out that an important factor influencing the slow growth in salaries in recent years has been the strategic decision to hold tuition and fees at relatively constant levels in recent years. However, the President also pointed out that the university is on target, and maybe even ahead of schedule, to meet his goal of $200 million a year savings in expenditures

due to efficiency improvements[*]. It is not clear if the administration currently plans for any portion of the anticipated revenues from these savings to be allocated or committed to increasing faculty salaries.

The committee appreciates that the President and Provost have expressed interest in improving faculty salaries above recent historical rates, and that they do not want to see the position of OSU faculty salaries further eroded relative to Benchmark, Big 10, and AAU institutions. As shown in the attached report on salaries, just keeping pace at our current position will require the average salary to increase by 2.4% in the coming year. This would represent a substantial increase compared to the past year, when salaries increased at only 0.7%. Of course, any attempt to increase the OSU ranking in the Big 10 or among AAU institutions will take an even stronger financial commitment over a number of years.

Table 2: Trends in faculty and staff numbers, and university revenues (Numbers in parentheses are the percentage changes over the preceding 5 year period)

	2007	2012	2017
Staff/Faculty Numbers[1]			
Total Staff (non -faculty) Numbers	18,926	21,194 (11.3%)	24,850 (15.9%)
Tenure Track Faculty Numbers	3,026	2,888 (-4.7%)	2,788 (-3.5%,)
Total Instructional Staff	4,587	4,913 (6.9%)	4,951 (0.8%)
Staff/Faculty Salaries[2] (Millions $)			
Staff Salary (excl. benefits)	$1,360	$1,900 (33.5%)	$2,230 (16%)
TT Faculty Salary (excl. benefits)	$290	$319 (9.4%)	$332 (3.9%)
University Revenues[3] (Billions $)			
Total University Revenues	$4.02	$4.88 (19.4%)	$6.99 (35.9%)
Tuition & Fees	$0.58	$0.79 (30.7%)	$0.93 (15.5%)
State Support	$0.45	$0.47 (3.9%)	$0.54 (14.1%)
Grants and Contracts	$0.56	$0.71 (23.4%)	$0.81 (13.6%)
Patient Care	$1.59	$2.22 (33.1%)	$3.34 (40.9%)
Sales and services	$0.32	$0.42 (27.2%)	$0.51 (18.5%)

[1] Employment numbers obtained from various OSU Statistical Summaries provided online by the Office of Human Resources.
[2] Staff salaries obtained from annual University financial reports provided by the OSU Office of Business and Finance. Tenure track faculty salaries obtained by multiplying the average faculty salary for the year by the number of tenure track faculty. Neither number includes benefits payments.
[3] University revenues obtained from various financial reports provided online by the OSU Office of Business and Finance.

A number of conclusions regarding trends can be deduced from the data in table 2:

- Total instructional staff increased 0.8% from 2012 to 2017, or by 38 FTEs. Tenure track faculty numbers, however, decreased 3.5%, or by 100. Faculty salaries increased 3.9%, or $13 million per year.
- Total staff increased by 15.9%, or 3,656 FTE. Staff salaries increased 16.0%, or $330 million per year.

[*] https://news.osu.edu/news/2015/03/31/ohio-state-investiture-address/

- Total University revenues increased 36% from 2012 to 2017, or $2.1 billion. A large share, 56%, of this increase was the result of increases in patient services. Tuition and fees increased by $133 million per year, state support increased $71 million per year, and grants and contracts increased $103 million per year.

The numbers in Table 2 are presented in nominal terms, that is, without considering the effects of inflation. Between 2012 and 2017, prices for goods and services increased 6.7% in total, according to the consumer price index (CPI). After correcting for inflation, average faculty salary increased only 1.0% from 2012 to 2017, while total faculty salary outlay actually decreased.

What we find surprising about the data in table 2 is that the trends for key outputs that faculty provide – undergraduate teaching, graduate credit hour production, and grants and contracts – have all trended upward in the last five years, while faculty numbers have fallen and faculty salaries have risen almost imperceptibly, after taking inflation into account. Financially, the University has been incredibly successful in the past 5-10 years, and in many categories of revenue, faculty can be considered key drivers of that success, however the accrued benefits have been almost exclusively apportioned to other areas.

We believe that this is an important concern for the long-term health of the institution. Thus far, although Ohio State has probably not yet experienced an irreversible impact in its reputational standing, its ARWU world ranking has declined significantly[†]. We believe if the current trends continue, a permanent loss in reputational ranking will inevitably occur. Slow salary increases, evidence of salary compression and inversion, could encourage continued depletion of faculty ranks, ultimately resulting in lower rankings. We will continue to monitor this situation moving forward. The President has suggested that the coming year "will be a better year than ever in our ability to support faculty," and we truly hope this to be the case.

Potential Revenue Streams for Faculty Salaries

The comparison of salaries across Big 10 and AAU institutions developed by the Office of Human Resources shows that it would take a 15% increase in faculty salaries on average, or an additional commitment of $49 million per year, for OSU to reach its professed target range for faculty compensation. It is appropriate to ask what revenue streams would be available to help provide those funds.

Over the past number of years, several university level initiatives have been developed to fund faculty positions or salaries. The long-term parking agreement, for instance, provided funds to hire faculty, largely through the Discovery Themes. The recent Comprehensive Energy Management Agreement was intended to provide up to $9.5 million per year for faculty salary increases through the endowment it created. The Board of Trustees, however, tabled the decision over the allocation of those funds for this and other uses. The Provost noted in our March 2018 meeting that he had allocated savings from the reduction in costs of providing benefits (see section on benefits above) to address equity issues within colleges.

When considering revenue stream, it is useful to put the numbers in perspective. Table 3 illustrates several revenues sources at the university that are most closely associated with faculty productivity:

[†] The Shanghai Rankings of World Universities (ARWU) records OSU's continuous and significant decline in overall rankings, broad field rankings, and most STEM subject fields - http://www.shanghairanking.com/World-University-Rankings/The-Ohio-State-University---Columbus.html

Tuition and Fees and State Support. We note that a large share of state support is derived from credit hour production at the graduate level. Since 2012, revenues from these two sources have increased by over $200 million per year. In contrast, faculty salaries have increased only $13 million per year. The tenure track salary outlay as a % of the tuition and fees and state support has fallen continuously over this time from over 25.2% to 22.6%.

At the same time, the Financial Statements of the University imply that the university has generated an annual surplus that is over $400 million per year. This surplus has been noted also on the budget page of the statistical summary posted annually by the University. We stipulate that this surplus is in part generated by the high level of productivity of faculty.

Table 3: University Revenues associated with faculty inputs and outlays on faculty salaries in comparison to the university annual surplus. Data obtained from the Financial Statements of the Ohio State University.

Fiscal Year	Tuition & Fees (TF)[1]	State Support (SS)[1]	T&F+SS	Budget Surplus[2]	Average TTF Salary[3]	Total # TTF[4]	Total TTF Outlay	TTF Outlay as % of T&F+SS
	Million $	Million $	Million $	Million $	$1000s	#	Million $	%
2012	$794	$470	$1,264	$228	$110.4	2,888	$319	25.2%
2013	$817	$508	$1,325	$524	$111.3	2,835	$316	23.8%
2014	$816	$496	$1,312	$712	$113.6	2,832	$322	24.5%
2015	$850	$477	$1,327	$429	$115.7	2,724	$315	23.7%
2016	$885	$492	$1,377	$98	$118.0	2,773	$327	23.8%
2017	$927	$541	$1,468	$589	$118.9	2,788	$332	22.6%

[1] From Statement of Cash Flows for Total University

[2] Calculated as change in net position from Statement of Revenues, Expenses, and other Changes in net Position.

[3] From previous FCBC reports

[4] From OSU Statistical Summaries.

A final revenue source that has been identified by the President is cost-savings. The President has targeted over $200 million per year in cost-savings at the university that could be allocated to a number of initiatives, presumably including improved faculty salaries. In our meeting with the President in March 2018, he indicated that we were ahead of schedule in realizing these gains.

In previous years, reports prepared by FCBC have studied the growth of administration at OSU, especially in comparison to peer institutions. These earlier reports[‡] illustrate that OSU is an outlier among comparable institutions, with large growth and administration and smaller growth in faculty than peer universities. The results of these earlier analyses present an extremely compelling argument for immediate and substantial reduction in Executive-Administrative-Managerial (EAM) staffing and outlay.

A recent analysis by the independent group AboutOSU, using enrollment and staffing data available at the US Government's National Center for Education Statistics IPEDS datacenter

[‡] The FCBC reports, along with summaries of each, have been posted on the FCBC website https://u.osu.edu/fcbc

(https://nces.ed.gov/ipeds/datacenter), presented an analysis of OSU non-medical managerial staff compared to other AAU institutions. They concluded based on this data that if OSU's non-medical managerial staff operated as efficiently as OSU's non-medical instructional staff on a per-student basis, it would allow the university to realize a savings of approximately **$160M** per year (comparable to, though less than the savings announced by President Drake).

An FCBC member has started analyzing this data, but the committee has not had sufficient time this year to review and discuss the analysis. Further, administrative members of the committee have expressed concerns with using the IPEDS data to make comparisons to other institutions, indicating they have reservations about the accuracy of reporting done by other universities.

The Provost has appointed an ad-hoc committee to consider this data and whether it can be used to make comparisons between peer institutions. Our committee will independently assess the data and determine whether it can be used for such assessment and report back on it in 2018/19.

In conclusion, based on the data presented in this section, the committee finds that there are a number of potential revenue sources available that could provide the financial resources needed to stabilize OSU's position in terms of average salary among Big 10 and AAU institutions. These sources could then be further utilized to start moving OSU up in the rankings of average salary relative to peers.

Recommendations

The discussion above clearly illustrates that OSU's rank among AAU institutions has fallen continuously over the past decade in comparison to the other AAU institutions. Similarly, our rank among peer Big 10 institutions is lagging. While our reputational rank has not yet started to fall, we are concerned that it will. Factors like a persistent gender gap in pay, strong salary compression and inversion, pay increases that only keep pace with inflation while the costs of benefits rise more rapidly, and rising administrative structure and costs, all are trends that are consistent with a pay structure that ultimately will harm the prestige of Ohio State University.

Recommendation 1. OSU should commit to moving back toward the median salary amongst the AAU institutions and it should commit to being in the upper third of salaries among the Big 10 institutions. This will require that revenue streams be dedicated to increase faculty salaries, either through efficiency gains, re-allocation of current revenue streams, or development of new revenue sources.

This commitment will require up to an additional $49 million per year be allocated to faculty salaries. Our analysis of university data indicates that funds of this scale would be available in several different streams.

Recommendation 2. Given the incredible productivity of OSU's instructional staff, and the role this has played in generating budget surpluses for the university, OSU should earmark a portion of any annual budget surplus for faculty bonuses.

Recommendation 3. OSU should commit to eliminating the gender pay gap and other inequities in pay.

Efforts to eliminate the gender pay gap will involve stronger efforts to encourage gender equity within colleges and departments, efforts to improve promotion rates for females from assistant to associate professor, and efforts to identify and alleviate specific cases where individuals are paid salaries below

their male peers, all else equal. The gender pay gap may also be a reason why OSU average salary increases have lagged in recent years, and efforts to address the gender pay gap may help the University meet recommendation 1.

Recommendation 4. Develop a program to address salary compression and inversion.

Another likely causal factor for the slow increase in salaries at Ohio State is the role of salary compression and inversion. Evidence on salary compression and inversion presented in the report by Chen and Crown may be exacerbated by OSU policies that make it difficult to address inversion and compression. Individual faculty members who get offers from other institutions may be more likely to move because the OSU mechanism for making counter-offers is cumbersome and bureaucratic. Developing new policies to allow units to address compression and inversion through a centralized pool of funding would help. Addressing this issue may go part of the way towards meeting Recommendation 1.

Recommendation 5. Slow the increase in prices faculty pay for health care.

The University has undertaken efforts to slow the overall growth in health care costs for all employees. We note, however that individual prices that faculty pay have risen at well above the rate of inflation, and they have risen above the rate of salary increases. In the next year, individuals on the OSU Standard Network will experience a substantial increase in their health care costs as their prices rise in an effort to push them onto the Prime network.

Goals for 2018/2019

The committee has developed the following list of goals for the 2018/19 academic year:

1) Assess gender gap in various colleges and assess university and college policies focused on eliminating the gender gap, including interviewing Deans to learn more about college level efforts and implementation of university policies.

2) Broaden communication: making use of and publicizing FCBC committee website and listserv; distributing reports and minutes widely; creating communication channels with other committees of the University Senate.

3) Consider the potential changes in General Education requirements and resultant faculty workloads in creating new courses and updating curriculum; in particular, monitoring the implementation of long-term financial remuneration for increased faculty workload. Evaluate eventual fiscal report on the proposed GE.

4) Investigate functionality of current budget model across the University. Monitor potential changes in budget model and resultant implications for faculty salaries and hires.

5) Monitor changes in 403(b), 457 and ARP revisions

6) Monitor how funds from composite rate savings were used to address equity issues. If funds have not been used in various Colleges, request a plan on how they will be used.

7) Monitor roll out of the health plan adjustments made in 2018/19.

8) Complete evaluation of IPEDS data and decide on a general set of cost-efficiency metrics that the committee can use for both instructional and non-instructional staff on an annual basis going forward, given that cost-efficiency of all staff is at the heart of the university's ability to properly compensate its faculty.

9) Evaluate and compare hiring trends in all Colleges: 2012-2018; compare tenure-stream and non-tenure-stream hiring and course loads.

Appendix A

10-year Assessment of OSU Salaries, Salary Compression and the Gender Pay Gap.

Joyce Chen, Associate Professor, AED Economics (Chen.1276)

Daniel Crown, Graduate Student, AED Economics (Crown.17)

This document reports on trends in salaries at Ohio State over the past decade (2006-2016). This analysis focuses on several key issues. First, we calculate wage differentials by gender and race and estimate the extent to which these differentials can be explained by factors such as years of experience, college, department, and rank. Second, we examine trends in wages over the 10-year period and compare these trends across several different job types at the University. We use this and an assessment of the effect of work experience at OSU on wages to make inferences about salary compression. The analysis includes only regular tenure-track faculty, excluding clinical appointments and faculty of the Wexner Medical Center. Analyses for these groups, as well as for staff and administrators, will be provided in a later report.

The data were obtained from the Office of Academic Affairs and Human Resources and are the same data published by *The Lantern*. In each year 2006-2016, we observe salary, full-time equivalency (FTE), department, classification, rank, title, continuous service (start) date, gender, and ethnicity for all "regular, non-student employees with 50% or greater FTE as of September 30 of the given year." For individuals with multiple appointments, we combine salary information across appointments and assign the individual to a single department based on (i) the tenure initiating unit, (ii) the unit with the majority appointment, or (iii) the unit with the academic appointment.[§] For individuals working part-time (total FTE < 1), we adjust both salary and years of experience accordingly. We begin with a series of regressions using Ordinary Least Squares (OLS) analysis. Salary data are transformed using the natural logarithm, consistent with the observed log-normal distribution. Additionally, this transformation allows us to interpret all regression coefficients as percentage changes. We then regress logged salaries against a set of explanatory variables, including gender, race, years of experience at OSU, and fiscal year. Additional control variables are included in the analysis for college, department, and faculty rank, depending on the analysis. The annual variables are constructed to be incremental such that they capture the change in average income (in percentage terms, given the log transformation) for each year.

Gender and Racial Disparities.

We begin with the most parsimonious model and assess how the addition of other control variates affects our estimates. Column I of Table 1 shows an average female-male wage gap of 19.4% at The Ohio State University. This is comparable to the current gender pay gap for the nation (20%), the state of Ohio (22%), and the Columbus metropolitan area (19%). Based on the mean salary of $122,143 in 2016, this gap translates into an annual loss of $23,696 for female faculty, relative to their male peers. Adding controls for ethnicity (column II) has no effect on the gender gap but reveals significant racial pay disparities as well. Hispanics and Native Americans earn 9.9% and 25.6% less than Whites, respectively. We lack sufficient data to accurately estimate the pay gap for Blacks and those with multiple/undisclosed ethnicities; the point estimates are quite large (3.78% and 5.02%, respectively) but not statistically

[§] A small number of cases (118 out of more than 210,000) cannot be clearly attributed to a single department based on these criteria and are, instead, assigned to the department listed first in the HR records.

different from zero. The gap for Asians/Pacific Islanders (API) is quite small at 0.8% and also not significantly different from zero.

Adding controls for years of service at the University (Table 1, column III) substantially reduces the gender gap, from 19.4 to 16.8%. This indicates that women have, on average, less experience at the institution, and this can, in part, explain the gender wage gap. Racial disparities are also substantially smaller once we control for years of service, again indicating that faculty of color, on average, have fewer years of service than their white counterparts. This likely reflects recent advances in diversity that have led to the hiring of larger numbers of women and people of color. This trend is evident in the gender and racial composition of the faculty, which declined from 71% male and 81.4% White in 2006 to 63.5% male and 71.25% White in 2016. Note, however, that here we are able to control only for years of experience at the University and not for prior work experience. Next we add controls for the college (column IV) in which the individual is appointed. This has only a modest effect on the estimated gender and racial pay disparities, although we do find significant differences in salaries across colleges (see Appendix). Taken together, this indicates that differences in faculty gender/race composition across colleges are not driving observed pay disparities.

In contrast, accounting for the individual's home department (Table 1, column V) has a large effect on both gender and race gaps. The gender gap declines from 14.4% to 9.06%, indicating that, although women are more likely to be in departments with lower than average pay, the gender pay gap within departments is not as large as that across departments. This raises a separate but related equity question – namely, whether disciplines with larger proportions of women are under-valued by the market as a whole. This issue is beyond the scope of this report, and perhaps beyond the purview of the University's leadership as well. Nonetheless, we note that institutions committed to pay equity must look to achieve not only equal pay for equal work but also parity across fields/occupations. With regard to racial disparities, we also find smaller pay gaps for Hispanics and Native Americans after controlling for department, but the 10.7% gap for Native Americans remains statistically significant. Additionally, we find a wider gap for Blacks and those with multiple/undisclosed ethnicities, and the gap for API faculty is now 9.54%, roughly six times larger and statistically significant. This indicates that, although API faculty are more likely to be in departments with higher than average pay, they make significantly less than their white counterparts. Put another way, the pay gap for API faculty tends to be even larger in departments with higher salaries.

Finally, we add controls for faculty rank in column VI (Table 1). This has the largest effect on pay disparities. The gender gap falls from 9.06 to 3.28%, and the race gap is now reversed, though not statistically significant, for Blacks, Hispanics, and those with multiple/undisclosed ethnicities. The gaps for Native Americans and API faculty shrink by about one-third but remain statistically significant at 6.38% and 5.96%, respectively. Our estimates imply that women have salaries that are $11,726 lower per year than their male counterparts, and Native American and API faculty have salaries that are $7878 and $7268 lower per year than their white counterparts. This specification represents our most conservative estimate of gender and racial pay gaps, as it is based on the highest degree of comparability we can attain with the current data. In effect, this specification provides a comparison of male/female (white/non-white) faculty with the same years of service, the same rank, and in the same department. However, these estimates should also be viewed as a lower bound, with the true extent of gender/racial pay disparities likely falling somewhere between columns V and VI.

