Faculty Compensation and Benefits Committee Annual Report 2018-2019

Member	Source	Term Expires
Smita Mathur	Faculty Council	2021
Julia White	Faculty Council	2021
Corinne Reczek	Faculty Council	2021
Harold Moellering	Retiree, Presidential Appointment	2021
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
Dana Renga	Faculty Council	2019
Crichton Ogle	Faculty Council	2019
Kay Wolf	Provost/designee	
Susan Basso/ Joanne McGoldrick	Assoc. Vice President-Office of Humans Resources/designee	

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Introduction

According to the University Faculty Rules (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 ongoing examination of salaries, benefits, and other conditions of faculty employment at OSU. This report includes recommendations for compensation and benefits that are shared with university administration, faculty leadership, and faculty at-large. These recommendations are based on a variety of inputs and discussions. Inputs are derived from data or reports provided by the Office of Human Resources (OHR) and other sources, as well as data collected and analyzed independently by members of this committee, or by others. Discussions occur at monthly meetings and through the work of three sub-committees. Importantly, this year the three subcommittees conducted a significant portion of the work that has gone into this report.

The report is structured as follows: The first section presents an executive summary that highlights 7 key recommendations from the committee. The rationale for these recommendations is provided in the text of the document. The second section is a brief summary of all the issues we discussed this year. All of these issues and our discussions are found in the minutes. We do not provide a detailed analysis of each in this report. The third section is the report from our salary subcommittee, which outlines the analysis of recommendations 1-4. The fourth section is the report from the health benefits subcommittee, which describes their work and the resulting analysis for recommendations 5-6. The final section summarizes analysis of the data OHR annually provides this committee to assess OSU salaries in comparison to other AAU institutions. It also provides analysis relevant for recommendations 1-4, as well as 7. Several appendices follow with detailed calculations.

In developing this report, the committee would like to thank a number of individuals for providing data, analysis, and insights, including Joyce Chen, Pam Doseck, Brian Newcomb, Ken Orr, Julie Hovance, and Rob Prisbrey.

Executive Summary and Key Recommendations

Based on our discussions throughout the year, we make the following key recommendations. Additional recommendations are provided in the report, but the committee elevated these recommendations to be the most critical issues for the university to address.

1) **We recommend that OSU re-allocate resources to increase full-time tenure-track faculty (FTTTF) per student FTE with a target of being in the top half of the Big 10 institutions based on IPEDS data. When achieving this goal, OSU should focus on hiring full-time tenure-track faculty members. As an aspirational goal, we recommend moving to the median among Big 10 institutions in the ratio of student FTE/FTTTF of 22. This would equal 125 net new faculty per year and $22.9 million in new funding each year for five years starting in 2020.[1] (For calculations see Appendix A)**

2) **We recommend that the Annual Merit Compensation Process (AMCP) for existing faculty increases to reach 4% over the next 5 years, and that additional funds be allocated from other sources, to ensure that Ohio State University consistently ranks in the upper third of the Big 10 in terms of faculty salary, based on data provided by HR Analytics and Decision Support. This would cost an average of $7.9 million per year over a 2.5% AMCP pool for the next five years. (For calculations see Appendix A)**

3) **We recommend that the Office of Academic Affairs (OAA) prioritizes solving the gender salary gap by providing clear guidance and funding to College Deans to eliminate the gender salary gap within their ranks and to report back to OAA. A total funding of $3.5 million should be allocated to exclusively eliminate the gender pay gap within 3 years. This adjustment should occur in addition to the annual merit-based compensation adjustment. As part of this effort, we also recommend that OAA, in conjunction with this committee, develop better metrics to judge progress on gender equity in pay within colleges. (For calculations, see page 10)**

4) **To eliminate structural issues within the university that cause the gender salary gap, we recommend that this committee actively participates in the upcoming review of the Faculty Compensation Policy to alter elements that could hinder progress towards eliminating the gender pay gap. (See pages 11-13 and Appendix B)**

5) **We advise the Ohio State University Health Plan not to proceed with its narrowed network initiative. Currently the OSUMC does not have enough capacity in primary care and several key specialties leading to reduced access. These issues need to be addressed before this committee would advise that OSUHP narrows the network.[2] (See pages 13-15, Appendices E & F)**

6) **We recommend that the Office of Human Resources (OHR), in conjunction with this committee and the University Staff Advisory Council (USAC) examine transparency and oversight of the OSU Health Plan, and the effect on health outcomes and costs of shifting from administering its**

[1] One member of the committee does not fully agree with recommendation 1, noting concerns that the implications of such a large shift in budget allocations would make this an impossible recommendation to achieve, and that there should be broader university-wide needs assessment before enlarging the faculty.

[2] As stated in Appendix F, the President's cabinet has elected to go forward with the narrowed network proposal from the OSU Health Plan despite the recommendation of this committee.

own health plan to consider outsourcing the management of its health plan. (See pages 13-15, Appendices E & F)

7) **We recommend that OHR and OAA continue to provide the same data that compares OSU faculty salaries to other AAU university faculty salaries as attached. We also recommend that FCBC members be included in the analysis of faculty compensation that OHR and OAA are planning to conduct next year through an external consultant, and that any data used by the consultant be available to the committee to conduct its own analyses. (See pages 15-19)**

Summary of 2018-19 FCBC Activities

During the academic year 2018-19, FCBC met nine times and addressed the following issues:

- The salary subcommittee conducted analysis of the issue of gender equity in pay by interviewing a number of OSU Deans, or members of their leadership team (Engineering).
- New analysis of OSU faculty salary performed by Dr. Joyce Chen to focus on the gender pay gap across colleges and evolution of the gender salary gap during 2006-2016.
- Discussed changes in the 2019 health plan and proposed changes for the 2020 plan year.
- Discussed faculty concerns about data collection in the new Virgin Pulse YP4H program.
- Discussed use of IPEDS and other data for assessment of OSU outcomes and comparison across universities
- The health benefits subcommittee requested and received a report from a consultant (Navigant) on the effect of the proposed narrowed network initiative by the OSU Health Plan. The entire committee discussed the report and the subcommittee communicated our conclusions to the Senior Vice President of Talent and Culture.
- Received a report from Trevon Logan about the implications of the current budget model on the budget in the College of Arts and Sciences.
- Received a report from Rob Prisbrey on the implementation of the HR career roadmap.
- Received a report from Julie Hovance on implementation of changes to retirement plans.
- Discussed whether faculty on 9-month appointments should get sick leave during the summer, particularly when covered by summer salary.
- Received the announcement from the Senior Vice President of Talent and Culture Susan Basso that OSU plans to have a consultant analyze faculty salaries in a comprehensive way over the next year.
- Discussed salary data for 2018-2019 from the AAU Faculty Compensation Survey
- Met with President Drake and Provost McPheron regarding compensation and benefit issues.

Faculty Compensation Sub-Committee Report

The compensation sub-committee was comprised of Stephanie Seveau (Chair), Dana Renga, Chris Penrose, John Maharry and Crichton Ogle. They met multiple times independently during the year; organized individual meetings with a number of college deans; and discussed and formulated recommendations for the full committee to consider.

Analysis of faculty compensation relative to faculty-based income

The committee discussed the concept of Total Faculty-Based Income (TFBI), which they define as *OSU Income that is directly a consequence of faculty efforts in either instruction or research*. TFBI consists of three main components:

- Net tuition (total tuition income minus all scholarships)
- Federal, State, Local, and Private research funding
- State Support of Instruction

Figure 1 depicts OSU's TFBI for the thirteen fiscal years FY2006 – FY2018. The figure was prepared from OSU Office of Budget and Finance annual Financial Reports' Statement of Revenues, Expenses, and other Changes in Net Position.

Figure 1: Total Faculty Based Income for Ohio State, Fiscal Years 2006-2018. Data obtained from OSU Office of Budget and Finance annual Financial Reports' Statement of Revenues, Expenses, and other Changes in Net Position.

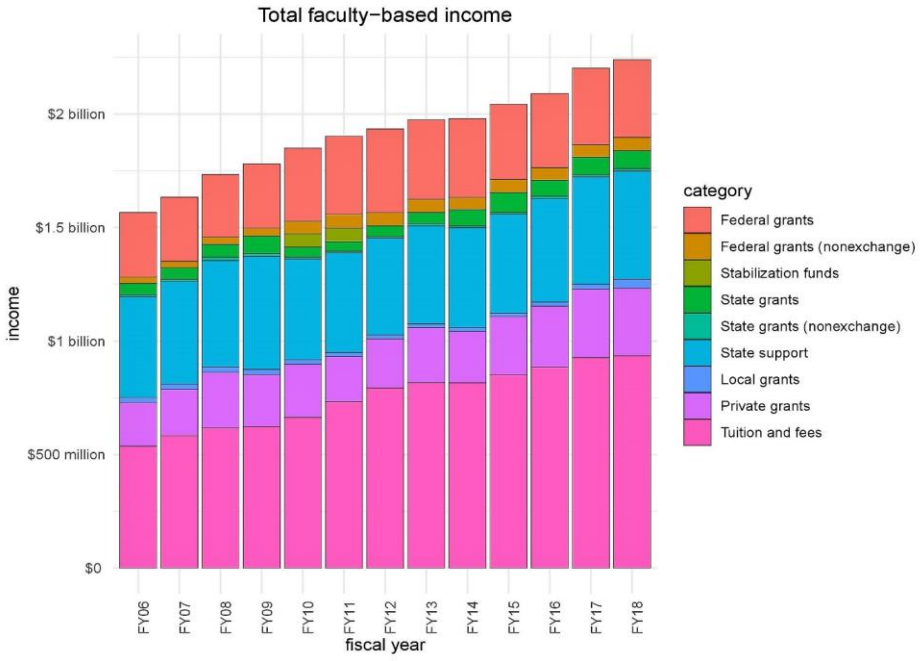


Figure 1 reflects the fact that:

- Over the twelve-year period since FY2006, TFBI increased by 42.99% from $1,566,027,000 to $2,239,216,000, corresponding to an average annual rate of 3.025%.

- Income based solely on instructional activity – net tuition + state support – has grown from $981,319,000 in FY2006 to $1,411,406,000 in FY2018, or by 43.82%, corresponding to an average annual rate of 3.025%.

The committee then considered how TFBI relates to faculty compensation. To make this comparison, the committee used the core tenure-track faculty definition used by the Office of Human Resources when they determine the annual salary rankings of OSU faculty compared to other AAU institutions. This definition of faculty corresponds to regular tenure-track faculty not member of a clinical department. Table 1 considers for each fiscal year, the total salary and benefits of OSU tenure-track faculty (TTF-S&B), calculated as faculty base pay plus 30%.