The main reason we recommend caution in the interpretation of the estimates controlling for rank is that rates of promotion also differ significantly by race and gender. In Table 2, we present estimates of the likelihood of promotion to either Associate or Full Professor. For these specifications, we include only one observation per individual, where the individual is identified as having been promoted if we observe a change in his/her faculty rank over time. In all other ways, these specifications align exactly with the specification in Table 1, column V by including controls for years of experience, college, department, and fiscal year. In column I of Table 2, we see that women are 4.3 percentage points less likely to be

promoted from Assistant to Associate Professor. This is a large effect, given that only 33% of all assistant professors in our sample are promoted. Racial disparities, however, are not as large for promotion as they are for salary. The one exception is for those with multiple/undisclosed ethnicities, who are 6.5 percentage points less likely to be promoted, though this difference is not statistically significant. In contrast, we find a significant positive effect for Hispanics, who are 8.2 percentage points more likely to receive promotion to Associate. It is notable that, although gender and racial disparities are similar with respect to pay, they are quite different with respect to tenure. Women are significantly less likely to be granted tenure at OSU, but we find no significant disparities for racial minorities. This suggests that women face unique barriers, perhaps related to policies governing family leave and/or exceptions/exclusions to the probationary period (the "tenure clock"). This is an area in need of further study if the University is committed to achieving gender parity.

For promotion from Associate to Full, we do not find any significant gender or racial disparities (column II). However, we again recommend caution in interpreting these results, as they are affected by the composition of the faculty in the sample. Specifically, given that women and non-white faculty tend to be newer hires at the University, relatively fewer will have become eligible for promotion to Full. Additionally, we show in column III that women and minorities (particularly Hispanics and Asians) are more likely to depart from the University prior to reaching the rank of Full Professor, though the estimate for women is not statistically significant. Of course, we cannot rule out the possibility that some of these individuals left because they would not have merited promotion.[**] Nonetheless, it is important to acknowledge that our data, though they include all active faculty at the University, do not provide comprehensive information on the salaries and career trajectories of all faculty who have been at the University over the last decade. In particular, anecdotal evidence suggests that departure from an institution is mostly likely to be concentrated among two groups: (i) the most highly ranked and highly paid individuals because they are most likely to have competitive outside offers; and (ii) the lowest rank and lowest paid individuals (controlling for experience and department) because they are most likely to be under-valued relative to the market as a whole. Disproportionate attrition by either or both groups would tend to narrow the distribution of observed salaries, causing us to under-estimate gender and racial disparities, to the extent that under-represented groups are over-represented in the latter group.

Regression analysis implicitly assumes that underlying differences in characteristics (experience, department, rank) are, themselves, independent of gender. To relax this assumption, we utilize an approach common in the literature on wage disparities – decomposition analysis (Oaxaca, 1973; Blinder, 1973). In effect, this approach predicts what women would earn, based on their own characteristics and qualifications, if they were paid according to the same implicit salary scale as men. This is deemed the "explained" portion of the wage gap, as it can be attributed to differences in characteristics between gender groups. The difference between that predicted value and what women actually earn remains "unexplained", as it reflects differences in how the same characteristics are compensated for women versus men. This can be taken as an estimate of gender discrimination. By allowing the salary scale to differ for men and women for various factors (*e.g.*, experience, rank), we can further isolate the proportion of the gender pay gap attributable to each factor.

The Oaxaca-Blinder decomposition in Table 3 shows that 82.3% of the gender wage gap can be "explained" by differences in characteristics between male and female faculty members. In other words, if female faculty had the same characteristics as their male counterparts, the absolute gender wage gap of 18.54% would be reduced by 15.26 percentage points. Consistent with our regression analysis, we see that the single largest contributor to the explained portion of the gender gap is rank. *If female faculty were to have the same rank as men, the gender pay gap would be reduced by nearly 10 percentage points, suggesting that efforts to reduce gender disparities should focus on barriers to promotion.* The second

[**] We exclude individuals with 30 or more years of service at the University to limit the number of cases of departure due to retirement.

largest explanatory component is academic department, reflecting the fact that women tend to be concentrated in units with lower than average pay. If women were distributed across departments in the same way as men (*i.e.*, if the genders were equally represented in all units), the gender pay gap would be reduced by 7 percentage points, or roughly 38%. Other factors account for only modest portions of the explained gender gap, less than 1 percentage point in each case. In the second column of Table 3, we see that 17.7% of the gender gap (3.3 percentage points) remains unexplained by the currently available data. Here we see that the largest portion of the disparity can be attributed to fiscal year. That is, if women were paid the same as men in each fiscal year, the gender pay gap would be reduced by 3.1 percentage points. Similarly, if female faculty received the same compensation as their male counterparts with *the same rank*, the gender wage gap would be 3 percentage points smaller. And academic department is again a large factor; if men and women within the same department received the same compensation, the gender pay gap would be 1.1 percentage points smaller. Interestingly, we see that if women received the same compensation as men for each year of service, the gender gap would actually be significantly smaller, 3.4 percentage points, suggesting that men may experience greater salary compression.

Salary Growth and Compression.

Figure 1 shows average annual salary growth for regular tenure-track faculty (again excluding clinical faculty and the Medical Center) across the entire University between 2006 and 2016. These figures are regression-adjusted to account for differences in the composition of the faculty (with respect to gender, race, experience, department, and rank) across years. This allows us to net out changes in salary driven by special initiatives (*e.g.*, Targeted Investments in Excellence, Discovery Themes). The growth rate averaged 2.43%, with a high of 4.11% between 2010 and 2011 and a low of 1.14% between 2014 and 2015. Comparison with the Consumer Price Index (CPI) for the Ohio-Indiana-Kentucky region shows that average faculty salaries have generally kept up with the rate of inflation for the region and even slightly out-paced inflation from 2009-2012 and again from 2015-2016. However, when compared to data on full-time faculty salaries reported by the American Association of University Professors (AAUP), we see that salaries at OSU have lagged behind the AAUP average in all but three years (2010, 2011, 2012). A particularly large gap has emerged since 2013; the extent to which salary growth at OSU has fallen short of average salary growth among AAUP institutions ranges from 0.52 percentage points in 2016 to 1.26 percentage points in 2015. We note also that the AAUP figures include all types of faculty members from a wide variety of institutions and, therefore, are likely to understate salary growth among tenure track faculty in peer institutions. Figure 2 presents the cumulative change in salaries over the 10-year period, which is simply a running total of the annual changes. Here, we can see that, although salary growth did not always keep pace with inflation, cumulative wage growth has generally trended above the rate of inflation. The one exception is Assistant Professors between 2006-2009, though this group received larger than average salary increases in the subsequent (2010-2012) period. In contrast, salaries for Full Professors have consistently trended below the University average since 2010.

To assess salary compression, we plot the estimated returns to experience at OSU, after accounting for differences in salary due to fiscal year, gender, race, college, department, and rank. These parameters provide one indication of salary compression, where compression is the idea that salaries for incoming professors are rising at a faster rate for comparable experience and output to salaries for professors who have remained at Ohio State. If the parameter on experience is negative, it suggests that additional years of experience at Ohio State reduce earnings relative to a new hire. We estimate the returns to experience for each faculty rank separately, to allow both for changes in market conditions over time as well as the possibility that the relationship between experience and salary differs with faculty rank. In Figure 3, we see that the only group for which experience at Ohio State enhances salary relative to newer hires is assistant professors. For all other categories, remaining at Ohio State discounts an individual's salary in comparison to newer hires. Based on these estimates, we find that compression occurs at OSU in the associate and full ranks. Full professors with 10 years of OSU experience, for instance, have a 7.64%

discount in their salary relative to peers who are hired from elsewhere. Associate professors with 10 years of experience have a more modest 0.5% discount. The discounts are smaller for full professors but larger for associate professors when considering non-medical college units. Administrators similarly have a fairly strong discount for years of service.

Additionally, we can look at salary inversion. Among Associate Professors, 42.1% of cases (each case is an individual-year) have received a salary less than the most highly-paid Assistant Professor in the same department in the same year. Among Full Professors, 44.6% of cases experienced salary inversion. To further refine our analysis of compression, we can use regression analysis to assess how years of service contribute to the likelihood of experiencing salary inversion, while controlling for differences in fiscal year, gender, race, years of experience, College, department, and rank. Figure 4 shows the relationship between experience at OSU and the probability of experiencing salary inversion. The more years an individual has been at the University, the higher the probability that he/she experiences salary inversion, and this effect is increasing with additional years of service. Note that this is the marginal effect of experience on salary inversion, not the absolute probability. Of course, some cases of salary inversion may be warranted by low and/or declining productivity. To rule out these cases, we can limit our attention to Associate Professors who we later observe being promoted to Full. Among this group, 29.9% of cases have experienced salary inversion, and it is unlikely that these pay disparities can be explained by unobserved scholarly productivity, given that all of these individuals later achieve promotion.

Table 1. Gender and Racial Pay Disparities, Tenure Track Faculty, 2006-2016[a]

	I	II	III	IV	V	VI
Female	-0.1940 ***	-0.1940 ***	-0.1680 ***	-0.1440 ***	-0.0906 ***	-0.0328 ***
	(0.0211)	(0.0211)	(0.0237)	(0.0150)	(0.0111)	(0.0093)
Black		-0.0378	-0.0244	-0.0117	-0.0474	0.0347
		(0.0421)	(0.0447)	(0.0381)	(0.0336)	(0.0267)
Hispanic		-0.0993 *	-0.0714	-0.0647	-0.0174	0.0225
		(0.0514)	(0.0479)	(0.0489)	(0.0270)	(0.0219)
Native American		-0.2560 **	-0.2140 **	-0.1120 **	-0.1070 **	-0.0638 **
		(0.0998)	(0.0862)	(0.0571)	(0.0485)	(0.0286)
Asian/Pacific Islander		-0.0080	0.0318	-0.0161	-0.0954 ***	-0.0596 ***
		(0.0295)	(0.0272)	(0.0336)	(0.0277)	(0.0219)
Other[b]		-0.0502	-0.0021	-0.0115	-0.0352	0.0019
		(0.0459)	(0.0440)	(0.0376)	(0.0277)	(0.0202)
Fiscal Year	Y	Y	Y	Y	Y	Y
Experience	N	N	Y	Y	Y	Y
College	N	N	N	Y	N	N
Department	N	N	N	N	Y	Y
Rank	N	N	N	N	N	Y

Includes only regular, tenure-track faculty with FTE of 50% or greater. Multiple appointments are combined, and part-time appointments are inflated to FTE of 100%. 27,247 observations at the individual-year level. Ordinary Least Squares regression. Standard errors clustered at the department level, shown in parentheses. Indicates significance at the 10% (*), 5% (**), and 1% (***) levels.

[a]Does not include OSUMC.

[b]Multiple ethnicities and undisclosed ethnicity.

Table 2. Likelihood of Promotion and Departure

	Promotion to Associate[a]	Promotion to Full[b]	Departure[c]
Female	-0.0432 **	0.0172	0.0138
	(0.0171)	(0.0194)	(0.0097)
Black	-0.0084	-0.0214	0.0261
	(0.0471)	(0.0414)	(0.0209)
Hispanic	0.0816 *	-0.0126	0.0374 **
	(0.0470)	(0.0439)	(0.0164)
Native American	0.0195	0.0273	0.0796
	(0.1670)	(0.2280)	(0.0688)
Asian/Pacific Islander	-0.0131	-0.0060	0.0344 ***
	(0.0228)	(0.0240)	(0.0096)
Other[b]	-0.0649 *	0.0010	0.0099
	(0.0363)	(0.0353)	(0.0143)
# of Observations	1932	1827	2627

Includes controls for fiscal year, experience, and department. Includes only regular, tenure-track faculty with FTE of 50% or greater. Does not include OSUMC. Observations at the individual level. Linear probability model. Standard errors clustered at the department level, shown in parentheses. Indicates significance at the 10% (*), 5% (**), and 1% (***) levels.

[a]Includes only Assistant Professors.

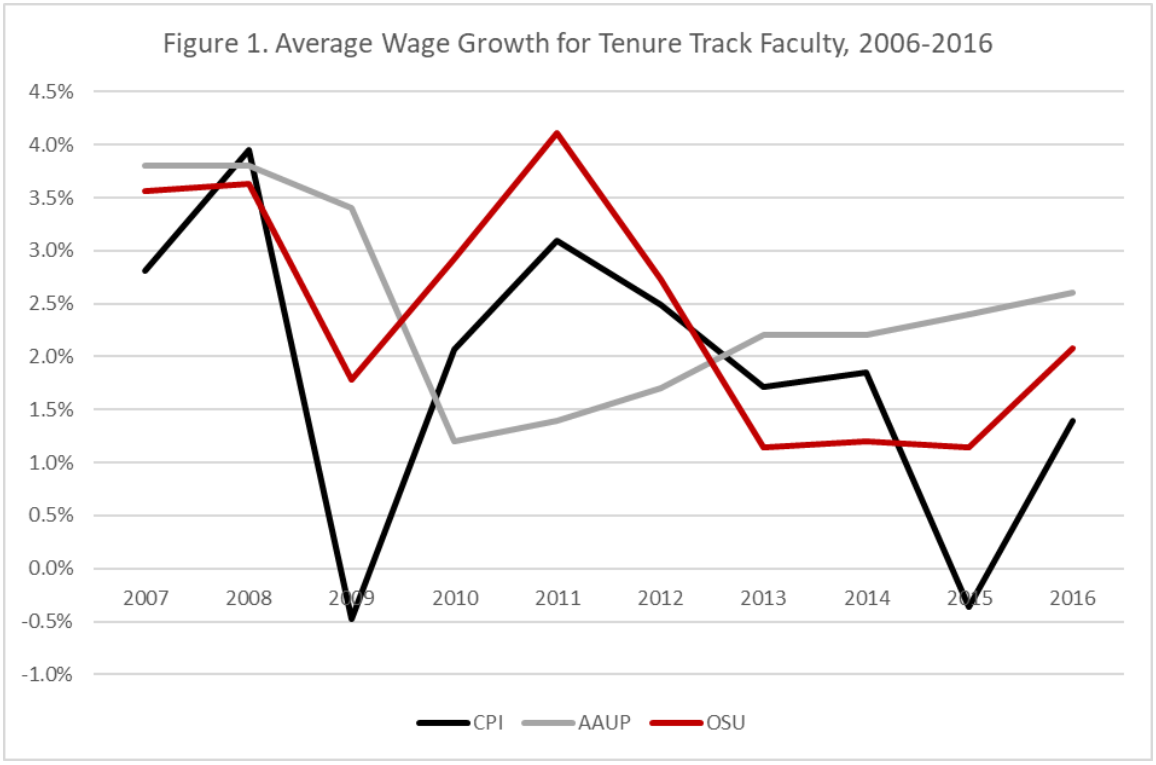
[b]Includes only Associate Professors.

[c]Includes only Assistant and Associate Professors.

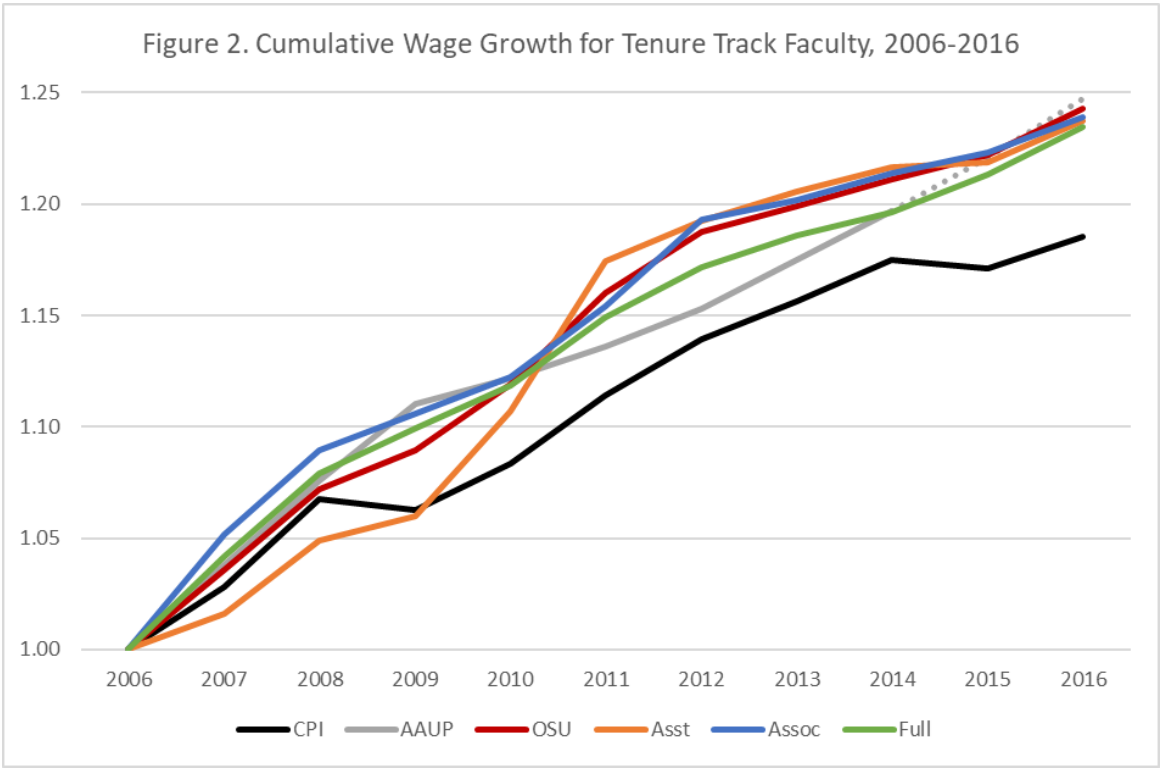
Table 3. Oaxaca-Blinder Decomposition.

	Explained	Unexplained
Year	-0.0073 ***	0.0306 ***
	(0.0010)	(0.0105)
Experience	-0.0058 ***	-0.0337 ***
	(0.0009)	(0.0097)
Race	-0.0036 ***	-0.0048 **
	(0.0004)	(0.0019)
Department	0.0703 ***	0.0109
	(0.0043)	(0.0133)
Rank	0.0990 ***	0.0298 ***
	(0.0033)	(0.0070)
Total	0.1526 ***	0.0328 ***
	(0.0054)	(0.0036)

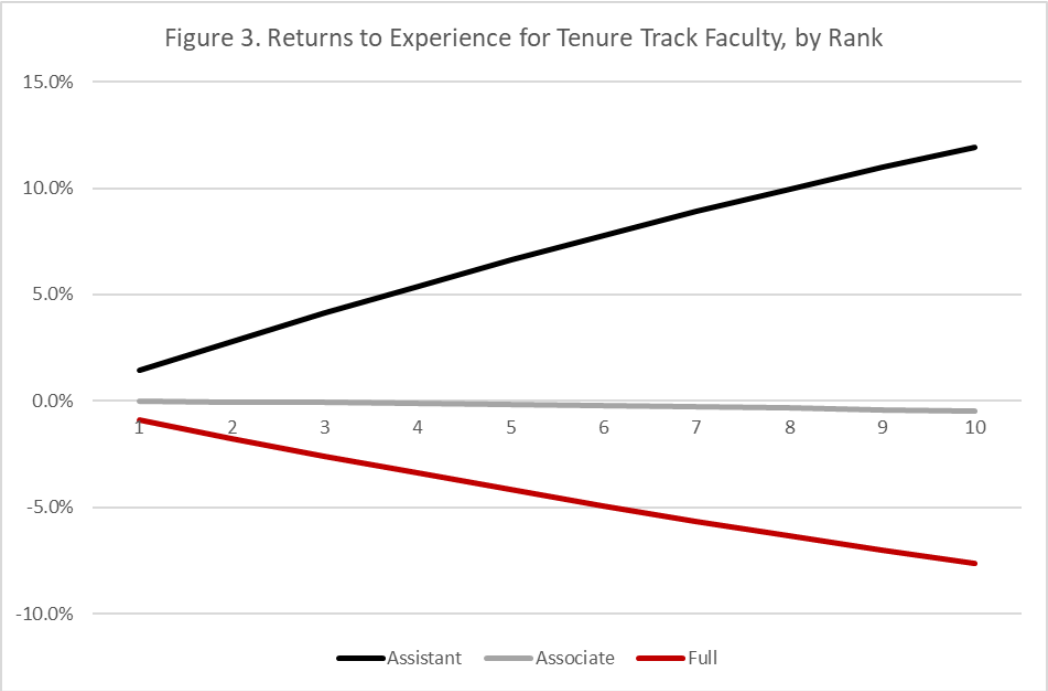
Includes only regular, tenure-track faculty with FTE of 50% or greater. Does not include OSUMC. 27,247 observations at the individual-year level. Ordinary Least Squares regression. Standard errors clustered at the department level, shown in parentheses. Indicates significance at the 10% (*), 5% (**), and 1% (***) levels.



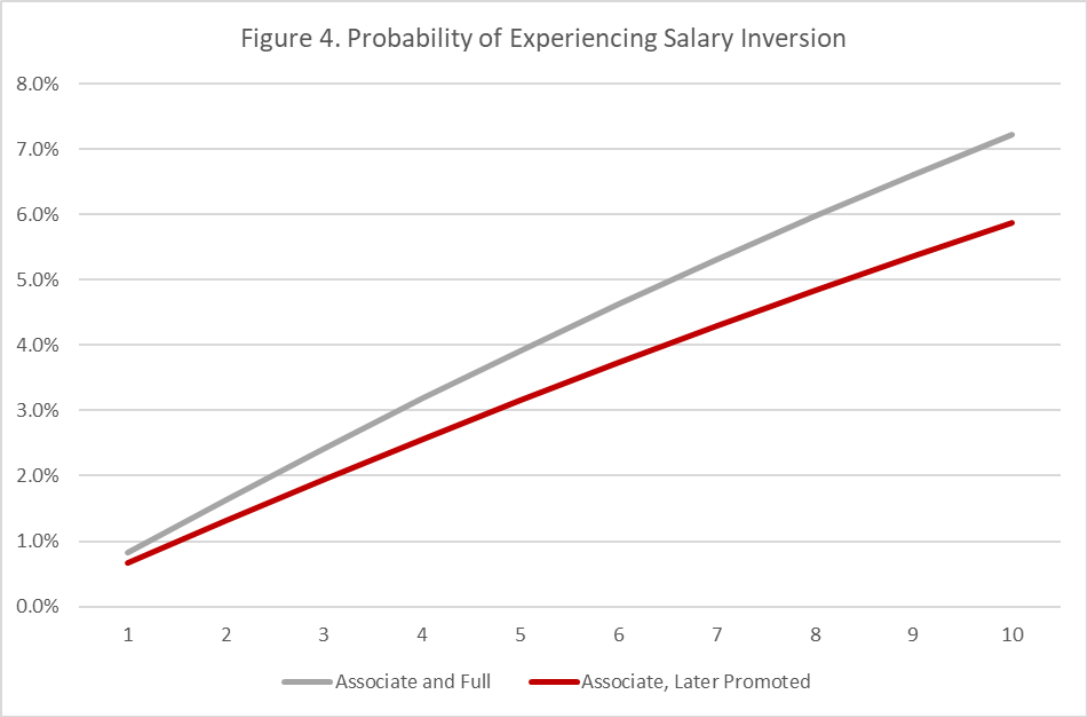
Excludes clinical and Medical Center faculty. Regression-adjusted.



Excludes clinical and Medical Center faculty. Regression-adjusted.



Excludes clinical and Medical Center faculty.



Excludes clinical and Medical Center faculty.

Appendix B

OHR Report on Salary Trends and Comparison with Other Institutions

The Ohio State University
2017-18 Faculty Salary Comparisons

Executive Summary

Summary of Rankings
Within the various comparator groups, Ohio State lost ground by one place in all areas except the Big Ten (Living Cost Adjusted) where it remained in 8th. Within the US News Top 25 Public Institutions, Ohio State's salary rank of 18th is two below its reputational rank at 16th which is the second year in a row the salary rank is below the reputational rank.

Comparison Group	Overall Rank	Change from last year
Big Ten	8th	-1
Big Ten (Living cost adjusted)	8th	0
AAU	43rd	-1
AAU (Living cost adjusted)	31st	-1
Benchmark	7th	-1
Benchmark (Living cost adjusted)	5th	-1

AAU

- Less than $400 separates Ohio State's *Overall* rank of 43rd from the 42nd position (Michigan State)
- $13,900 currently separates Ohio State's *Overall* rank from the median (30th position out of 60, Michigan)
- *Overall* and *Professor salaries* are ranked at the 43rd position which is the lowest Ohio State has been over the past 15 years.

Projected cost to maintain 43rd overall salary rank in AAU

- Average annual increase (past 10 years) for the 43rd ranked institution was 2.3%
- An increase of $2,700 in overall average salary would be needed at Ohio State to maintain 43rd (using the historic average annual increase)
- $12.1 million total projected cost based on the proposed faculty benefit composite rate for the Ohio State AMCP eligible faculty population

Continuing Faculty five year history of percentage of salary increases

- Over the last five years, Ohio State's continuing faculty salaries have increased 17.5% (when accounting for compounded annual percentage change), which places Ohio State 6th out of the 10 reporting Benchmark institutions and is an increase of 1 from last year's position.
- The 5 year benchmark average (excluding Ohio State) is 20% and Ohio State dropped 1.1% further below the average 5 year increase (from 1.4% to 2.5% below).

The Ohio State University
2017-18 Faculty Salary Comparisons

Introduction:
Based on results from the annual American Association of University Professors' (AAUP) Faculty Compensation Survey*, comparisons within established groups of peers are made to measure the competitiveness of Ohio State's faculty salaries. *Overall* salaries are a weighted average of rank salaries using Ohio State's rank distribution**. The attached exhibits provide comparisons (actual salaries and rankings) of Ohio State within four groups: AAU Institutions, Benchmark Institutions, Big Ten Institutions and the U.S. News Top 25 Public Institutions. Finally, salary comparisons with consideration to cost-of-living information using the Runzheimer Report of Living Cost Standards are presented.

Big Ten key findings:
- Ohio State's rank dropped one postion to 8th of 14 for *Overall* average salary and *Professor* rank
- Ohio State's rank dropped two positions to 9th of 14 for the *Associate* rank
- Ohio State's rank remained 9th of 14 for the *Assistant* rank

Association of American Universities (AAU) key findings:
- *Overall* rank dropped one position to 43rd (less than $400 in *Overall* average salary behind 42nd)
- *Professor* – dropped two to 43rd; *Associate* – dropped two to 45th; *Assistant* – increased one to 46th
- An increase of $8,500 in *Overall* average salary would be needed to return to the 34th position (Rutgers) within the AAU, Ohio State's highest position within the past 15 years (2009-10)
- Dropped two positions to 19th among Public group of AAU Institutions

Cost of Living Adjusted key findings:
- The Living Cost adjustment improves Ohio State's *Overall* average salary ranking within the AAU Institutions group from 43rd to 31st position
- On a Living Cost adjusted basis, Ohio State's ranking within the Benchmark group improves from 7th to 5th
- Within the Big Ten, Ohio State's ranking stays at the 8th position with the Living Cost adjustment
- Within the Top 25 Public Institutions, the Living Cost adjustment improves Ohio State's position from a salary ranking of 18th up to 11th

Benchmark Group key findings:
- *Overall* rank decreased one position to 7th of 11 ($2,300 in *Overall* average salary behind 6th)
- *Professor* – decreased one to 6th; *Associate* – decreased one to 8th; *Assistant* – remained at 8th

* Full-time faculty members for the entire institution, excluding clinical or basic science faculty located in schools of medicine. Note that the salaries represented in the AAUP survey are base pay (contract) salaries and would not include any reductions due to furloughs. Similarly, compensation for overloads, off duty term pay and supplemental compensation is excluded.

** For the 2017-18 survey, Ohio State's faculty rank distribution was Professor (43%), Associate Professor (31%), and Assistant Professor (26%).

The Ohio State University
2017-18 Faculty Salary Comparisons

Projections

Ohio State is currently ranked 43rd in *Overall* average salary ranking within the AAU Institutions, and over the past 10 years, the average annual increase for the 43rd ranked institution was 2.3%. For Ohio State to maintain its 43rd rank, using the historic average annual increase, an increase of $2,700 in overall average salary would be needed at Ohio State. The additional salary cost for this increase would be $6.6 million for the AAUP survey population (excludes clinical or basic science faculty located in schools of medicine) and $9.3 million for the Ohio State AMCP eligible faculty population (as of 5/10/18). The total projected cost based on the proposed faculty benefit composite rate would be $8.5 million for the AAUP survey population and $12.1 million for the Ohio State AMCP eligible faculty population without taking into account future salary package increases or changes in the number of positions.

In order to improve Ohio State's ranking within the AAU to the median (30th of 60 institutions), an increase of $13,900 in overall average salary would be needed. Over the past 10 years, the average annual increase for the 30th ranked institution was 2.8%. Projecting for Ohio State to move up to the 30th rank next year, using the historic average annual increase, a total increase of $17,700 in overall average salary would be needed at Ohio State. The table below shows the projected salary and salary with benefits cost for the AAUP survey population and AMCP eligible faculty associated with this $17,700 increase.

A similar projection analysis was completed using the same process outlined above for each individual faculty rank to project the target salary increase and associated costs in order to maintain this year's ranking or improve to the median ranking for each respective Ohio State faculty rank. The results are outlined in the tables below.

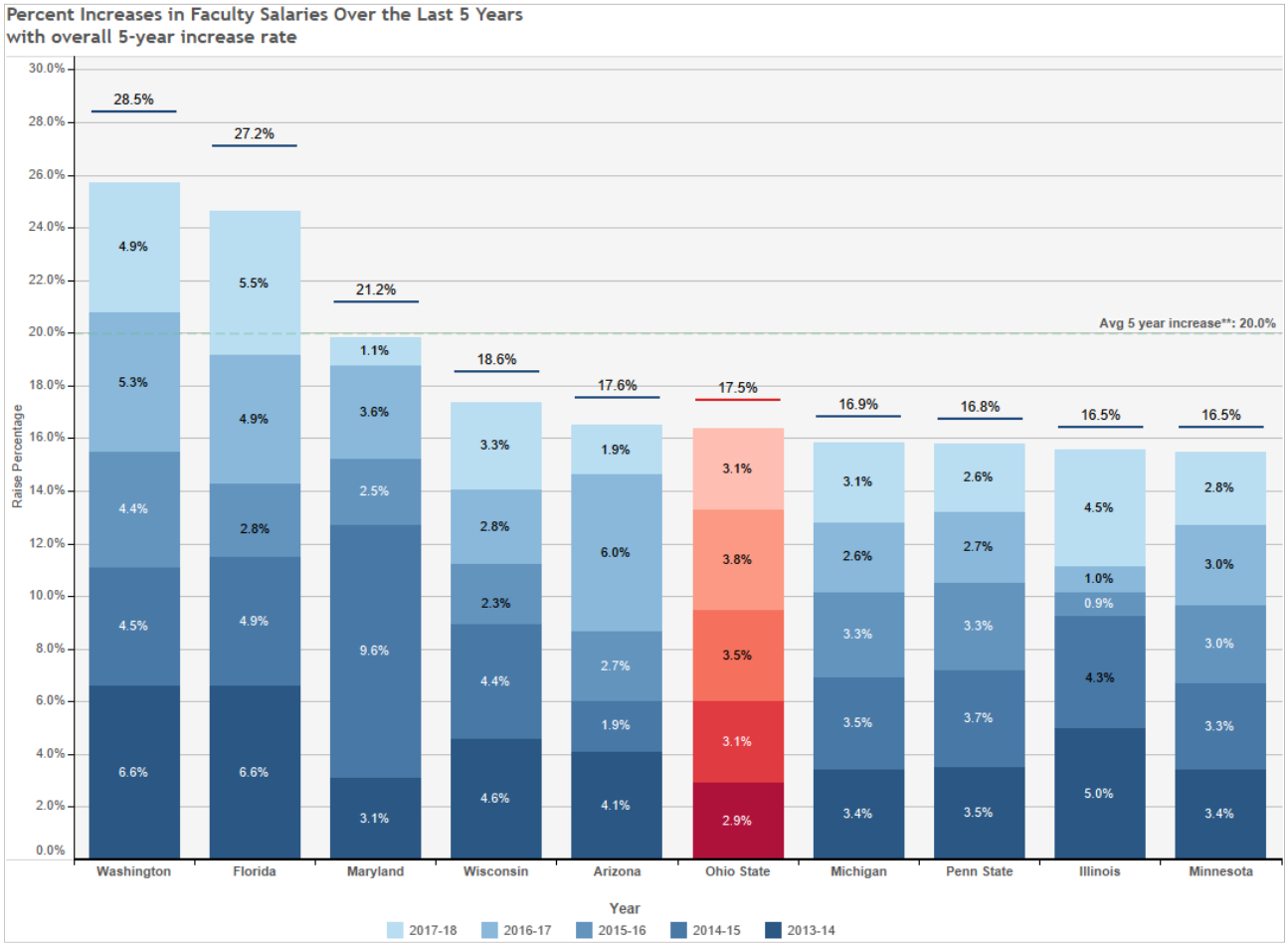
It's important to note that Ohio State's faculty salary rank is contingent on the salary package increases given by other institutions relative to Ohio State's salary package increase. The overall rank is determined from a weighted average of rank salaries using Ohio State's rank distribution as weights.

Faculty Rank	Target Ranking (in AAU)	Ohio State Salary	Projected Target Salary	Increase to Projected Target Salary	% Increase to Projected Target Salary
Overall	Up to median (30th)	$118,900	$136,600	$17,700	14.9%
Professor	Up to median (30th)	$150,000	$171,300	$21,300	14.2%
Associate Professor	Up to median (30th)	$101,300	$115,300	$14,000	13.8%
Assistant Professor	Up to median (30th)	$89,500	$100,000	$10,600	11.8%
Overall	Maintain 43rd	$118,900	$121,600	$2,700	2.3%
Professor	Maintain 43rd	$150,000	$153,600	$3,600	2.4%
Associate Professor	Maintain 43rd	$101,300	$103,500	$2,300	2.2%
Assistant Professor	Maintain 46th	$89,500	$91,700	$2,200	2.5%

Faculty Rank	Target Ranking (in AAU)	AAUP Survey Population Salary Cost	AAUP Survey Population Salary+Benefits Cost	AMCP Eligible Faculty Salary Cost	AMCP Eligible Faculty Salary+Benefits Cost
Overall	Up to median (30th)	$43.3M	$55.9M	$61.2M	$79.1M
Professor	Up to median (30th)	$22.1M	$28.6M	$26.5M	$34.3M
Associate Professor	Up to median (30th)	$10.6M	$13.7M	$15.8M	$20.4M
Assistant Professor	Up to median (30th)	$7.0M	$9.0M	$13.1M	$16.9M
Overall	Maintain 43rd	$6.6M	$8.5M	$9.3M	$12.1M
Professor	Maintain 43rd	$3.8M	$4.9M	$4.5M	$5.9M
Associate Professor	Maintain 43rd	$1.7M	$2.2M	$2.6M	$3.3M
Assistant Professor	Maintain 46th	$1.5M	$1.9M	$2.8M	$3.6M

The Ohio State University
2017-18 Faculty Salary Comparisons

Continuing Faculty five year history of percentage of salary increases
This year Ohio State had the 5th largest salary increase within the Benchmark institutions* peer group for continuing faculty salary increases. Over the last five years, Ohio State's salaries have gone up 17.5% (when accounting for compounded annual percentage change), which places it as 6th out of the 10 reporting Benchmark institutions*. This is an increase of one from last year's 7th position but Ohio State dropped 1.1% further below the average 5 year increase (from 1.4% to 2.5% below). Three institutions have high percent increases in 2013-2014 which will drop out of next year's 5-year average and should positively impact the difference between Ohio State and the Benchmark average.



*UCLA does not report this data and has been left out for this analysis.

**This number is calculated by compounding the annual percent increases which makes it higher than the sum of all of the rates. Ohio State has been left out of the overall average of these five year rates.