This analysis reveals that since FY2006, TTF-S&B has amounted to 16.1% of TFBI, and has never deviated by more than .5% from this ratio. This suggests that the aggregate of faculty salary, the pool of funds made available for the Annual Merit Compensation Process (AMCP), and the newly recruited core-faculty are pre-determined by the value 0.161 x TFBI. Given that the growth in TFBI has averaged a modest 3.025% over these last twelve years, this percentage (3.025%) acts as a ceiling that limits net growth in tenure-track faculty number and the annual salary increases. The aggregate change in faculty compensation (average salary times total faculty) cannot exceed the annual average increase in TFBI of 3.0%.

Given this apparent rule, if the university, for example, has the objective to increase faculty by 125 new core tenure-track faculty per year (5% per year), it would only be possible to achieve this (if TFBI is increasing 3% per year) by reducing the average faculty salary. Similarly, if the objective is to increase salaries by 4% per year, to improve our ranking vis-à-vis our peers, such an increase would only be possible if faculty numbers are declining. Alternatively, the university could allocate a larger portion of TFBI to faculty salaries to be able to increase both faculty numbers and their salaries. During our December, 2018 meeting, Professor Trevon Logan, former Chair of the Department of Economics pointed out that for many departments in the College of Arts and Sciences, the current budget model implies that salary increases are mainly funded by faculty retirements.

This analysis prompts the first two recommendations this year. The first recommendation is that OSU re-allocates resources to increase tenure-track faculty members per student FTE so that OSU moves towards the top-half ranking of the Big 10 institutions. The analysis above illustrates why we argue that resources need to be re-allocated. Under the current budget model, which allocates a fixed proportion of TFBI to aggregate faculty salaries, there is not enough funding to increase our instructional staff to keep up with the increase in students and to improve our ranking in the Big 10 institutions. As a committee, we believe it is in the strategic interest of OSU to be in the top half of the Big 10 institutions to maintain the quality of the educational experience for undergraduate and graduate students as well as to remain a highly competitive research institution. One way to achieve this goal is to re-allocate funds so that a greater proportion of TFBI is spent on faculty salaries. Another way is to increase funding sources, outside of TFBI, that can be spent on faculty salaries. In recent years, administration has sold the rights to parking and sold the rights to our energy infrastructure with the intent of allocating resources to expanding faculty, but these efforts have not to date shifted the numbers appreciably.

We have calculated that it would take 627 new faculty to move into the top half of the Big 10 in terms of full-time instructional staff per student FTE, and $22.9 million per year in additional funding over the next 5 years. Our calculations for this are provided in Appendix A.

As an aspirational goal we recommend that OSU administration seriously consider shifting resources to make such a tenure-track hiring program a reality. We are at the bottom of the Big 10 in terms of student FTE per full time instructional staff, and student numbers have been increasing at 2% per year. If OSU

aspires to become a better institution, rather than merely a bigger institution, it should prioritize investment in instructional staff, and in particular tenure track faculty.

It is critical to note that if the student FTEs increase without sufficient increase in the instructional faculty, this will lead to a decrease in instructional quality, decrease in faculty productivity, and decrease in grant funding, which will negatively affect the OSU ranking and reputation.

Table 1: Comparison of TFBI to salary outlays for core tenure-track faculty at OSU.

Fiscal year	TFBI (millions)	TTF-S&B (millions)	TTF-S&B as % of TFBI
FY2006	$1,566,027.00	$253,613.54	16.19%
FY2007	$1,634,129.00	$268,192.37	16.41%
FY2008	$1,733,275.00	$282,057.80	16.27%
FY2009	$1,780,443.00	$292,068.73	16.40%
FY2010	$1,849,947.00	$299,996.17	16.22%
FY2011	$1,902,466.00	$302,938.24	15.92%
FY2012	$1,934,600.00	$305,267.81	15.78%
FY2013	$1,974,102.00	$312,439.90	15.83%
FY2014	$1,980,079.00	$319,393.03	16.13%
FY2015	$2,042,512.00	$328,918.90	16.10%
FY2016	$2,090,014.00	$331,277.39	15.85%
FY2017	$2,201,834.00	$347,838.10	15.80%
FY2018	$2,239,216.00	$360,556.83	16.10%

Analysis of the gender salary gap at OSU

The compensation sub-committee assessed the gender salary gap at OSU and the current practices by the university administration and colleges. There was no evidence that the university generally assesses or reports on the gender pay gap in a cohesive way. The most comprehensive reporting of gender-based salary inequity was the analysis provided to our committee by Joyce Chen in 2018. During interviews with deans at various colleges across campus, we also found that some colleges on a voluntary basis do perform gender-based pay analyses, but there is no required systematic analysis and there is no guidance from OAA to eliminate the gender pay gap.

Dr. Joyce Chen, a faculty member in the Department of Agricultural, Environmental, and Development Economics and Daniel Crown (graduate student) analyzed the gender pay disparities among the OSU faculty (FTE ≥ 50%, all colleges included) using the salary database provided by OAA (period 2006-

2016).[3] Their findings were released in FCBC 2017-2018 report, highlighting an overall gender pay gap of 9.06% among regular, tenure-track faculty, even after accounting for differences in fiscal year, years of experience, and department. We note that data published by the Chronicle of Higher Education (data.chronicle.com) suggests that the gender salary gap at OSU main campus for the academic year 2017-2018 is 10.6% among Professors, 6.2 % for Associate Professors, and 9.5% for Assistant Professors.