The Ohio State University
2017-18 Faculty Salary Comparisons

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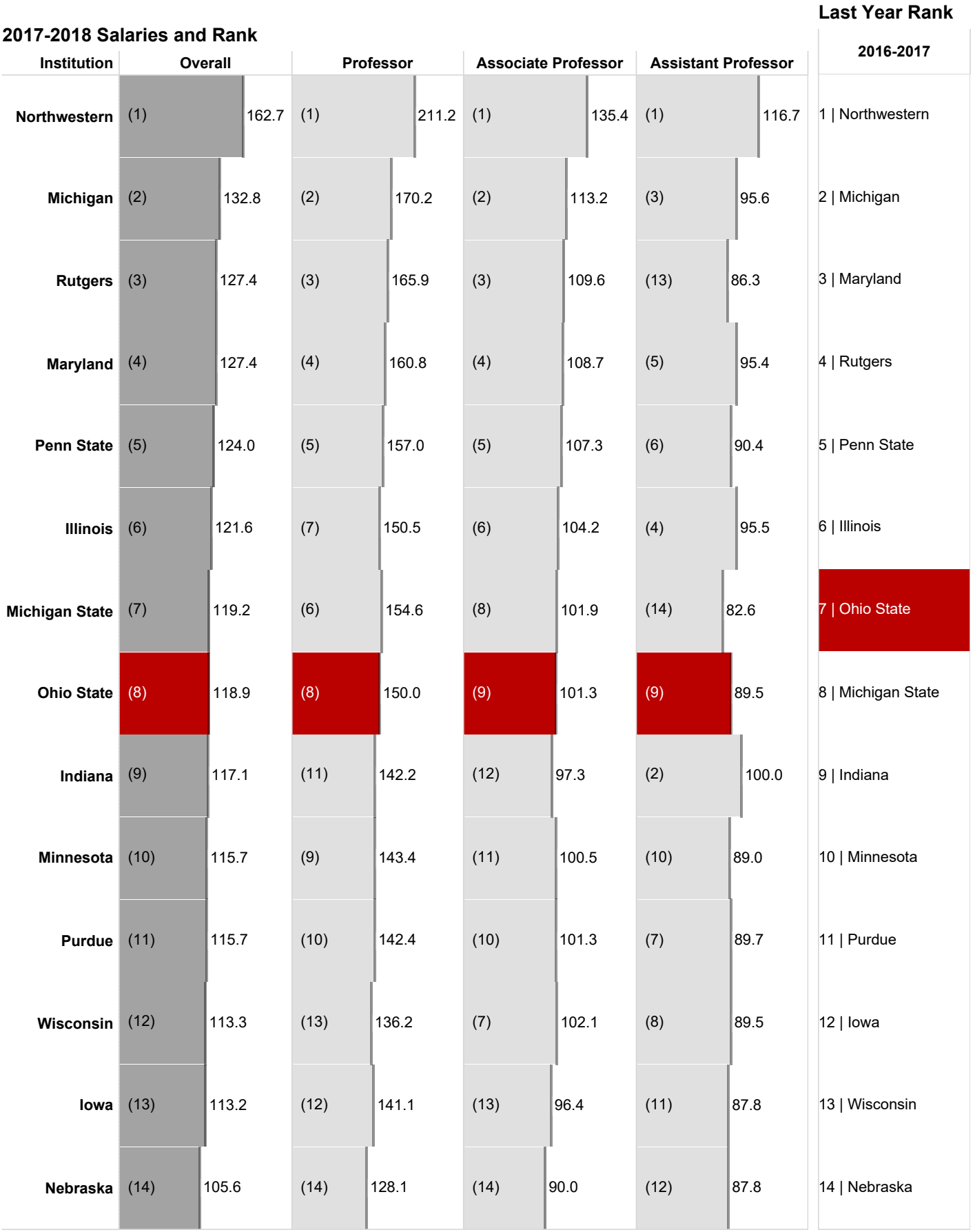
The Ohio State University
2017-18 Faculty Salary Comparisons

Big Ten Institutions

Big Ten Institutions Overall (Unadjusted)



Ohio State - Big Ten Institutions - Unadjusted

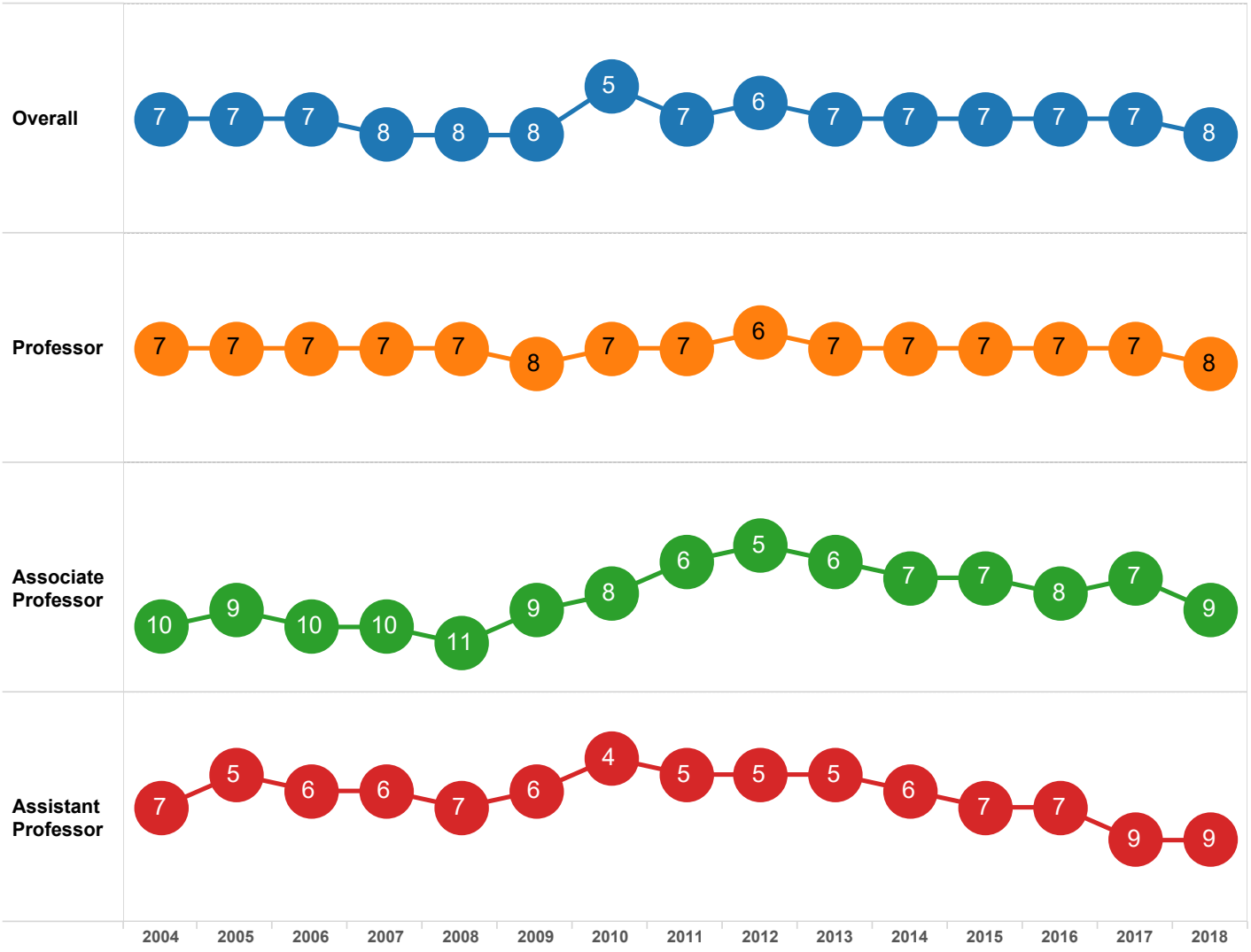
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	118.9	150.0	101.3	89.5
2016-2017	118.0	149.5	99.8	87.3
2015-2016	115.7	145.5	98.0	86.0
2014-2015	113.6	142.2	96.1	85.2
2013-2014	111.3	139.2	94.2	84.8
2012-2013	110.4	137.0	92.0	85.1
2011-2012	107.7	134.2	89.3	81.5
2010-2011	105.5	131.6	87.7	79.4
2009-2010	103.5	129.5	85.8	78.0
2008-2009	100.7	126.5	84.2	75.0
2007-2008	95.9	121.6	80.5	70.9
2006-2007	92.6	117.2	76.9	69.4
2005-2006	89.2	112.7	74.2	65.8
2004-2005	86.5	108.4	72.1	64.8
2003-2004	82.8	103.5	69.1	62.3

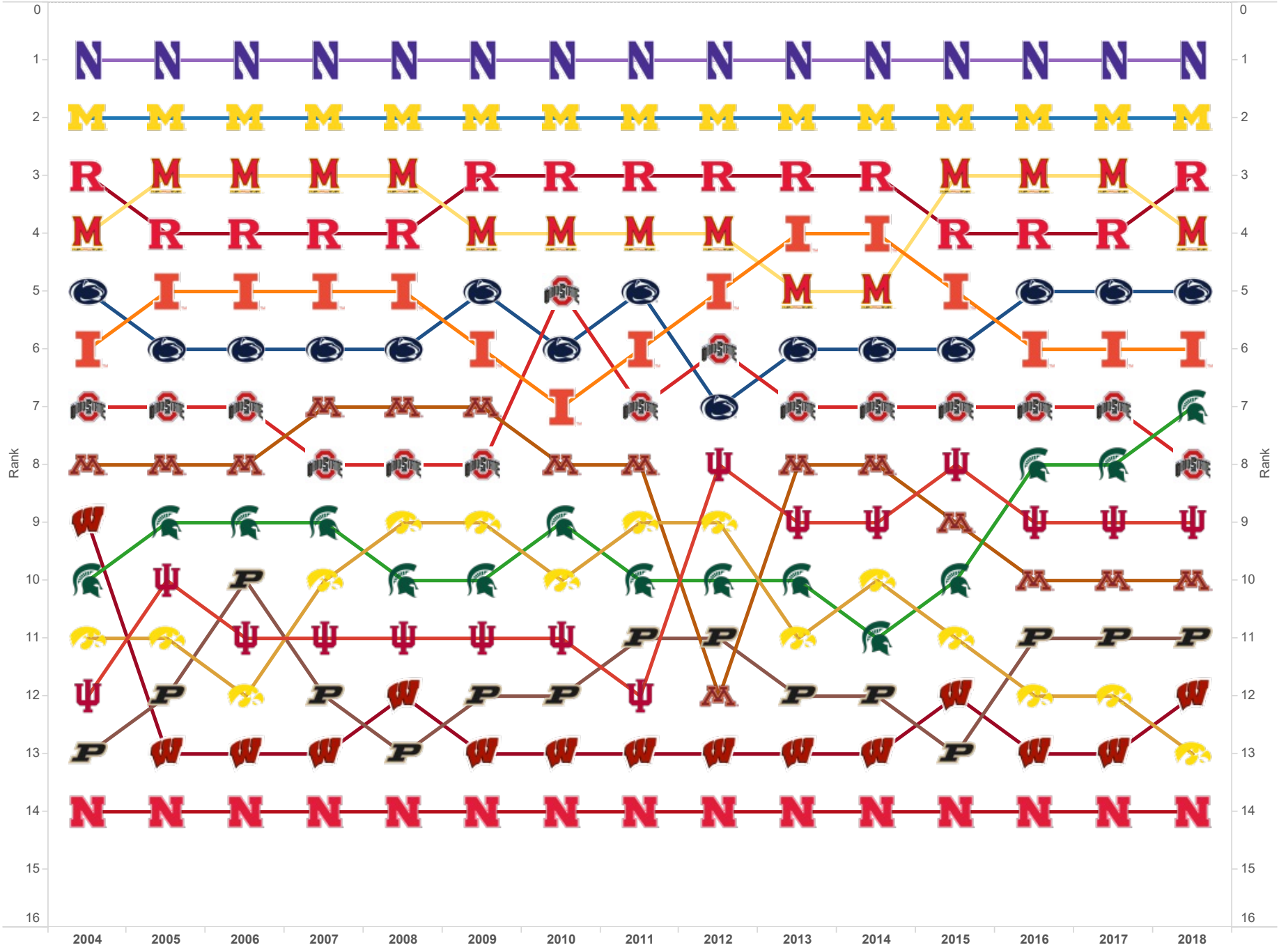
Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	8 ↓	8 ↓	9 ↓	9
2016-2017	7	7	7 ↑	9 ↓
2015-2016	7	7	8 ↓	7
2014-2015	7	7	7	7 ↓
2013-2014	7	7	7 ↓	6 ↓
2012-2013	7 ↓	7 ↓	6 ↓	5
2011-2012	6 ↑	6 ↑	5 ↑	5
2010-2011	7 ↓	7	6 ↑	5 ↓
2009-2010	5 ↑	7 ↑	8 ↑	4 ↑
2008-2009	8	8 ↓	9 ↑	6 ↑
2007-2008	8	7	11 ↓	7 ↓
2006-2007	8 ↓	7	10	6
2005-2006	7	7	10 ↓	6 ↓
2004-2005	7	7	9 ↑	5 ↑
2003-2004	7	7	10	7

Ohio State - Big Ten Institutions Rank - Unadjusted



Big Ten Institutions - Overall (Unadjusted) - Change in Rank



The Ohio State University
2017-18 Faculty Salary Comparisons

AAU Institutions

AAU Institutions Overall (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
Columbia	(1) 190.3	(1) 251.3	(1) 161.2	(5) 126.2	1 | Columbia
Harvard	(2) 188.9	(3) 245.8	(3) 151.7	(1) 140.7	2 | Stanford
Stanford	(3) 188.5	(2) 246.2	(2) 157.8	(2) 131.6	3 | Princeton
Princeton	(4) 176.4	(4) 238.0	(6) 143.9	(10) 115.2	4 | Harvard
MIT	(5) 174.0	(6) 222.8	(4) 149.1	(6) 124.5	5 | Chicago, Univ of
Chicago, Univ of	(6) 170.9	(5) 234.3	(13) 126.0	(7) 121.4	6 | MIT
Penn	(7) 170.4	(7) 217.3	(7) 140.1	(3) 130.3	7 | Caltech
Caltech	(8) 167.0	(12) 204.2	(5) 149.1	(4) 128.3	8 | Penn
Northwestern	(9) 162.7	(10) 211.2	(9) 135.4	(8) 116.7	9 | Duke
Duke	(10) 162.5	(11) 209.7	(8) 138.8	(12) 114.1	10 | Yale
Yale	(11) 162.0	(9) 214.3	(10) 135.0	(16) 109.6	11 | Northwestern
NYU	(12) 160.5	(8) 214.5	(15) 124.9	(11) 115.2	12 | NYU
UCLA	(13) 156.3	(13) 204.0	(11) 133.7	(20) 106.0	13 | UCLA
UC Berkeley	(14) 151.5	(17) 191.2	(12) 131.5	(13) 111.0	14 | Wash. Univ - St Lo
Wash. Univ - St Louis	(15) 150.5	(15) 196.6	(19) 121.4	(14) 110.4	15 | UC Berkeley
Vanderbilt	(16) 148.1	(14) 198.8	(22) 117.4	(24) 102.5	16 | Rice
Rice	(17) 146.8	(16) 193.0	(23) 116.9	(18) 107.6	17 | Vanderbilt
Cornell University	(18) 145.9	(22) 178.7	(14) 125.9	(9) 116.6	18 | Cornell University
Johns Hopkins	(19) 145.6	(18) 184.2	(17) 124.0	(17) 108.7	19 | Boston University
Boston University	(20) 144.6	(20) 183.6	(16) 124.8	(21) 105.0	20 | Emory
Emory	(21) 142.3	(23) 177.3	(18) 122.0	(15) 109.8	21 | Brown
Brown	(22) 141.2	(19) 183.9	(20) 120.1	(30) 97.4	22 | Johns Hopkins
Southern Cal	(23) 138.4	(21) 181.6	(26) 113.8	(29) 97.9	23 | Virginia
Virginia	(24) 136.2	(24) 177.3	(21) 118.7	(41) 90.6	24 | Southern Cal
UC San Diego	(25) 135.2	(27) 171.2	(25) 115.0	(27) 100.8	25 | Michigan
UC Irvine	(26) 134.0	(26) 171.3	(24) 115.2	(32) 96.1	26 | UC San Diego
Rochester	(27) 134.0	(30) 166.7	(30) 112.2	(19) 106.9	27 | UC Irvine
Georgia Tech	(28) 134.0	(29) 168.4	(29) 113.1	(22) 103.0	28 | Georgia Tech
UC Santa Barbara	(29) 132.9	(25) 176.1	(36) 107.8	(39) 92.9	29 | Rochester
Michigan	(30) 132.8	(28) 170.2	(28) 113.2	(34) 95.6	30 | Carnegie-Mellon
Carnegie-Mellon	(31) 131.0	(34) 162.7	(31) 111.4	(23) 103.0	31 | Maryland
UC Davis	(32) 131.0	(32) 165.6	(27) 113.3	(31) 96.1	32 | UC Santa Barbara
Texas	(33) 130.7	(33) 165.6	(37) 107.6	(26) 101.5	33 | UC Davis
Rutgers	(34) 127.4	(31) 165.9	(33) 109.6	(52) 86.3	34 | Texas
Maryland	(35) 127.4	(35) 160.8	(34) 108.7	(36) 95.4	35 | Rutgers
North Carolina	(36) 125.9	(36) 159.3	(39) 105.7	(33) 95.7	36 | North Carolina
Penn State	(37) 124.0	(37) 157.0	(38) 107.3	(43) 90.4	37 | Penn State
Washington	(38) 122.7	(47) 144.9	(32) 110.1	(25) 101.9	38 | SUNY-Stony Broo
Brandeis	(39) 122.1	(40) 151.9	(35) 108.1	(42) 90.5	39 | Brandeis
Illinois	(40) 121.6	(42) 150.5	(41) 104.2	(35) 95.5	40 | Illinois
SUNY-Stony Brook	(41) 120.9	(39) 152.9	(40) 104.3	(49) 88.7	41 | Tulane
Michigan State	(42) 119.2	(38) 154.6	(44) 101.9	(56) 82.6	42 | Ohio State
Ohio State	(43) 118.9	(43) 150.0	(45) 101.3	(46) 89.5	43 | Washington
Pittsburgh	(44) 117.9	(41) 151.5	(47) 100.9	(55) 83.8	44 | Pittsburgh
Florida	(45) 117.8	(45) 149.1	(50) 100.0	(50) 88.2	45 | Michigan State
Colorado	(46) 117.6	(50) 142.7	(42) 102.9	(37) 94.5	46 | Texas A&M
Indiana	(47) 117.1	(52) 142.2	(54) 97.3	(28) 100.0	47 | Colorado
Tulane	(48) 117.1	(44) 149.7	(58) 92.5	(38) 93.3	48 | Indiana
Case Western	(49) 117.0	(46) 146.0	(51) 99.4	(40) 90.8	49 | Minnesota
Texas A&M	(50) 116.0	(48) 143.4	(48) 100.8	(47) 89.4	50 | Case Western
Minnesota	(51) 115.7	(49) 143.4	(49) 100.5	(48) 89.0	51 | Purdue
Purdue	(52) 115.7	(51) 142.4	(46) 101.3	(44) 89.7	52 | Iowa
Wisconsin	(53) 113.3	(54) 136.2	(43) 102.1	(45) 89.5	53 | Wisconsin
Iowa	(54) 113.2	(53) 141.1	(55) 96.4	(51) 87.8	54 | SUNY-Buffalo
Oregon	(55) 110.2	(56) 134.8	(52) 98.1	(53) 84.9	55 | Florida
SUNY-Buffalo	(56) 108.3	(55) 136.2	(57) 92.9	(57) 81.3	56 | Iowa State
Iowa State	(57) 108.2	(58) 130.5	(53) 98.0	(54) 84.4	57 | Oregon
Arizona	(58) 106.6	(57) 132.1	(56) 94.4	(58) 79.7	58 | Arizona
Kansas	(59) 101.4	(59) 128.6	(59) 84.9	(59) 76.8	59 | Kansas
Missouri	(60) 96.0	(60) 123.0	(60) 80.0	(60) 71.4	60 | Missouri