For the present report, the same salary database was re-analyzed by Joyce Chen to assess the trend of the gender gap during 2006-2016 period as well as comparing the gender salary gap across colleges (Figures 2 and 3). The analysis illustrates that there is significant variation in the gender gap across colleges, which suggests the importance of better understanding how colleges are handling the gender pay gap. The importance of college policies was highlighted by the Provost at our 2018 meeting with him when he noted that he would hold deans responsible for how the colleges are handling the gender pay gap. The analysis also illustrates that the gender salary gap actually increased over time from 2006 to 2016. This is an alarming trend.

The entire FCBC met with the President Drake and Provost McPheron in January 2019, and discussed the gender pay gap at length. The Provost stated that funding to address all forms of salary inequities and salary compression was secured from "efficiency savings from a reduction in the composite benefit rate"[4] ($3.5 M). Colleges are required to use these funds exclusively for salary equity and compression (via AMCP) and with the approval of the Vice President of Finance and OAA. Not all funds have been used and some colleges took actions to correct salary inequities independently of these sources of funding. Salary inequities are still a work in progress and deans are reminded every six months on the matter.

One concern we have that arises from this approach, however, is that there appears to be very little to no follow-up by OAA on the use of these funds. We have asked OAA directly for data that would illustrate where and how these funds were used by colleges and have not received any reports or information on which faculty salaries were enhanced as a result of this effort. We also note that OAA does not conduct thorough University-wide analysis, like the report filed by Joyce Chen in 2018 with our committee, of important equity issues like the gender salary gap.

[3] The analysis by Crown and Chen has been peer reviewed and is accepted and forthcoming at the *American Journal of Agricultural Economics*.

[4] The composite rate is the annual calculation of rates charged to university departments for faculty/staff benefits, such as retirement, health care, tuition benefits, etc. Efficiency savings occur when the costs of providing certain benefits fall.

Figure 2: Differences in gender salary gap across colleges. Coefficients on indicator for female in ordinary least squares regression. Includes controls for fiscal year, race, clinical/instructor, and experience (from J. Chen)

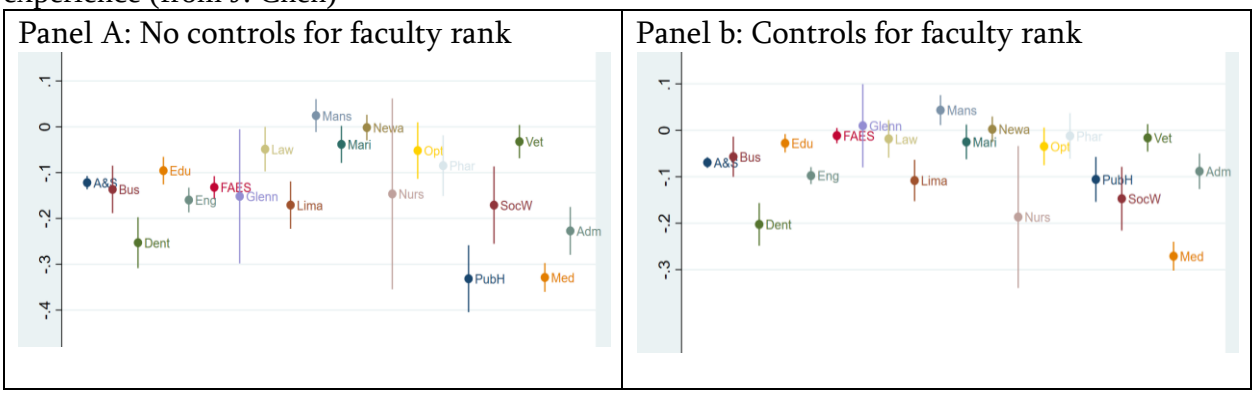
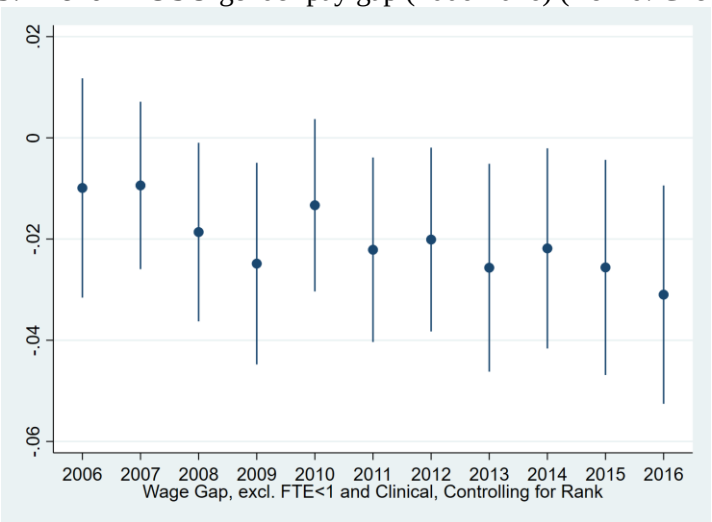


Figure 3: Trend in OSU gender pay gap (2006-2016) (from J. Chen).



Meeting with Colleges

Because college deans play a critical role in compensation policy at the university, we undertook a process to interview a number of deans at OSU in order to assess their practices for managing the gender pay gap. The FCBC compensation sub-committee thus met with the deans of various colleges (CFAES, COM, ASC, FCOB, COE, and regional campuses), which include over 90% of all OSU faculty members, to discuss their plans to monitor and reduce salary inequities, in particular the gender pay gap. Deans were asked how their colleges use the AMCP and composite benefit savings towards salary equity, and were asked about any best practices that they have adopted to address the gender salary gap. Below is the list of colleges that met with FCBC. For report of conversation with the Deans see Appendix B.