AAU Institutions Professor (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
Columbia	(1) 190.3	(1) 251.3	(1) 161.2	(5) 126.2	1 | Columbia
Stanford	(3) 188.5	(2) 246.2	(2) 157.8	(2) 131.6	2 | Stanford
Harvard	(2) 188.9	(3) 245.8	(3) 151.7	(1) 140.7	3 | Princeton
Princeton	(4) 176.4	(4) 238.0	(6) 143.9	(10) 115.2	4 | Chicago, Univ of
Chicago, Univ of	(6) 170.9	(5) 234.3	(13) 126.0	(7) 121.4	5 | Harvard
MIT	(5) 174.0	(6) 222.8	(4) 149.1	(6) 124.5	6 | MIT
Penn	(7) 170.4	(7) 217.3	(7) 140.1	(3) 130.3	7 | NYU
NYU	(12) 160.5	(8) 214.5	(15) 124.9	(11) 115.2	8 | Yale
Yale	(11) 162.0	(9) 214.3	(10) 135.0	(16) 109.6	9 | Penn
Northwestern	(9) 162.7	(10) 211.2	(9) 135.4	(8) 116.7	10 | Duke
Duke	(10) 162.5	(11) 209.7	(8) 138.8	(12) 114.1	11 | Northwestern
Caltech	(8) 167.0	(12) 204.2	(5) 149.1	(4) 128.3	12 | Caltech
UCLA	(13) 156.3	(13) 204.0	(11) 133.7	(20) 106.0	13 | UCLA
Vanderbilt	(16) 148.1	(14) 198.8	(22) 117.4	(24) 102.5	14 | Wash. Univ - St Lo
Wash. Univ - St Louis	(15) 150.5	(15) 196.6	(19) 121.4	(14) 110.4	15 | Vanderbilt
Rice	(17) 146.8	(16) 193.0	(23) 116.9	(18) 107.6	16 | Rice
UC Berkeley	(14) 151.5	(17) 191.2	(12) 131.5	(13) 111.0	17 | UC Berkeley
Johns Hopkins	(19) 145.6	(18) 184.2	(17) 124.0	(17) 108.7	18 | Brown
Brown	(22) 141.2	(19) 183.9	(20) 120.1	(30) 97.4	19 | Boston University
Boston University	(20) 144.6	(20) 183.6	(16) 124.8	(21) 105.0	20 | Southern Cal
Southern Cal	(23) 138.4	(21) 181.6	(26) 113.8	(29) 97.9	21 | Cornell University
Cornell University	(18) 145.9	(22) 178.7	(14) 125.9	(9) 116.6	22 | Virginia
Emory	(21) 142.3	(23) 177.3	(18) 122.0	(15) 109.8	23 | Emory
Virginia	(24) 136.2	(24) 177.3	(21) 118.7	(41) 90.6	24 | Johns Hopkins
UC Santa Barbara	(29) 132.9	(25) 176.1	(36) 107.8	(39) 92.9	25 | UC Santa Barbara
UC Irvine	(26) 134.0	(26) 171.3	(24) 115.2	(32) 96.1	26 | Michigan
UC San Diego	(25) 135.2	(27) 171.2	(25) 115.0	(27) 100.8	27 | UC Irvine
Michigan	(30) 132.8	(28) 170.2	(28) 113.2	(34) 95.6	28 | UC San Diego
Georgia Tech	(28) 134.0	(29) 168.4	(29) 113.1	(22) 103.0	29 | Rutgers
Rochester	(27) 134.0	(30) 166.7	(30) 112.2	(19) 106.9	30 | Georgia Tech
Rutgers	(34) 127.4	(31) 165.9	(33) 109.6	(52) 86.3	31 | Texas
UC Davis	(32) 131.0	(32) 165.6	(27) 113.3	(31) 96.1	32 | Maryland
Texas	(33) 130.7	(33) 165.6	(37) 107.6	(26) 101.5	33 | UC Davis
Carnegie-Mellon	(31) 131.0	(34) 162.7	(31) 111.4	(23) 103.0	34 | Rochester
Maryland	(35) 127.4	(35) 160.8	(34) 108.7	(36) 95.4	35 | Carnegie-Mellon
North Carolina	(36) 125.9	(36) 159.3	(39) 105.7	(33) 95.7	36 | North Carolina
Penn State	(37) 124.0	(37) 157.0	(38) 107.3	(43) 90.4	37 | Penn State
Michigan State	(42) 119.2	(38) 154.6	(44) 101.9	(56) 82.6	38 | SUNY-Stony Broo
SUNY-Stony Brook	(41) 120.9	(39) 152.9	(40) 104.3	(49) 88.7	39 | Tulane
Brandeis	(39) 122.1	(40) 151.9	(35) 108.1	(42) 90.5	40 | Michigan State
Pittsburgh	(44) 117.9	(41) 151.5	(47) 100.9	(55) 83.8	41 | Ohio State
Illinois	(40) 121.6	(42) 150.5	(41) 104.2	(35) 95.5	42 | Pittsburgh
Ohio State	(43) 118.9	(43) 150.0	(45) 101.3	(46) 89.5	43 | Brandeis
Tulane	(48) 117.1	(44) 149.7	(58) 92.5	(38) 93.3	44 | Illinois
Florida	(45) 117.8	(45) 149.1	(50) 100.0	(50) 88.2	45 | Texas A&M
Case Western	(49) 117.0	(46) 146.0	(51) 99.4	(40) 90.8	46 | Case Western
Washington	(38) 122.7	(47) 144.9	(32) 110.1	(25) 101.9	47 | Minnesota
Texas A&M	(50) 116.0	(48) 143.4	(48) 100.8	(47) 89.4	48 | Indiana
Minnesota	(51) 115.7	(49) 143.4	(49) 100.5	(48) 89.0	49 | Colorado
Colorado	(46) 117.6	(50) 142.7	(42) 102.9	(37) 94.5	50 | Purdue
Purdue	(52) 115.7	(51) 142.4	(46) 101.3	(44) 89.7	51 | Iowa
Indiana	(47) 117.1	(52) 142.2	(54) 97.3	(28) 100.0	52 | Washington
Iowa	(54) 113.2	(53) 141.1	(55) 96.4	(51) 87.8	53 | Florida
Wisconsin	(53) 113.3	(54) 136.2	(43) 102.1	(45) 89.5	54 | SUNY-Buffalo
SUNY-Buffalo	(56) 108.3	(55) 136.2	(57) 92.9	(57) 81.3	55 | Wisconsin
Oregon	(55) 110.2	(56) 134.8	(52) 98.1	(53) 84.9	56 | Iowa State
Arizona	(58) 106.6	(57) 132.1	(56) 94.4	(58) 79.7	57 | Kansas
Iowa State	(57) 108.2	(58) 130.5	(53) 98.0	(54) 84.4	58 | Arizona
Kansas	(59) 101.4	(59) 128.6	(59) 84.9	(59) 76.8	59 | Oregon
Missouri	(60) 96.0	(60) 123.0	(60) 80.0	(60) 71.4	60 | Missouri

AAU Institutions Associate Professor (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
Columbia	(1) 190.3	(1) 251.3	(1) 161.2	(5) 126.2	1 | Columbia
Stanford	(3) 188.5	(2) 246.2	(2) 157.8	(2) 131.6	2 | Stanford
Harvard	(2) 188.9	(3) 245.8	(3) 151.7	(1) 140.7	3 | Caltech
MIT	(5) 174.0	(6) 222.8	(4) 149.1	(6) 124.5	4 | MIT
Caltech	(8) 167.0	(12) 204.2	(5) 149.1	(4) 128.3	5 | Princeton
Princeton	(4) 176.4	(4) 238.0	(6) 143.9	(10) 115.2	6 | Penn
Penn	(7) 170.4	(7) 217.3	(7) 140.1	(3) 130.3	7 | Duke
Duke	(10) 162.5	(11) 209.7	(8) 138.8	(12) 114.1	8 | Yale
Northwestern	(9) 162.7	(10) 211.2	(9) 135.4	(8) 116.7	9 | Northwestern
Yale	(11) 162.0	(9) 214.3	(10) 135.0	(16) 109.6	10 | UCLA
UCLA	(13) 156.3	(13) 204.0	(11) 133.7	(20) 106.0	11 | Harvard
UC Berkeley	(14) 151.5	(17) 191.2	(12) 131.5	(13) 111.0	12 | Chicago, Univ of
Chicago, Univ of	(6) 170.9	(5) 234.3	(13) 126.0	(7) 121.4	13 | UC Berkeley
Cornell University	(18) 145.9	(22) 178.7	(14) 125.9	(9) 116.6	14 | Cornell University
NYU	(12) 160.5	(8) 214.5	(15) 124.9	(11) 115.2	15 | NYU
Boston University	(20) 144.6	(20) 183.6	(16) 124.8	(21) 105.0	16 | Wash. Univ - St Lo
Johns Hopkins	(19) 145.6	(18) 184.2	(17) 124.0	(17) 108.7	17 | Boston University
Emory	(21) 142.3	(23) 177.3	(18) 122.0	(15) 109.8	18 | Emory
Wash. Univ - St Louis	(15) 150.5	(15) 196.6	(19) 121.4	(14) 110.4	19 | Johns Hopkins
Brown	(22) 141.2	(19) 183.9	(20) 120.1	(30) 97.4	20 | Rice
Virginia	(24) 136.2	(24) 177.3	(21) 118.7	(41) 90.6	21 | Brown
Vanderbilt	(16) 148.1	(14) 198.8	(22) 117.4	(24) 102.5	22 | Virginia
Rice	(17) 146.8	(16) 193.0	(23) 116.9	(18) 107.6	23 | Vanderbilt
UC Irvine	(26) 134.0	(26) 171.3	(24) 115.2	(32) 96.1	24 | UC San Diego
UC San Diego	(25) 135.2	(27) 171.2	(25) 115.0	(27) 100.8	25 | Michigan
Southern Cal	(23) 138.4	(21) 181.6	(26) 113.8	(29) 97.9	26 | UC Davis
UC Davis	(32) 131.0	(32) 165.6	(27) 113.3	(31) 96.1	27 | Maryland
Michigan	(30) 132.8	(28) 170.2	(28) 113.2	(34) 95.6	28 | Southern Cal
Georgia Tech	(28) 134.0	(29) 168.4	(29) 113.1	(22) 103.0	29 | Rochester
Rochester	(27) 134.0	(30) 166.7	(30) 112.2	(19) 106.9	30 | UC Irvine
Carnegie-Mellon	(31) 131.0	(34) 162.7	(31) 111.4	(23) 103.0	31 | Carnegie-Mellon
Washington	(38) 122.7	(47) 144.9	(32) 110.1	(25) 101.9	32 | Rutgers
Rutgers	(34) 127.4	(31) 165.9	(33) 109.6	(52) 86.3	33 | Georgia Tech
Maryland	(35) 127.4	(35) 160.8	(34) 108.7	(36) 95.4	34 | Brandeis
Brandeis	(39) 122.1	(40) 151.9	(35) 108.1	(42) 90.5	35 | North Carolina
UC Santa Barbara	(29) 132.9	(25) 176.1	(36) 107.8	(39) 92.9	36 | Penn State
Texas	(33) 130.7	(33) 165.6	(37) 107.6	(26) 101.5	37 | SUNY-Stony Broo
Penn State	(37) 124.0	(37) 157.0	(38) 107.3	(43) 90.4	38 | Washington
North Carolina	(36) 125.9	(36) 159.3	(39) 105.7	(33) 95.7	39 | Texas
SUNY-Stony Brook	(41) 120.9	(39) 152.9	(40) 104.3	(49) 88.7	40 | UC Santa Barbara
Illinois	(40) 121.6	(42) 150.5	(41) 104.2	(35) 95.5	41 | Wisconsin
Colorado	(46) 117.6	(50) 142.7	(42) 102.9	(37) 94.5	42 | Pittsburgh
Wisconsin	(53) 113.3	(54) 136.2	(43) 102.1	(45) 89.5	43 | Ohio State
Michigan State	(42) 119.2	(38) 154.6	(44) 101.9	(56) 82.6	44 | Texas A&M
Ohio State	(43) 118.9	(43) 150.0	(45) 101.3	(46) 89.5	45 | Michigan State
Purdue	(52) 115.7	(51) 142.4	(46) 101.3	(44) 89.7	46 | Illinois
Pittsburgh	(44) 117.9	(41) 151.5	(47) 100.9	(55) 83.8	47 | Colorado
Texas A&M	(50) 116.0	(48) 143.4	(48) 100.8	(47) 89.4	48 | Minnesota
Minnesota	(51) 115.7	(49) 143.4	(49) 100.5	(48) 89.0	49 | Purdue
Florida	(45) 117.8	(45) 149.1	(50) 100.0	(50) 88.2	50 | Iowa State
Case Western	(49) 117.0	(46) 146.0	(51) 99.4	(40) 90.8	51 | Case Western
Oregon	(55) 110.2	(56) 134.8	(52) 98.1	(53) 84.9	52 | Iowa
Iowa State	(57) 108.2	(58) 130.5	(53) 98.0	(54) 84.4	53 | Indiana
Indiana	(47) 117.1	(52) 142.2	(54) 97.3	(28) 100.0	54 | SUNY-Buffalo
Iowa	(54) 113.2	(53) 141.1	(55) 96.4	(51) 87.8	55 | Tulane
Arizona	(58) 106.6	(57) 132.1	(56) 94.4	(58) 79.7	56 | Florida
SUNY-Buffalo	(56) 108.3	(55) 136.2	(57) 92.9	(57) 81.3	57 | Oregon
Tulane	(48) 117.1	(44) 149.7	(58) 92.5	(38) 93.3	58 | Arizona
Kansas	(59) 101.4	(59) 128.6	(59) 84.9	(59) 76.8	59 | Kansas
Missouri	(60) 96.0	(60) 123.0	(60) 80.0	(60) 71.4	60 | Missouri

AAU Institutions Assistant Professor (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
Harvard	(2) 188.9	(3) 245.8	(3) 151.7	(1) 140.7	1 | Stanford
Stanford	(3) 188.5	(2) 246.2	(2) 157.8	(2) 131.6	2 | Caltech
Penn	(7) 170.4	(7) 217.3	(7) 140.1	(3) 130.3	3 | Penn
Caltech	(8) 167.0	(12) 204.2	(5) 149.1	(4) 128.3	4 | Harvard
Columbia	(1) 190.3	(1) 251.3	(1) 161.2	(5) 126.2	5 | Columbia
MIT	(5) 174.0	(6) 222.8	(4) 149.1	(6) 124.5	6 | MIT
Chicago, Univ of	(6) 170.9	(5) 234.3	(13) 126.0	(7) 121.4	7 | Chicago, Univ of
Northwestern	(9) 162.7	(10) 211.2	(9) 135.4	(8) 116.7	8 | Northwestern
Cornell University	(18) 145.9	(22) 178.7	(14) 125.9	(9) 116.6	9 | Duke
Princeton	(4) 176.4	(4) 238.0	(6) 143.9	(10) 115.2	10 | Cornell University
NYU	(12) 160.5	(8) 214.5	(15) 124.9	(11) 115.2	11 | Princeton
Duke	(10) 162.5	(11) 209.7	(8) 138.8	(12) 114.1	12 | UC Berkeley
UC Berkeley	(14) 151.5	(17) 191.2	(12) 131.5	(13) 111.0	13 | Wash. Univ - St Lo
Wash. Univ - St Louis	(15) 150.5	(15) 196.6	(19) 121.4	(14) 110.4	14 | Yale
Emory	(21) 142.3	(23) 177.3	(18) 122.0	(15) 109.8	15 | Johns Hopkins
Yale	(11) 162.0	(9) 214.3	(10) 135.0	(16) 109.6	16 | Rice
Johns Hopkins	(19) 145.6	(18) 184.2	(17) 124.0	(17) 108.7	17 | Emory
Rice	(17) 146.8	(16) 193.0	(23) 116.9	(18) 107.6	18 | NYU
Rochester	(27) 134.0	(30) 166.7	(30) 112.2	(19) 106.9	19 | Georgia Tech
UCLA	(13) 156.3	(13) 204.0	(11) 133.7	(20) 106.0	20 | Rochester
Boston University	(20) 144.6	(20) 183.6	(16) 124.8	(21) 105.0	21 | UCLA
Georgia Tech	(28) 134.0	(29) 168.4	(29) 113.1	(22) 103.0	22 | Carnegie-Mellon
Carnegie-Mellon	(31) 131.0	(34) 162.7	(31) 111.4	(23) 103.0	23 | Boston University
Vanderbilt	(16) 148.1	(14) 198.8	(22) 117.4	(24) 102.5	24 | Washington
Washington	(38) 122.7	(47) 144.9	(32) 110.1	(25) 101.9	25 | Texas
Texas	(33) 130.7	(33) 165.6	(37) 107.6	(26) 101.5	26 | UC San Diego
UC San Diego	(25) 135.2	(27) 171.2	(25) 115.0	(27) 100.8	27 | Southern Cal
Indiana	(47) 117.1	(52) 142.2	(54) 97.3	(28) 100.0	28 | Vanderbilt
Southern Cal	(23) 138.4	(21) 181.6	(26) 113.8	(29) 97.9	29 | Indiana
Brown	(22) 141.2	(19) 183.9	(20) 120.1	(30) 97.4	30 | Virginia
UC Davis	(32) 131.0	(32) 165.6	(27) 113.3	(31) 96.1	31 | Maryland
UC Irvine	(26) 134.0	(26) 171.3	(24) 115.2	(32) 96.1	32 | Brown
North Carolina	(36) 125.9	(36) 159.3	(39) 105.7	(33) 95.7	33 | UC Irvine
Michigan	(30) 132.8	(28) 170.2	(28) 113.2	(34) 95.6	34 | Tulane
Illinois	(40) 121.6	(42) 150.5	(41) 104.2	(35) 95.5	35 | Michigan
Maryland	(35) 127.4	(35) 160.8	(34) 108.7	(36) 95.4	36 | Colorado
Colorado	(46) 117.6	(50) 142.7	(42) 102.9	(37) 94.5	37 | UC Davis
Tulane	(48) 117.1	(44) 149.7	(58) 92.5	(38) 93.3	38 | Illinois
UC Santa Barbara	(29) 132.9	(25) 176.1	(36) 107.8	(39) 92.9	39 | North Carolina
Case Western	(49) 117.0	(46) 146.0	(51) 99.4	(40) 90.8	40 | Texas A&M
Virginia	(24) 136.2	(24) 177.3	(21) 118.7	(41) 90.6	41 | Penn State
Brandeis	(39) 122.1	(40) 151.9	(35) 108.1	(42) 90.5	42 | Brandeis
Penn State	(37) 124.0	(37) 157.0	(38) 107.3	(43) 90.4	43 | UC Santa Barbara
Purdue	(52) 115.7	(51) 142.4	(46) 101.3	(44) 89.7	44 | Purdue
Wisconsin	(53) 113.3	(54) 136.2	(43) 102.1	(45) 89.5	45 | Minnesota
Ohio State	(43) 118.9	(43) 150.0	(45) 101.3	(46) 89.5	46 | SUNY-Stony Broo
Texas A&M	(50) 116.0	(48) 143.4	(48) 100.8	(47) 89.4	47 | Ohio State
Minnesota	(51) 115.7	(49) 143.4	(49) 100.5	(48) 89.0	48 | Wisconsin
SUNY-Stony Brook	(41) 120.9	(39) 152.9	(40) 104.3	(49) 88.7	49 | Rutgers
Florida	(45) 117.8	(45) 149.1	(50) 100.0	(50) 88.2	50 | Case Western
Iowa	(54) 113.2	(53) 141.1	(55) 96.4	(51) 87.8	51 | Oregon
Rutgers	(34) 127.4	(31) 165.9	(33) 109.6	(52) 86.3	52 | Iowa
Oregon	(55) 110.2	(56) 134.8	(52) 98.1	(53) 84.9	53 | Iowa State
Iowa State	(57) 108.2	(58) 130.5	(53) 98.0	(54) 84.4	54 | SUNY-Buffalo
Pittsburgh	(44) 117.9	(41) 151.5	(47) 100.9	(55) 83.8	55 | Pittsburgh
Michigan State	(42) 119.2	(38) 154.6	(44) 101.9	(56) 82.6	56 | Florida
SUNY-Buffalo	(56) 108.3	(55) 136.2	(57) 92.9	(57) 81.3	57 | Arizona
Arizona	(58) 106.6	(57) 132.1	(56) 94.4	(58) 79.7	58 | Michigan State
Kansas	(59) 101.4	(59) 128.6	(59) 84.9	(59) 76.8	59 | Kansas
Missouri	(60) 96.0	(60) 123.0	(60) 80.0	(60) 71.4	60 | Missouri

Ohio State - AAU Institutions - Unadjusted

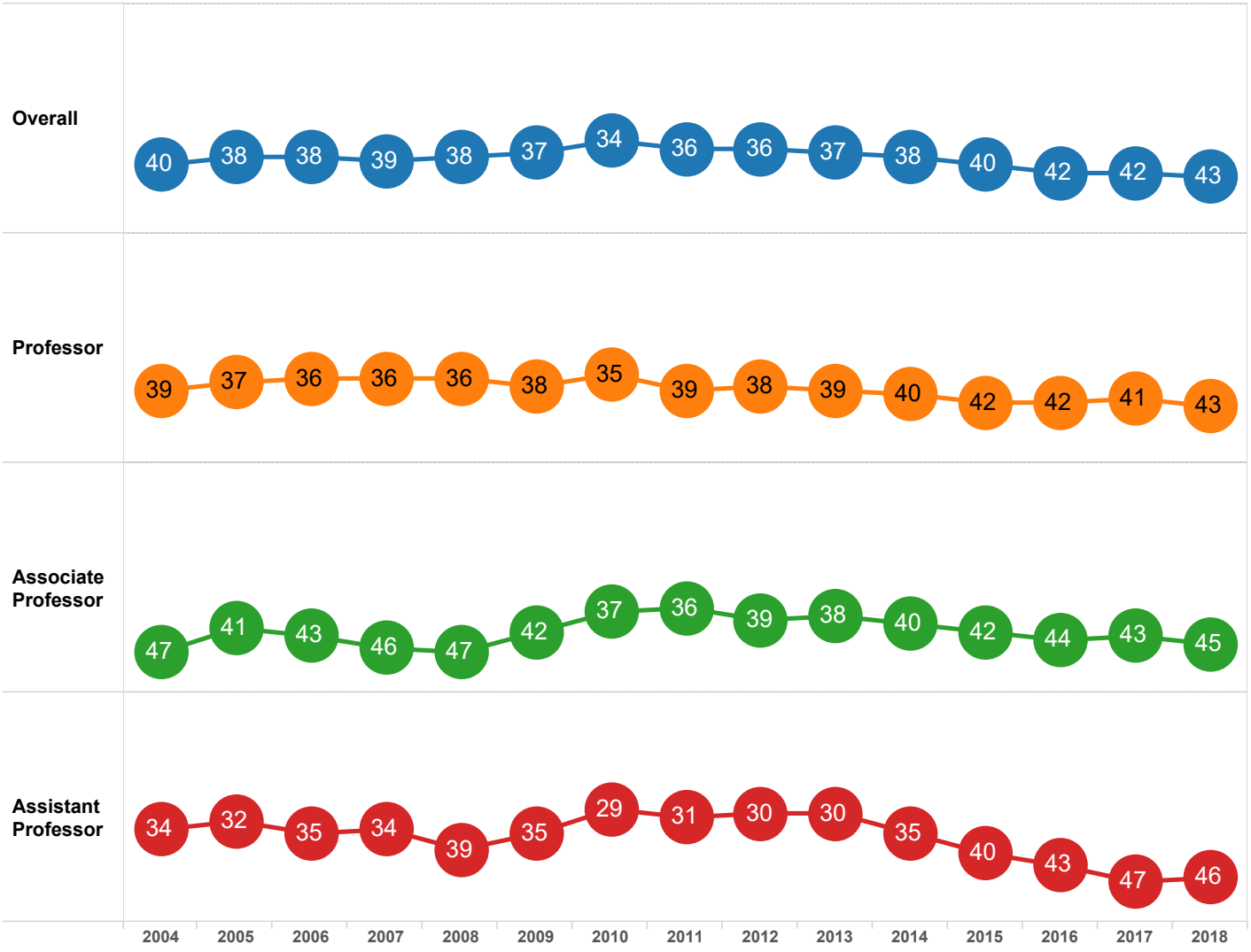
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	118.9	150.0	101.3	89.5
2016-2017	118.0	149.5	99.8	87.3
2015-2016	115.7	145.5	98.0	86.0
2014-2015	113.6	142.2	96.1	85.2
2013-2014	111.3	139.2	94.2	84.8
2012-2013	110.4	137.0	92.0	85.1
2011-2012	107.7	134.2	89.3	81.5
2010-2011	105.5	131.6	87.7	79.4
2009-2010	103.5	129.5	85.8	78.0
2008-2009	100.7	126.5	84.2	75.0
2007-2008	95.9	121.6	80.5	70.9
2006-2007	92.6	117.2	76.9	69.4
2005-2006	89.2	112.7	74.2	65.8
2004-2005	86.5	108.4	72.1	64.8
2003-2004	82.8	103.5	69.1	62.3

Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	43 ↓	43 ↓	45 ↓	46 ↑
2016-2017	42	41 ↑	43 ↑	47 ↓
2015-2016	42 ↓	42	44 ↓	43 ↓
2014-2015	40 ↓	42 ↓	42 ↓	40 ↓
2013-2014	38 ↓	40 ↓	40 ↓	35 ↓
2012-2013	37 ↓	39 ↓	38 ↑	30
2011-2012	36	38 ↑	39 ↓	30 ↑
2010-2011	36 ↓	39 ↓	36 ↑	31 ↓
2009-2010	34 ↑	35 ↑	37 ↑	29 ↑
2008-2009	37 ↑	38 ↓	42 ↑	35 ↑
2007-2008	38 ↑	36	47 ↓	39 ↓
2006-2007	39 ↓	36	46 ↓	34 ↑
2005-2006	38	36 ↑	43 ↓	35 ↓
2004-2005	38 ↑	37 ↑	41 ↑	32 ↑
2003-2004	40	39	47	34

Ohio State - AAU Institutions Rank - Unadjusted



AAU Public Institutions Overall (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
UCLA	(1) 156.3	(1) 204.0	(1) 133.7	(2) 106.0	1 | UCLA
UC Berkeley	(2) 151.5	(2) 191.2	(2) 131.5	(1) 111.0	2 | UC Berkeley
Virginia	(3) 136.2	(3) 177.3	(3) 118.7	(16) 90.6	3 | Virginia
UC San Diego	(4) 135.2	(6) 171.2	(5) 115.0	(6) 100.8	4 | Michigan
UC Irvine	(5) 134.0	(5) 171.3	(4) 115.2	(9) 96.1	5 | UC San Diego
Georgia Tech	(6) 134.0	(8) 168.4	(8) 113.1	(3) 103.0	6 | UC Irvine
UC Santa Barbara	(7) 132.9	(4) 176.1	(12) 107.8	(15) 92.9	7 | Georgia Tech
Michigan	(8) 132.8	(7) 170.2	(7) 113.2	(11) 95.6	8 | Maryland
UC Davis	(9) 131.0	(10) 165.6	(6) 113.3	(8) 96.1	9 | UC Santa Barbara
Texas	(10) 130.7	(11) 165.6	(13) 107.6	(5) 101.5	10 | UC Davis
Rutgers	(11) 127.4	(9) 165.9	(10) 109.6	(26) 86.3	11 | Texas
Maryland	(12) 127.4	(12) 160.8	(11) 108.7	(13) 95.4	12 | Rutgers
North Carolina	(13) 125.9	(13) 159.3	(15) 105.7	(10) 95.7	13 | North Carolina
Penn State	(14) 124.0	(14) 157.0	(14) 107.3	(17) 90.4	14 | Penn State
Washington	(15) 122.7	(21) 144.9	(9) 110.1	(4) 101.9	15 | SUNY-Stony Broo
Illinois	(16) 121.6	(18) 150.5	(17) 104.2	(12) 95.5	16 | Illinois
SUNY-Stony Brook	(17) 120.9	(16) 152.9	(16) 104.3	(23) 88.7	17 | Ohio State
Michigan State	(18) 119.2	(15) 154.6	(20) 101.9	(30) 82.6	18 | Washington
Ohio State	(19) 118.9	(19) 150.0	(21) 101.3	(20) 89.5	19 | Pittsburgh
Pittsburgh	(20) 117.9	(17) 151.5	(23) 100.9	(29) 83.8	20 | Michigan State
Florida	(21) 117.8	(20) 149.1	(26) 100.0	(24) 88.2	21 | Texas A&M
Colorado	(22) 117.6	(24) 142.7	(18) 102.9	(14) 94.5	22 | Colorado
Indiana	(23) 117.1	(26) 142.2	(29) 97.3	(7) 100.0	23 | Indiana
Texas A&M	(24) 116.0	(22) 143.4	(24) 100.8	(21) 89.4	24 | Minnesota
Minnesota	(25) 115.7	(23) 143.4	(25) 100.5	(22) 89.0	25 | Purdue
Purdue	(26) 115.7	(25) 142.4	(22) 101.3	(18) 89.7	26 | Iowa
Wisconsin	(27) 113.3	(28) 136.2	(19) 102.1	(19) 89.5	27 | Wisconsin
Iowa	(28) 113.2	(27) 141.1	(30) 96.4	(25) 87.8	28 | SUNY-Buffalo
Oregon	(29) 110.2	(30) 134.8	(27) 98.1	(27) 84.9	29 | Florida
SUNY-Buffalo	(30) 108.3	(29) 136.2	(32) 92.9	(31) 81.3	30 | Iowa State
Iowa State	(31) 108.2	(32) 130.5	(28) 98.0	(28) 84.4	31 | Oregon
Arizona	(32) 106.6	(31) 132.1	(31) 94.4	(32) 79.7	32 | Arizona
Kansas	(33) 101.4	(33) 128.6	(33) 84.9	(33) 76.8	33 | Kansas
Missouri	(34) 96.0	(34) 123.0	(34) 80.0	(34) 71.4	34 | Missouri

AAU Private Institutions Overall with Ohio State (Unadjusted)

2017-2018 Salaries and Rank

Institution	Overall		Professor		Associate Professor		Assistant Professor	
Columbia	(1)	190.3	(1)	251.3	(1)	161.2	(5)	126.2
Harvard	(2)	188.9	(3)	245.8	(3)	151.7	(1)	140.7
Stanford	(3)	188.5	(2)	246.2	(2)	157.8	(2)	131.6
Princeton	(4)	176.4	(4)	238.0	(6)	143.9	(10)	115.2
MIT	(5)	174.0	(6)	222.8	(4)	149.1	(6)	124.5
Chicago, Univ of	(6)	170.9	(5)	234.3	(11)	126.0	(7)	121.4
Penn	(7)	170.4	(7)	217.3	(7)	140.1	(3)	130.3
Caltech	(8)	167.0	(12)	204.2	(5)	149.1	(4)	128.3
Northwestern	(9)	162.7	(10)	211.2	(9)	135.4	(8)	116.7
Duke	(10)	162.5	(11)	209.7	(8)	138.8	(12)	114.1
Yale	(11)	162.0	(9)	214.3	(10)	135.0	(15)	109.6
NYU	(12)	160.5	(8)	214.5	(13)	124.9	(11)	115.2
Wash. Univ - St Louis	(13)	150.5	(14)	196.6	(17)	121.4	(13)	110.4
Vanderbilt	(14)	148.1	(13)	198.8	(19)	117.4	(21)	102.5
Rice	(15)	146.8	(15)	193.0	(20)	116.9	(17)	107.6
Cornell University	(16)	145.9	(20)	178.7	(12)	125.9	(9)	116.6
Johns Hopkins	(17)	145.6	(16)	184.2	(15)	124.0	(16)	108.7
Boston University	(18)	144.6	(18)	183.6	(14)	124.8	(19)	105.0
Emory	(19)	142.3	(21)	177.3	(16)	122.0	(14)	109.8
Brown	(20)	141.2	(17)	183.9	(18)	120.1	(23)	97.4
Southern Cal	(21)	138.4	(19)	181.6	(21)	113.8	(22)	97.9
Rochester	(22)	134.0	(22)	166.7	(22)	112.2	(18)	106.9
Carnegie-Mellon	(23)	131.0	(23)	162.7	(23)	111.4	(20)	103.0
Brandeis	(24)	122.1	(24)	151.9	(24)	108.1	(26)	90.5
Ohio State	(25)	118.9	(25)	150.0	(25)	101.3	(27)	89.5
Tulane	(26)	117.1	(26)	149.7	(28)	92.5	(24)	93.3
Case Western	(27)	117.0	(27)	146.0	(26)	99.4	(25)	90.8

The Ohio State University
2017-18 Faculty Salary Comparisons

Living Cost Adjustments

2017-2018 AAU Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Duke	99	164.1	1	162.5	10
Penn	112	152.1	2	170.4	7
Princeton	116	152.0	3	176.4	4
Columbia	129	147.5	4	190.3	1
Vanderbilt	101	146.6	5	148.1	16
Wash. Univ - St Louis	104	144.7	6	150.5	15
Yale	112	144.7	7	162.0	11
Harvard	132	143.1	8	188.9	2
Emory	101	140.9	9	142.3	21
Rice	105	139.8	10	146.8	17
Cornell University	107	136.4	11	145.9	18
Northwestern	121	134.5	12	162.7	9
Johns Hopkins	109	133.6	13	145.6	19
Georgia Tech	101	132.6	14	134.0	28
Virginia	103	132.2	15	136.2	24
Brown	107	132.0	16	141.2	22
MIT	132	131.8	17	174.0	5
Michigan	104	127.7	18	132.8	30
Chicago, Univ of	134	127.5	19	170.9	6
North Carolina	99	127.2	20	125.9	36
Caltech	132	126.6	21	167.0	8
Rochester	106	126.4	22	134.0	27
Texas	104	125.7	23	130.7	33
Purdue	94	123.1	24	115.7	52
Indiana	96	122.0	25	117.1	47
Illinois	100	121.6	26	121.6	40
Penn State	102	121.6	27	124.0	37
Florida	98	120.2	28	117.8	45
Michigan State	100	119.2	29	119.2	42
Carnegie-Mellon	110	119.1	30	131.0	31
Ohio State	100	118.9	31	118.9	43
Texas A&M	98	118.3	32	116.0	50
Stanford	162	116.4	33	188.5	3
Case Western	101	115.8	34	117.0	49
UCLA	136	114.9	35	156.3	13
UC Davis	114	114.9	36	131.0	32
Tulane	102	114.8	37	117.1	48
Minnesota	101	114.6	38	115.7	51
Iowa	100	113.2	39	113.2	54
Maryland	114	111.7	40	127.4	35
Wisconsin	103	110.0	41	113.3	53
Boston University	132	109.6	42	144.6	20
UC Berkeley	140	108.2	43	151.5	14
UC San Diego	125	108.1	44	135.2	25
Colorado	109	107.9	45	117.6	46
Iowa State	101	107.2	46	108.2	57
Pittsburgh	110	107.2	47	117.9	44
Oregon	104	106.0	48	110.2	55
Arizona	101	105.5	49	106.6	58
Rutgers	121	105.3	50	127.4	34
Washington	117	104.9	51	122.7	38
Southern Cal	132	104.9	52	138.4	23
SUNY-Buffalo	105	103.1	53	108.3	56
UC Irvine	130	103.1	53	134.0	26
Kansas	100	101.4	55	101.4	59
Missouri	96	100.0	56	96.0	60
SUNY-Stony Brook	124	97.5	57	120.9	41
Brandeis	132	92.5	58	122.1	39
UC Santa Barbara	159	83.6	59	132.9	29
NYU	222	72.3	60	160.5	12

AAU Institutions Overall (Living Cost Adjusted)

2017-2018 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2016-2017
Duke	(1) 164.1	(1) 211.8	(1) 140.2	(2) 115.3	1 | Duke
Penn	(2) 152.1	(5) 194.0	(2) 125.0	(1) 116.3	2 | Vanderbilt
Princeton	(3) 152.0	(2) 205.2	(4) 124.0	(13) 99.3	3 | Columbia
Columbia	(4) 147.5	(4) 194.8	(3) 125.0	(15) 97.9	4 | Penn
Vanderbilt	(5) 146.6	(3) 196.9	(9) 116.2	(10) 101.5	5 | Princeton
Wash. Univ - St Louis	(6) 144.7	(7) 189.0	(8) 116.7	(6) 106.1	6 | Chicago, Univ of
Yale	(7) 144.7	(6) 191.3	(6) 120.5	(14) 97.9	7 | Wash. Univ - St Lou
Harvard	(8) 143.1	(8) 186.2	(11) 114.9	(5) 106.6	8 | Rice
Emory	(9) 140.9	(10) 175.5	(5) 120.8	(4) 108.7	9 | Emory
Rice	(10) 139.8	(9) 183.8	(18) 111.3	(8) 102.4	10 | Yale
Cornell University	(11) 136.4	(17) 167.0	(7) 117.7	(3) 109.0	11 | Cornell University
Northwestern	(12) 134.5	(12) 174.6	(17) 111.9	(19) 96.4	12 | Georgia Tech
Johns Hopkins	(13) 133.6	(15) 169.0	(12) 113.8	(12) 99.7	13 | Virginia
Georgia Tech	(14) 132.6	(18) 166.7	(16) 112.0	(9) 102.0	14 | Brown
Virginia	(15) 132.2	(13) 172.1	(10) 115.3	(34) 87.9	15 | Michigan
Brown	(16) 132.0	(14) 171.8	(15) 112.2	(27) 91.0	16 | Harvard
MIT	(17) 131.8	(16) 168.8	(13) 112.9	(22) 94.3	17 | MIT
Michigan	(18) 127.7	(19) 163.7	(19) 108.8	(24) 92.0	18 | Caltech
Chicago, Univ of	(19) 127.5	(11) 174.9	(45) 94.0	(28) 90.6	19 | North Carolina
North Carolina	(20) 127.2	(20) 160.9	(21) 106.8	(18) 96.7	20 | Johns Hopkins
Caltech	(21) 126.6	(23) 154.7	(13) 112.9	(17) 97.2	21 | Northwestern
Rochester	(22) 126.4	(22) 157.3	(22) 105.9	(11) 100.8	22 | Rochester
Texas	(23) 125.7	(21) 159.2	(25) 103.4	(16) 97.6	23 | Texas
Purdue	(24) 123.1	(28) 151.5	(20) 107.7	(21) 95.4	24 | Penn State
Indiana	(25) 122.0	(32) 148.1	(29) 101.3	(7) 104.1	25 | Purdue
Illinois	(26) 121.6	(29) 150.5	(24) 104.2	(20) 95.5	26 | Indiana
Penn State	(27) 121.6	(25) 154.0	(23) 105.2	(32) 88.6	27 | Texas A&M
Florida	(28) 120.2	(26) 152.2	(27) 102.1	(29) 90.0	28 | Michigan State
Michigan State	(29) 119.2	(24) 154.6	(28) 101.9	(42) 82.6	29 | Illinois
Carnegie-Mellon	(30) 119.1	(33) 147.9	(31) 101.3	(23) 93.6	30 | Ohio State
Ohio State	(31) 118.9	(31) 150.0	(30) 101.3	(31) 89.5	31 | Carnegie-Mellon
Texas A&M	(32) 118.3	(35) 146.4	(26) 102.9	(26) 91.3	32 | UCLA
Stanford	(33) 116.4	(27) 152.0	(37) 97.4	(44) 81.2	33 | Tulane
Case Western	(34) 115.8	(37) 144.5	(35) 98.4	(30) 89.9	34 | Stanford
UCLA	(35) 114.9	(30) 150.0	(36) 98.3	(49) 78.0	35 | NYU
UC Davis	(36) 114.9	(36) 145.3	(33) 99.4	(39) 84.3	36 | UC San Diego
Tulane	(37) 114.8	(34) 146.8	(50) 90.7	(25) 91.5	37 | Minnesota
Minnesota	(38) 114.6	(38) 142.0	(32) 99.5	(33) 88.1	38 | Case Western
Iowa	(39) 113.2	(39) 141.1	(39) 96.4	(35) 87.8	39 | UC Davis
Maryland	(40) 111.7	(40) 141.1	(40) 95.3	(40) 83.7	40 | Iowa
Wisconsin	(41) 110.0	(47) 132.3	(34) 99.1	(37) 86.9	41 | Florida
Boston University	(42) 109.6	(41) 139.1	(41) 94.6	(46) 79.6	42 | Iowa State
UC Berkeley	(43) 108.2	(46) 136.6	(46) 93.9	(47) 79.3	43 | Colorado
UC San Diego	(44) 108.1	(45) 137.0	(48) 92.0	(45) 80.6	44 | Maryland
Colorado	(45) 107.9	(49) 130.9	(42) 94.4	(38) 86.7	45 | Wisconsin
Iowa State	(46) 107.2	(53) 129.2	(38) 97.0	(41) 83.6	46 | SUNY-Buffalo
Pittsburgh	(47) 107.2	(42) 137.7	(49) 91.7	(52) 76.2	47 | Pittsburgh
Oregon	(48) 106.0	(52) 129.6	(43) 94.4	(43) 81.6	48 | Boston University
Arizona	(49) 105.5	(50) 130.8	(47) 93.5	(48) 78.9	49 | UC Berkeley
Rutgers	(50) 105.3	(44) 137.1	(51) 90.6	(57) 71.3	50 | Kansas
Washington	(51) 104.9	(56) 123.8	(44) 94.1	(36) 87.1	51 | Washington
Southern Cal	(52) 104.9	(43) 137.6	(54) 86.2	(54) 74.1	52 | Missouri
SUNY-Buffalo	(53) 103.1	(51) 129.7	(53) 88.5	(50) 77.4	53 | Oregon
UC Irvine	(53) 103.1	(48) 131.8	(52) 88.7	(55) 73.9	54 | Southern Cal
Kansas	(55) 101.4	(54) 128.6	(55) 84.9	(51) 76.8	55 | UC Irvine
Missouri	(56) 100.0	(55) 128.1	(57) 83.3	(53) 74.4	56 | Arizona
SUNY-Stony Brook	(57) 97.5	(57) 123.3	(56) 84.1	(56) 71.5	57 | Rutgers
Brandeis	(58) 92.5	(58) 115.1	(58) 81.9	(58) 68.6	58 | Brandeis
UC Santa Barbara	(59) 83.6	(59) 110.8	(59) 67.8	(59) 58.4	59 | SUNY-Stony Broo
NYU	(60) 72.3	(60) 96.6	(60) 56.3	(60) 51.9	60 | UC Santa Barbara