- College of Food, Agricultural, and Environmental Sciences, CFAES (11/29/18)
  -Cathann A. Kress, Vice President for Agricultural Administration and Dean, College of Food, Agricultural, and Environmental Sciences.
- College of Medicine, COM (12/12/18 and 04/03/19)

-Craig Kent, Dean, The Ohio State University College of Medicine; Vice President for Health Sciences, Leslie H. and Abigail S. Wexner's Dean's Chair in Medicine
-Wendy Horton, Chief Administrative Officer
-Arick Forrest, Vice Dean of Clinical Affairs

- College of Arts and Sciences, ASC (12/05/18)
  -Janet M. Box-Steffensmeier, Interim Executive Dean and Vice Provost,
  -Luis Casian, Dean of Natural and Mathematical Sciences
  -Peter Hahn, Dean of Arts and Humanities, Outreach and Engagement
  -Morton O'Kelly, Dean of Social and Behavioral Sciences, Research and Creative Inquiry
  -Wendy Smooth, Associate Dean for Diversity, Equity & Inclusion
- Fisher College of Business, FCOB (02/22/19)
  -Anil K. Makhija, Executive Dean
- Regional Campus Deans (03/13/19)
  - Ryan Schmiesing, Vice Provost
  - Bill MacDonald, Dean of Newark Campus
  - Greg Rose, Dean of Marion Campus
  - Norman Jones, Dean of Mansfield Campus
  - Joseph Brandesky, Interim Dean of Lima Campus
- College of Engineering, COE (03/05/2019)
  -Heather Miller, Interim Director of Human Resources
  -Marie Mead, Executive Director of Finance and Business Operations / Chief of Staff
  -Rachel Kleit, Associate Dean for Faculty Affairs,
  -Executive Dean David B. Williams, could not meet with our committee due to international traveling.

Funding needed to eliminate the gender pay gap

Based on the analysis conducted by Joyce Chen, we have estimated that $3.5 million (salary plus benefits) are necessary to address the gender salary gap. This calculation is based on average female faculty member salary of $102,000 (across ranks, excluding clinical faculty), and the average adjustment necessary to achieve parity across gender on average of 3%.[5] This amounts to an average increase of $3,016 per person in base salary, and $3,921 when benefits are included. Across 894 female faculty members that is $3.5 million. The gender salary gap could be corrected in three years with an allocated annual budget of $1.167 million.

Based on this calculation, we do not believe that the current pool from the composite benefit rate savings is sufficient to address the gender salary gap because the pool from the composite benefit rate savings is available for handling all inequity issues, which include salary compression and other inequities. Due to the disparity in gender salary gap across colleges, the budget allocated to each college should take into account the specific needs of each college. It is important to highlight that the adjustment of an average 3% increase in female faculty salary is expected to re-establish equity based on faculty rank. *We note that resolution passed the Faculty Council this year recommending that OSU eliminates the gender pay gap by 2021. We endorse that resolution.*

- We believe that the gender pay gap issue could be addressed at the time of the annual merit compensation process (AMCP), but the gender-based salary adjustment must be performed in parallel to, and independently of, the AMCP. First, as its title indicates, AMCP focuses on merit adjustments

[5] For this calculation we use a 3% gender gap calculation, not the 9% number listed above, because it controls for differences in rank.

based on annual performance, not equity. Second, because the process is year-to-year and focuses on adjustments based on annual merit, the AMCP process cannot account for historical or structural issues that caused the salary gender bias in the first place.
- A special fund should be attributed and managed by OAA, implemented by colleges, and assessed by FCBC. The allocation of funds must be transparent and accountable.

Additional Practices to be considered to correct the gender pay gap

While an additional fund of $3.5 million could resolve a large share of the current gender pay gap, it does not resolve any institutional or structural issues that allow the gender gap to exist and persist. Additional practices must be undertaken at the university to ensure that the gender gap does not persist. Also, after accounting for differences in fiscal year, years of experience, and department the pay gap is 9.06%. This is due to lower rate of female faculty promotion. Additional practices must be undertaken to remove any gender bias in faculty promotion.

- Need to put in place long-term practices to keep the issue from recurring. This involves reporting gender-based faculty salaries to monitor the reduction of the salary gap. Such analysis should include university-wide global analysis, but most importantly, analyses at the levels of departments and colleges due to substantial differences observed across units and colleges.
- Establish hiring practices such as better training of recruiting committees to avoid bias and adapt efforts to ensure inclusion of women and under-represented minorities on hiring committees; etc. The President suggested that we should not use past salary to set new salary, so that past practices at other institutions are not embedded in our own compensation practices.
- Evaluate tenure decisions and promotion to the rank of full professor for gender bias. This suggestion is based on the results in Joyce Chen's report and several additional reports from OSU, which clearly indicate that gender affects the likelihood of achieving tenure and/or remaining at the university.
- Increase the presence of women among the leadership. It is clear that the proportion of women decreases with increasing faculty rank and women are severely under-represented among department Chairs and Deans. The 2019 status of women at Ohio State Spotlight (https://womensplace.osu.edu/resources/status-report) shows that in 2018 women contributed to only 29% of all Department Chairs and 22% of Deans; whereas there is a higher proportion of women among Vice Deans and Provost 44%.

Salary Compression

The committee used the analysis by Dr. Chen to calculate the financial extent of salary compression at Ohio State. Salary compression occurs when two faculty with similar experience and outputs over their careers have different salaries, with the evidence showing that individuals who recently arrived at OSU have higher salaries on average. Salary compression occurs because average wages for individuals remaining at the university typically rise more slowly than average wages for new arrivals, all else equal. For instance, if the average market salary is rising at 5% per year and the AMCP process provides 2% per year, as in recent years, the salaries of new employees, whatever their rank, will be rising significantly faster than the salaries of existing employees. Salary compression occurs at all universities, but may be particularly pronounced at OSU due to slow rate of salary increases documented in last year's report, and the budget model as discussed above.

Given the analysis by Dr. Chen, we can estimate the scale of compression. Across 895 full professors, the average salary lost due to compression is $11,672, or 8% of the average salary of $146,000. It is important to note that some differences in salary may be caused by productivity issues, e.g., faculty that

do not maintain a sufficient level of output over their careers. The data by Dr. Chen does not have individual specific output information which could assist in incorporating the effect of productivity on wages. We thus cannot fully determine the scale of salary compression.

What we do know is that at maximum, eliminating salary compression would cost $13.5 million when salaries and benefits are considered. A recent resolution passed by the Faculty Council encouraged the university to reduce salary compression by half within 5 years. This would cost $6.7 million. *We concur with this recommendation.*

It is important to note that a policy to eliminate salary compression could have important impacts upon our salary ranking in the Big 10 and AAU. The full $13.5 million allocated to salaries would raise Ohio State from 43rd place amongst AAU institutions to 35th place, putting us above Illinois, Penn State, and Maryland, but below Rutgers and Michigan in terms of full professor salaries.

What practices could be considered to correct compression?

- AMCP of 2.5% will generate a pool of around $10 million. This pool will not address compression. One would need an additional $13.5 million to fully address compression. If one were to do this through AMCP, one would need to increase the AMCP pool to 6.2% in total for at least one year. Given that salary increases at other institutions are above OSU's salary increases, we anticipate that one would need to keep the AMCP pool in the 3.5-4.5% range for 5-10 years to ensure that salary compression remains abated.
- When considering salary adjustments for compression, OSU needs to consider the issue of productivity related to creativity, research, teaching and service, i.e. all areas of output germane to the faculty production function.
- The current system for making equity adjustments is confusing. The text box below presents the policy currently in place. The policy suggests that there are ongoing assessments for equity and market issues, but we don't have any evidence that these assessments have been going on. In fact the data suggest that there has been no attempt to make sure that OSU remains competitive with its peer institutions in the AAU or the Big 10. We thus recommend that OAA put more resources into following market trends and understanding salary compression to help colleges and departments make more informed and timely decisions about equity adjustments for their faculty.
- A second issue from the text on equity adjustments is that the process is cumbersome and it puts the burden of proof on the faculty member by requiring them to receive an offer from a different institution and then threatening to leave. This creates a very high cost for individuals who have otherwise strong equity cases (and we note that this same issue exists for individuals who have equity cases that depend on gender). We recommend that this policy be rewritten to put more of a burden on the university to show that productivity differences are the primary rationale explaining why an individual has a lower salary than a peer with similar experience.

Text from OAA's policy on equity adjustments from (https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf)

> 8.0 Counter offers: The university is committed to retaining its faculty through appropriate salary support as well as other resources. Ongoing assessment of salaries through the annual merit compensation process (AMCP), including analysis of equity and market issues, is critical to faculty retention and helping to forestall faculty seeking offers from other institutions in order to gain a salary adjustment. At the same time, productive faculty members can be attractive to colleagues to other institutions. When a department wants to retain a faculty member who receives an offer from another institution, a counter offer may be appropriate. In general, such retention efforts should be reserved for faculty members who have a documented offer from a peer institution. The department is not obligated to provide a counter offer if circumstances do not warrant it. In formulating counter offers, units should keep in mind other aspects of the appointment, such as research support and modification of duties.

Health Benefits Sub-Committee Report

Members: Stephanie Schulte (Chair), Julia White, Corinne Reczek

During the 2018-2019 year, the Health Benefits Subcommittee met outside the normal FCBC meeting schedule one time and communicated via phone and email as needed. Corinne Reczek was able to participate in the autumn semester only.

In the autumn semester, it became clear that the narrowed network initiative from the OSU Health Plan was still being pursued for the upcoming 2020 plan year. Upon learning of this, the subcommittee with the support of the full FCBC committee submitted a formal request to the Office of Human Resources requesting a third-party analysis of cost and quality comparing OSU to central Ohio competitors and national benchmarks (see Appendix C). We also requested a review of business conflicts of interest among the Health Plan, the medical center, and the university (Appendix C).

The Office of Human Resources pursued hiring a consultant and subsequently hired Aon and Navigant to complete this work in the first quarter of calendar year 2019. During this time, only one Health Plan Oversight Committee meeting was held (March 19, 2019), where representatives from the Health Plan presented updated data related to numbers of members who might be affected, geographic access standards, and plan highlights. At this meeting, the topic of hiring more nurse practitioners and using them to the full scope of their licenses within the health system was also discussed.

At the April 17, 2019, meeting of FCBC, the committee received the presentation by Jeff Lieback from Navigant (see Appendix D). In summary, the report demonstrated that a) tiering the network of providers could actually cost $1 million due to higher specialist costs particularly

in areas where more members would be affected; b) tiering the network would have no effect decreasing significant costs encountered through out of network emergency department visits and Nationwide Children's utilization; and c) access to providers continues to be a significant problem encountered by members seeking appointments. Based upon this, the subcommittee with consensus from the full FCBC submitted a formal response opposing tiering the network to Susan Basso to be shared with the President and his cabinet (See Appendix E)[6]. Six main points were made:

1. No significant financial gain will be obtained by tiering the network.
2. The opportunity cost of provider disruption is not justified by any measurable gain from tiering the network.
3. Narrowing the network will not address high emergency room costs or significant non-OSU facility costs of Nationwide Children's Hospital.
4. Timeliness and patient experience are currently quality areas needing improvement.
5. Narrowing the network will likely worsen the current problem of long wait times for appointments, especially for returning patients. The Health Plan's stated goal of integrated care/care coordination cannot be met with the proposed tiered network.