Ohio State - AAU Institutions - Living Cost Adjusted

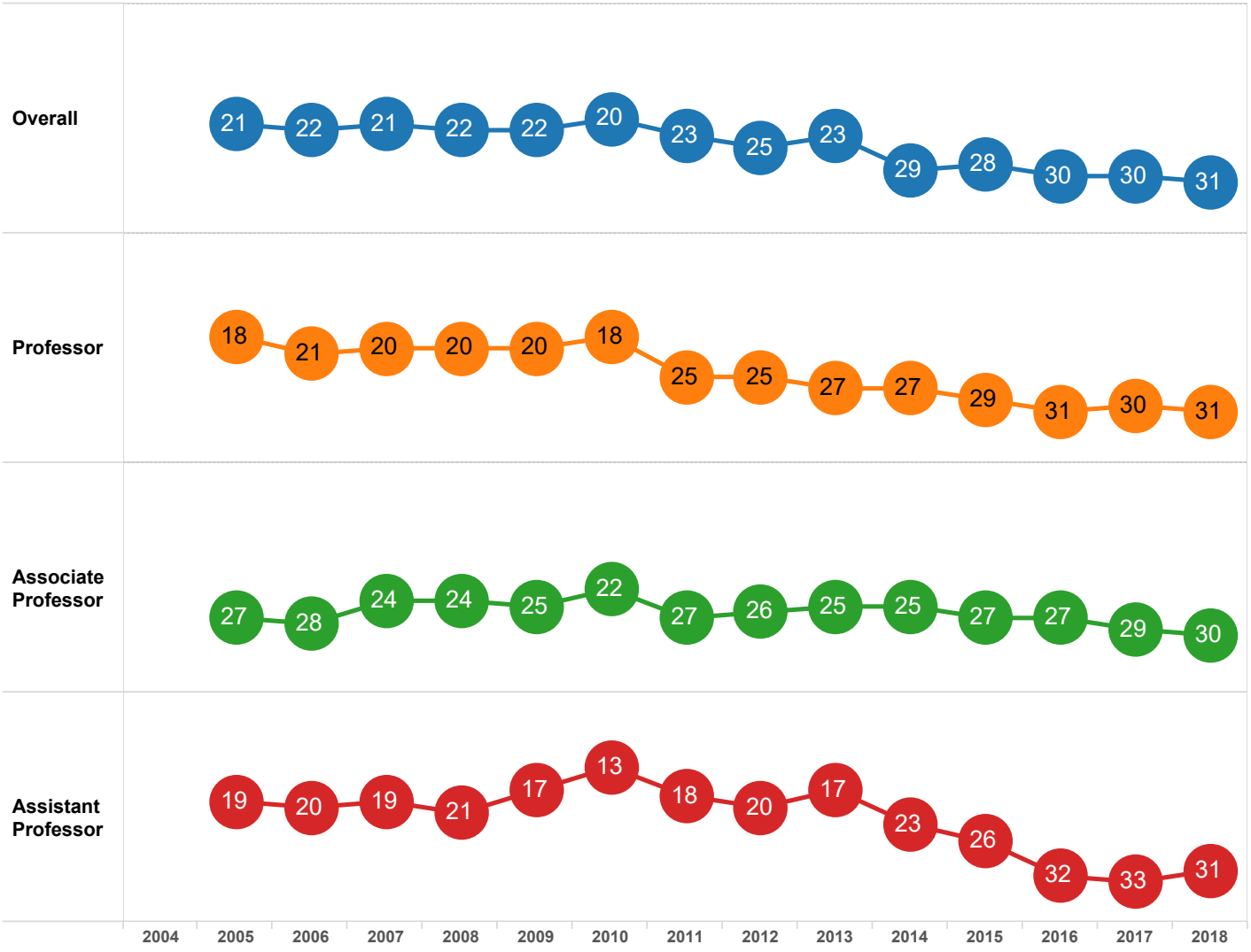
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	118.9	150.0	101.3	89.5
2016-2017	118.0	149.5	99.8	87.3
2015-2016	115.7	145.5	98.0	86.0
2014-2015	113.6	142.2	96.1	85.2
2013-2014	111.3	139.2	94.2	84.8
2012-2013	110.4	137.0	92.0	85.1
2011-2012	107.7	134.2	89.3	81.5
2010-2011	105.5	131.6	87.7	79.4
2009-2010	103.5	129.5	85.8	78.0
2008-2009	100.7	126.5	84.2	75.0
2007-2008	95.9	121.6	80.5	70.9
2006-2007	92.6	117.2	76.9	69.4
2005-2006	89.2	112.7	74.2	65.8
2004-2005	86.5	108.4	72.1	64.8
2003-2004				

Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	31 ↓	31 ↓	30 ↓	31 ↑
2016-2017	30	30 ↑	29 ↓	33 ↓
2015-2016	30 ↓	31 ↓	27	32 ↓
2014-2015	28 ↑	29 ↓	27 ↓	26 ↓
2013-2014	29 ↓	27	25	23 ↓
2012-2013	23 ↑	27 ↓	25 ↑	17 ↑
2011-2012	25 ↓	25	26 ↑	20 ↓
2010-2011	23 ↓	25 ↓	27 ↓	18 ↓
2009-2010	20 ↑	18 ↑	22 ↑	13 ↑
2008-2009	22	20	25 ↓	17 ↑
2007-2008	22 ↓	20	24	21 ↓
2006-2007	21 ↑	20 ↑	24 ↑	19 ↑
2005-2006	22 ↓	21 ↓	28 ↓	20 ↓
2004-2005	21	18	27	19
2003-2004				

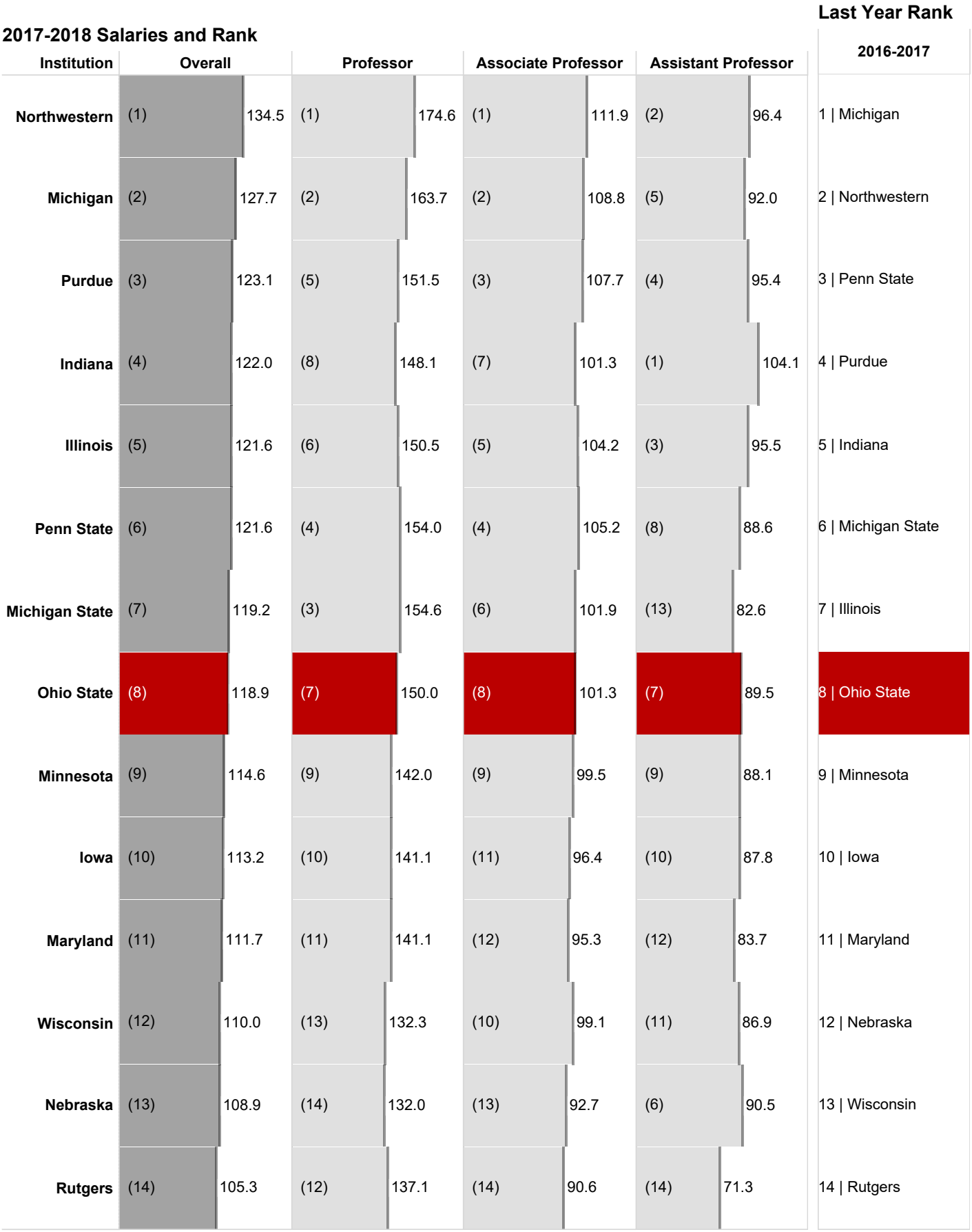
Ohio State - AAU Institutions Rank - Living Cost Adjusted



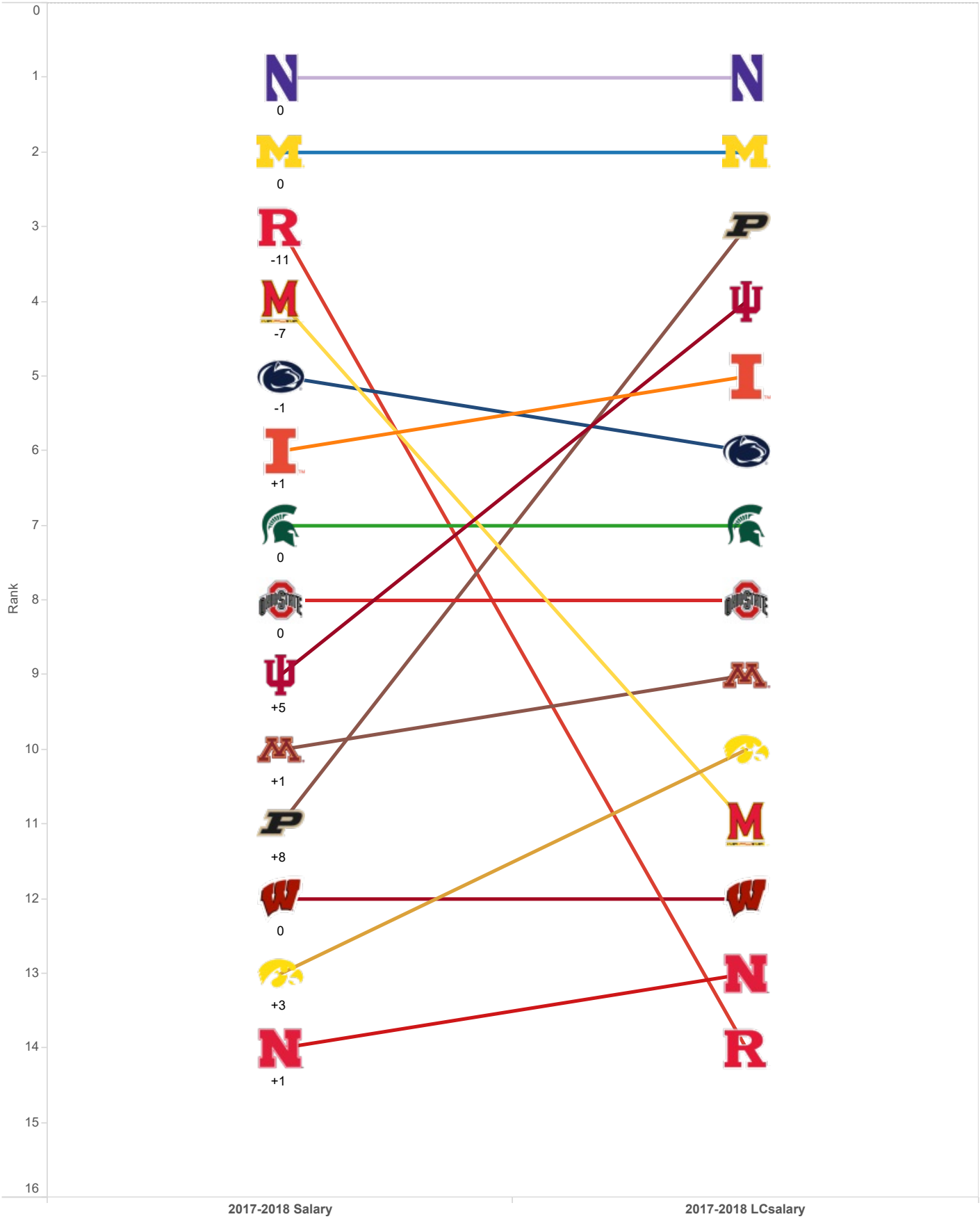
2017-2018 Big Ten Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Northwestern	121	134.5	1	162.7	1
Michigan	104	127.7	2	132.8	2
Purdue	94	123.1	3	115.7	11
Indiana	96	122.0	4	117.1	9
Illinois	100	121.6	5	121.6	6
Penn State	102	121.6	6	124.0	5
Michigan State	100	119.2	7	119.2	7
Ohio State	100	118.9	8	118.9	8
Minnesota	101	114.6	9	115.7	10
Iowa	100	113.2	10	113.2	13
Maryland	114	111.7	11	127.4	4
Wisconsin	103	110.0	12	113.3	12
Nebraska	97	108.9	13	105.6	14
Rutgers	121	105.3	14	127.4	3

Big Ten Institutions Overall (Living Cost Adjusted)



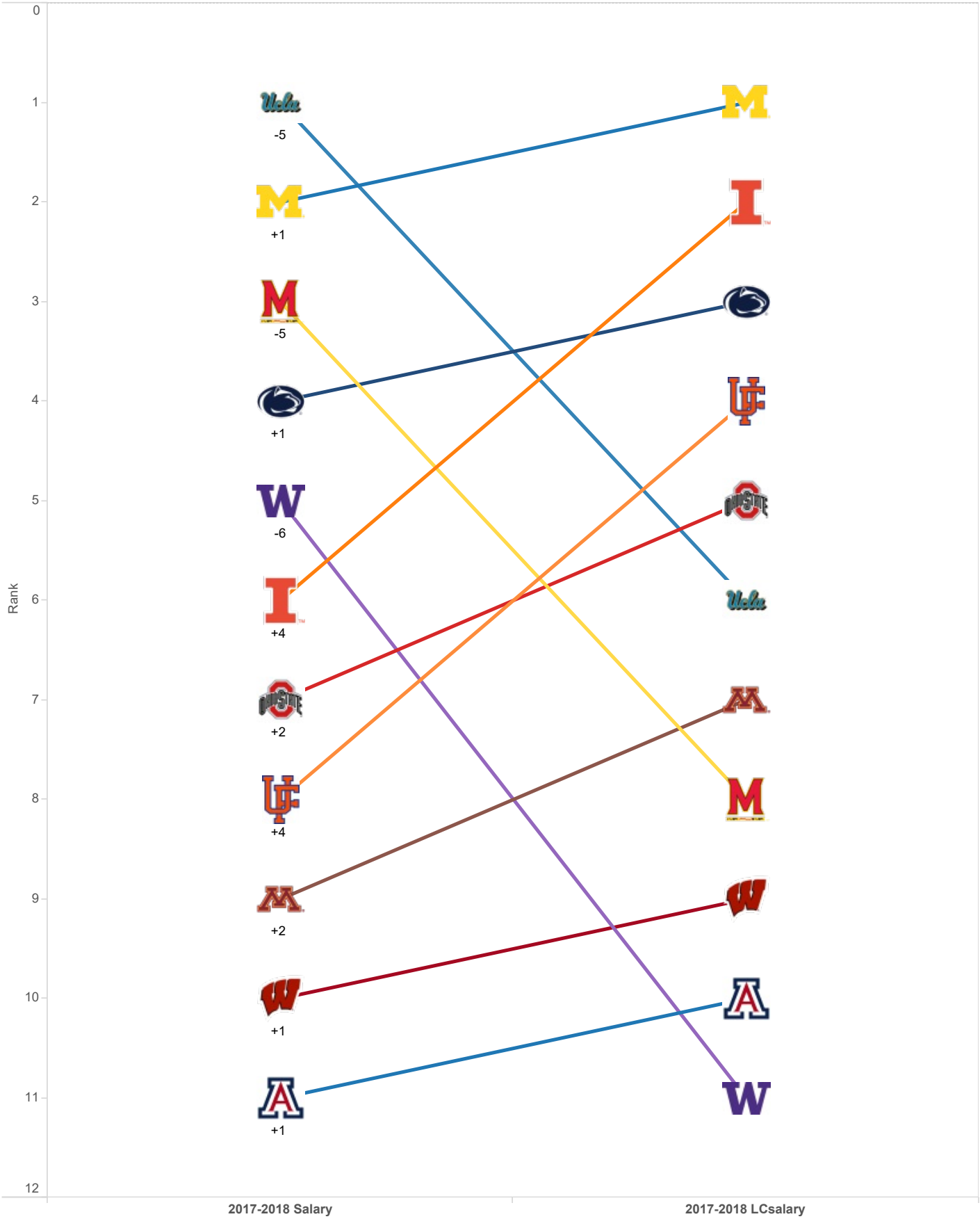
2017-2018 Big Ten Institutions Overall Change in Rank - After Adjust for Living Cost