As of the writing of this report, FCBC has not received a formal review of business conflicts of interest. Per Susan Basso and Alexandra Schimmer (OSU Office of Legal Affairs), reviewing the relationship between the medical center, health plan, and university is a normal business process in managing the relationship between affiliated entities. The next iteration of the MOU between the Health Plan and the university is in process at this time but not expected to be completed before the filing of the FCBC report. Human Resources will apprise FCBC on the progress over the next several months.

We make the following recommendations based on information gathered throughout the year.

1. We advise the University and the Ohio State University Health Plan not to proceed with the narrowing of the network.

   Besides the reasons laid out in this report and in the formal response to the consultant analysis, the committee has significant concerns about the lack of a primary care network for our members. Over the years, more resources have been invested into specialist care within the medical center than into primary care. For a narrowed network to provide high quality, cost effective and timely care, a robust network of primary care providers is an absolute must.

2. We recommend that the Office of Human Resources, in conjunction with FCBC and the University Staff Advisory Council (USAC) investigate options beyond self-administering

[6] As noted in executive summary, the President's Cabinet subsequently decided to proceed with narrowing the network despite our concerns. See Appendix F.

a health plan to facilitate transparency surrounding health plan decisions, consider cost savings while maintaining high quality care, and provide reasonable providers choices for our university employees.

Given the current reporting structure of the OSU Health Plan to the medical center, we have significant concerns about the lack of transparency related to health insurance coverage decisions. Because of this, we recommend exploring all options that might increase transparency in reporting, decision-making, and oversight. There are several directions an exploration could go in both the short and long term. One could be a cost-benefit analysis of joining the state's pool and being included in the Department of Administrative Services bidding process. Another could be investigating the financial risks of providing health care to our university while focusing on the university budget model's effects on who is taking on more risk, the medical center, the university, or the member. Regardless of which directions are taken, it is clear that the business relationship between the medical center, the health plan, and the university has the potential to easily create actual or perceived business conflicts that do not favor employees' cost and quality of care or choice in covered providers.

Review of Salary Data and Compensation at Ohio State

Each year, the Office of Human Resources HR Analytics and Decision Support Team provides the Faculty Compensation and Benefits Committee with a report that compares OSU average salaries to other American Association of Universities (AAU) salaries. This report is attached in Appendix G.

The term *unadjusted* is used to refer to estimates that are not adjusted for cost of living differences. The term *adjusted* refers to estimates from data that are adjusted for cost of living differences.

Review of AAU Salary Data

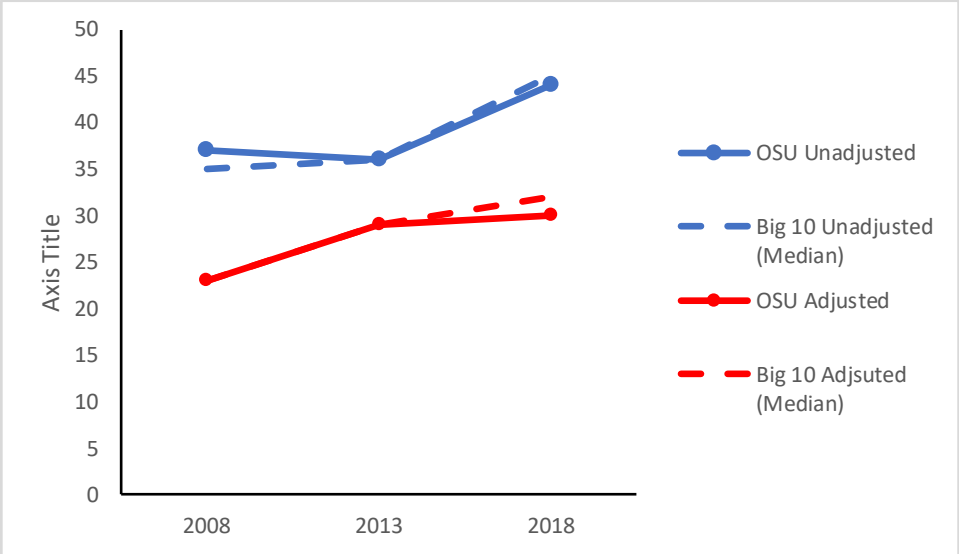
The salary comparison data indicates that the OSU ranking amongst peer institutions improved in 2018/19 compared to the previous year (Table 2). When considering a 10-year trend, the OSU ranking in the Big 10 has improved from rank 8 to rank 6 in unadjusted terms. Similarly, since 2017/18, OSU has improved from rank 8 to rank 6 in the Big 10 in adjusted and unadjusted terms. When compared to the broader AAU group, OSU fell one place in unadjusted salary terms and rose one place when adjusted for cost of living differences.

Table 2: Change in salary ranking among key comparison groups over the past 10 years, data in parentheses is adjusted for cost of living differences across institutions (where available).