2017-2018 Benchmark Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Michigan	104	127.7	1	132.8	2
Illinois	100	121.6	2	121.6	6
Penn State	102	121.6	3	124.0	4
Florida	98	120.2	4	117.8	8
Ohio State	100	118.9	5	118.9	7
UCLA	136	114.9	6	156.3	1
Minnesota	101	114.6	7	115.7	9
Maryland	114	111.7	8	127.4	3
Wisconsin	103	110.0	9	113.3	10
Arizona	101	105.5	10	106.6	11
Washington	117	104.9	11	122.7	5

2017-2018 Benchmark Institutions Overall Change in Rank - After Adjust for Living Cost



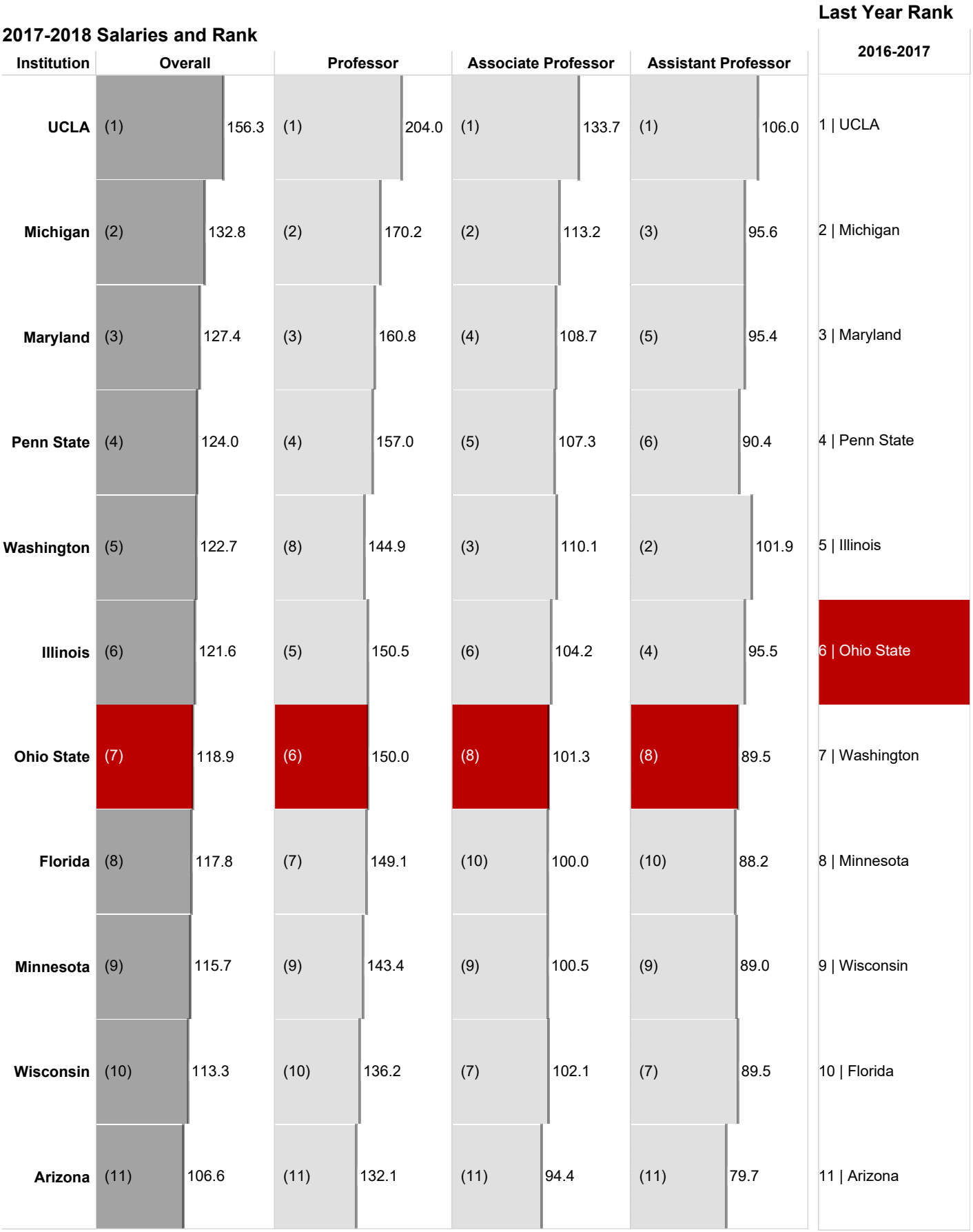
2017-2018 Top 25 Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Georgia Tech	101	132.6	1	134.0	6
Virginia	103	132.2	2	136.2	3
Michigan	104	127.7	3	132.8	8
North Carolina	99	127.2	4	125.9	13
Texas	104	125.7	5	130.7	10
Purdue	94	123.1	6	115.7	23
Illinois	100	121.6	7	121.6	16
Penn State	102	121.6	8	124.0	14
Connecticut	100*	121.5	9	121.5	17
Florida	98	120.2	10	117.8	20
Ohio State	100	118.9	11	118.9	18
Texas A&M	98	118.3	12	116.0	21
UCLA	136	114.9	13	156.3	1
UC Davis	114	114.9	14	131.0	9
Minnesota	101	114.6	15	115.7	22
Virginia Tech	100*	113.3	16	113.3	24
Maryland	114	111.7	17	127.4	12
Wisconsin	103	110.0	18	113.3	25
College of William and Mary	100*	109.0	19	109.0	26
Georgia	100*	108.7	20	108.7	27
UC Berkeley	140	108.2	21	151.5	2
UC San Diego	125	108.1	22	135.2	4
Clemson	100*	108.0	23	108.0	28
Pittsburgh	110	107.2	24	117.9	19
Rutgers	121	105.3	25	127.4	11
Washington	117	104.9	26	122.7	15
UC Irvine	130	103.1	27	134.0	5
UC Santa Barbara	159	83.6	28	132.9	7

The Ohio State University
2017-18 Faculty Salary Comparisons

Benchmark Institutions

Benchmark Institutions Overall (Unadjusted)



Ohio State - Benchmark Institutions - Unadjusted

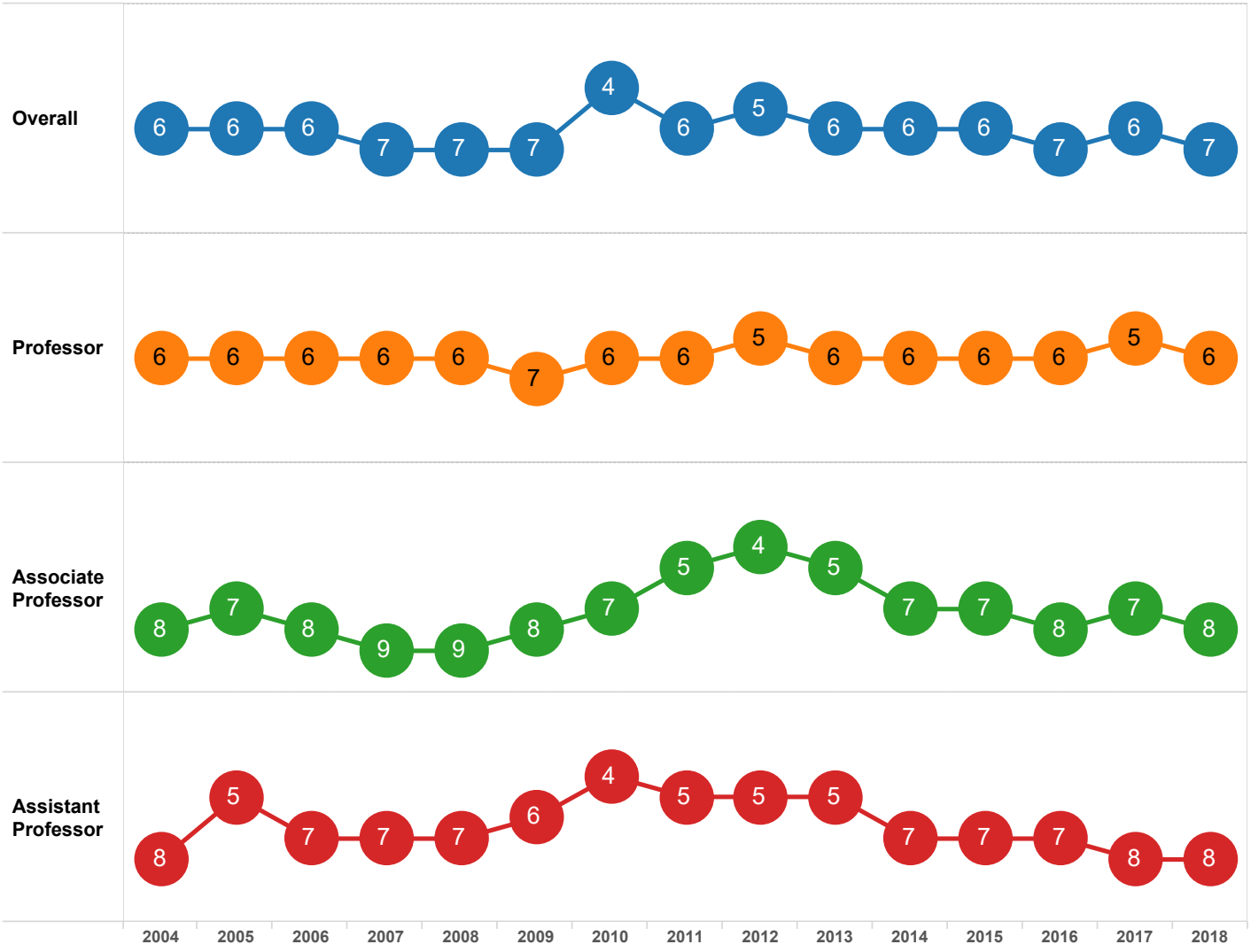
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	118.9	150.0	101.3	89.5
2016-2017	118.0	149.5	99.8	87.3
2015-2016	115.7	145.5	98.0	86.0
2014-2015	113.6	142.2	96.1	85.2
2013-2014	111.3	139.2	94.2	84.8
2012-2013	110.4	137.0	92.0	85.1
2011-2012	107.7	134.2	89.3	81.5
2010-2011	105.5	131.6	87.7	79.4
2009-2010	103.5	129.5	85.8	78.0
2008-2009	100.7	126.5	84.2	75.0
2007-2008	95.9	121.6	80.5	70.9
2006-2007	92.6	117.2	76.9	69.4
2005-2006	89.2	112.7	74.2	65.8
2004-2005	86.5	108.4	72.1	64.8
2003-2004	82.8	103.5	69.1	62.3

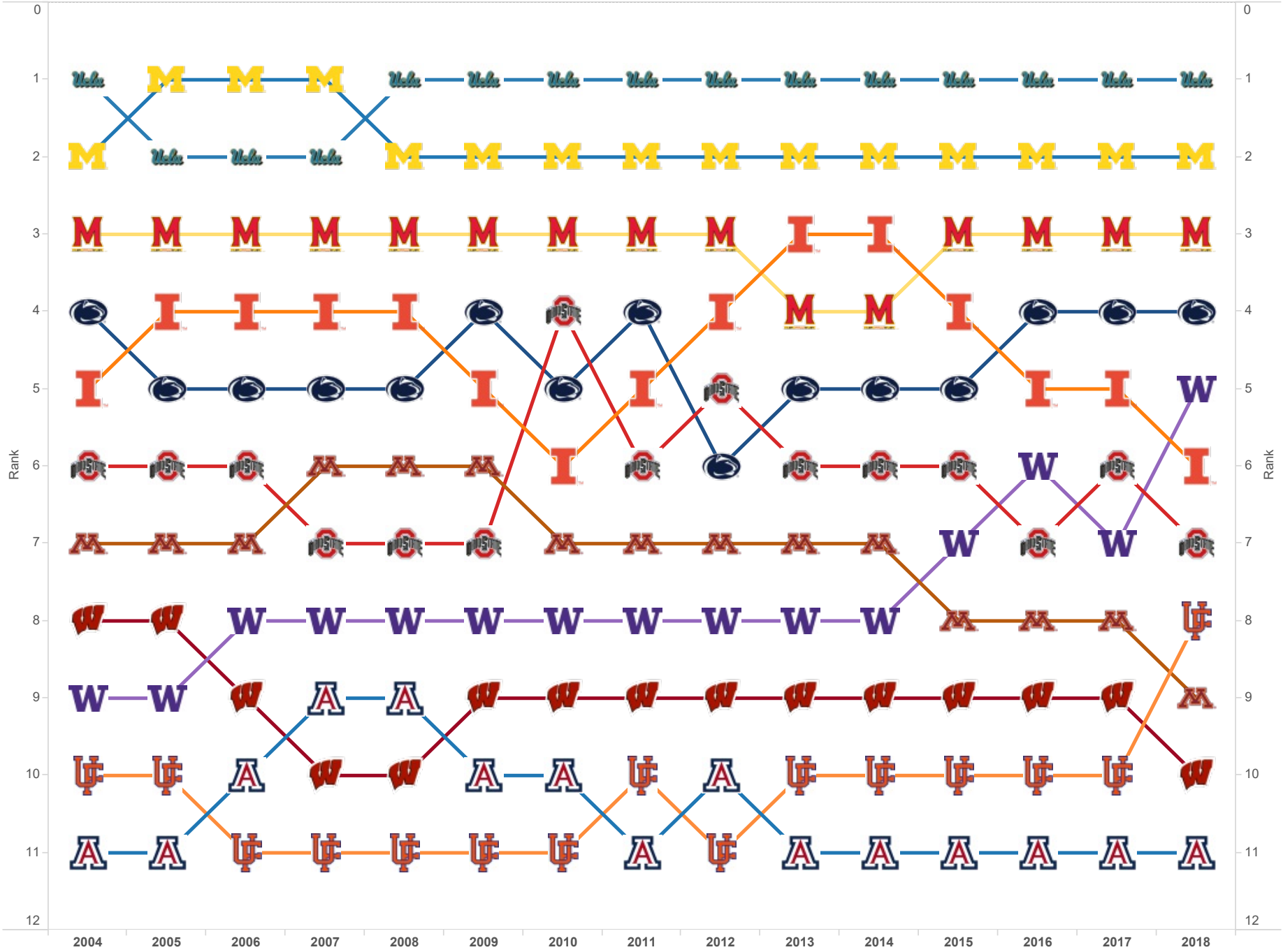
Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2017-2018	7 ↓	6 ↓	8 ↓	8
2016-2017	6 ↑	5 ↑	7 ↑	8 ↓
2015-2016	7 ↓	6	8 ↓	7
2014-2015	6	6	7	7
2013-2014	6	6	7 ↓	7 ↓
2012-2013	6 ↓	6 ↓	5 ↓	5
2011-2012	5 ↑	5 ↑	4 ↑	5
2010-2011	6 ↓	6	5 ↑	5 ↓
2009-2010	4 ↑	6 ↑	7 ↑	4 ↑
2008-2009	7	7 ↓	8 ↑	6 ↑
2007-2008	7	6	9	7
2006-2007	7 ↓	6	9 ↓	7
2005-2006	6	6	8 ↓	7 ↓
2004-2005	6	6	7 ↑	5 ↑
2003-2004	6	6	8	8

Ohio State - Benchmark Institutions Rank - Unadjusted



Benchmark Institutions - Overall (Unadjusted) - Change in Rank



The Ohio State University
2017-18 Faculty Salary Comparisons

Top 25 Public Institutions

U.S. News Top 25 Public Institutions (Unadjusted)

	2017-2018 Salaries				2017-2018 Ranks			
Institution (US News Ranking)	Overall	Professor	Associate Professor	Assistant Professor	Overall	Professor	Associate Professor	Assistant Professor
UCLA (#1)	156.3	204.0	133.7	106.0	1	1	1	2
UC Berkeley (#1)	151.5	191.2	131.5	111.0	2	2	2	1
Virginia (#3)	136.2	177.3	118.7	90.6	3	3	3	15
UC San Diego (#9)	135.2	171.2	115.0	100.8	4	6	5	6
UC Irvine (#9)	134.0	171.3	115.2	96.1	5	5	4	8
Georgia Tech (#7)	134.0	168.4	113.1	103.0	6	8	8	3
UC Santa Barbara (#8)	132.9	176.1	107.8	92.9	7	4	12	13
Michigan (#4)	132.8	170.2	113.2	95.6	8	7	7	10
UC Davis (#12)	131.0	165.6	113.3	96.1	9	10	6	7
Texas (#18)	130.7	165.6	107.6	101.5	10	11	13	5
Rutgers (#25)	127.4	165.9	109.6	86.3	11	9	10	25
Maryland (#22)	127.4	160.8	108.7	95.4	12	12	11	12
North Carolina (#5)	125.9	159.3	105.7	95.7	13	13	15	9
Penn State (#14)	124.0	157.0	107.3	90.4	14	14	14	16
Washington (#18)	122.7	144.9	110.1	101.9	15	20	9	4
Illinois (#14)	121.6	150.5	104.2	95.5	16	17	16	11
Connecticut (#18)	121.5	153.4	103.6	91.2	17	15	17	14
Ohio State (#16)	118.9	150.0	101.3	89.5	18	18	20	19
Pittsburgh (#24)	117.9	151.5	100.9	83.8	19	16	22	27
Florida (#9)	117.8	149.1	100.0	88.2	20	19	25	23
Texas A&M (#25)	116.0	143.4	100.8	89.4	21	21	23	20
Minnesota (#25)	115.7	143.4	100.5	89.0	22	22	24	22
Purdue (#18)	115.7	142.4	101.3	89.7	23	23	21	17
Virginia Tech (#25)	113.3	140.6	98.3	87.1	24	24	26	24
Wisconsin (#12)	113.3	136.2	102.1	89.5	25	25	18	18
College of William and Mary (#7)	109.0	135.4	101.3	75.8	26	26	19	28
Georgia (#16)	108.7	129.8	96.4	89.0	27	28	27	21
Clemson (#23)	108.0	131.7	94.8	85.4	28	27	28	26