Comparison Group	2008/09 Rank	2013/14 Rank	2018/19 rank	Change in rank from 2017 to 2018
Big Ten	8	7	6 (6)	+2 (+2)
Benchmark	7	7	6	-1 (-1)
AAU	37 (22)	38(29)	44 (30)	-1 (+1)

OSU's ranking has improved in the Big 10, while it has fallen relative to the rest of the AAU (Figure 4). This trend is indicative of the entire Big 10, which has fallen as a group in the AAU. As noted above, OSU has remained around the median in the Big 10 in both adjusted and unadjusted terms, while the entire Big 10 has slid towards the median over time. This shift is a function of the large state institutions that are part of the Big 10, excluding Northwestern and the University of Michigan. The average ranking of Northwestern and the University of Michigan fell modestly in unadjusted terms, but remained constant (at 17.5) in adjusted terms.

Figure 4: Ranking of Ohio State U. and Big 10 median ranking in the AAU, 2008, 2013, & 2018.



For the 10-year period 2008 to 2018, the percentage increase in OSU salaries has tracked the Big 10 median percentage salary increase, excluding Northwestern and University of Michigan (Table 3). Even at Northwestern and University of Michigan, however, salaries have not kept pace with the average of the non-Big 10 AAU institutions. It is tempting to infer that the relatively robust salary increases in the Non-Big 10 AAU, as well as Northwestern and University of Michigan, may be driven by higher costs of living, however, the cost of living index of the Non-Big 10 schools compared to Ohio State University has fallen. This implies that costs of living in central Ohio have risen faster since 2008 than in the cities that host the Non-Big 10 AAU institutions.

Table 3: Average annual percentage salary increases, 2008-2018.

	2008-2013	2013-2018	2008-2018
OSU	2.0%	1.8%	1.9%
Big 10 Median Excluding NW/UM	1.9%	1.9%	1.9%
Avg NW* & UM**	2.0%	2.7%	2.3%
Non-Big 10 AAU Institutions	2.2%	2.9%	2.6%

* Northwestern University
**University of Michigan

Salary Trends at Ohio State

While faculty salaries at Ohio State have fallen behind other AAU institutions in recent years, two actions over the last year have improved the salary outlook. First, in June 2018, University leadership increased the Annual Merit Compensation Process (AMCP) pool to 2.5%. The pool had been 2.0% since 2014. This change helps explain the relatively robust change in average salary at OSU (+2.2%) over the year compared to the previous year (0.8%). This change has no doubt helped improve OSU's position compared to peer institutions in the Big 10 and helped maintain our position in the AAU.

Second, the President established the University Institute for Teaching and Learning (UITL) program in Fall 2018. This program involved an online inventory of certain classroom techniques, and a more extensive online class to describe various teaching techniques. Faculty could be compensated $400 in their base salary for completing the first phase (the inventory) and $1200 in their base salary for completing the second phase (the online class). Given the average 2018 salary of $121,500, this represents a 1.3% salary increase for the average faculty member.

As of March, records from the Office of Academic Affairs show that 2316 out of an eligible 4590 instructional staff eligible for this teaching supplement have completed phase 1, and 1166 have completed both phase 1 and phase 2. It is likely that many faculty members and others have waited until summer to complete both activities, but in particular the phase 2 activity, which takes significant time to complete.

Combined, the increased AMCP and the UITL program should influence the average salary trajectory at Ohio State in the short-term. Total average salaries this year did increase 2.2% compared to the 0.7% increase from the year before. The increase was particularly noticeable at the assistant professor rank, with an increase of 3.1%. The average salary of associate professors increased 2.2% and the average salary for full professors increased 1.7%.

Other factors proposed in this report could help expand an emerging trend towards an improved salary trajectory at Ohio State. First, we recommend eliminating the gender pay gap. This is a critical equity goal for Ohio State that needs to be addressed rapidly. The salary element, $3.5 million, is the easy part. What will be more difficult, as outlined above, will be the distribution of those funds and the changes in institutional policies that will prevent a reoccurrence of gender pay inequities. For example, we noted that existing policies could encourage the gender pay gap,

such that a thorough policy review, with an eye towards removing factors that cause the gender pay gap be resolved.

Second, we recommend that the university increase the AMCP pool to 4%. We recognize that this would require approximately an additional $6.2 million per year in AMCP, but these additional funds on a sustained basis would help reduce the erosion in salary at OSU compared to the rest of the AAU in recent years. This erosion in relative salary gains influences the competitiveness of OSU and our ability to attract and retain talented faculty members at all levels. An increased amount for AMCP can also help reduce salary compression.

Third, fixing the gender pay gap, reducing the extent of salary compression, increasing the competitiveness of OSU to attract and retain talented faculty, and expanding the number of tenure track faculty cannot be resolved within the AMCP without a broad re-allocation of funds from other areas to faculty compensation. AMCP is funded by departments, through increased credit hour production and the difference in salary between retirements and new hires. As a result, many departments are in a difficult position just trying to fund base merit salary increases, let alone resolving the gender pay gap, salary compression, and maintaining competitiveness. This is the main reason why we have identified Total Faculty Based Income (TFBI), and the proportion of TFBI allocated to faculty salaries, as a key driver in this report. Without changing the current allocation of TFBI to faculty on a permanent basis, it will be difficult for the university to address many of the issues and recommendations raised in the report.

We estimate that the total budget request associated with the first three recommendations from our report would require a re-allocation of $34.4 million per year from some other use to tenure track faculty salaries. Recognizing that this is a significant shift in the claims upon university resources, FCBC asked during a Senate Steering Committee meeting that the University Fiscal Committee consider whether and how such a fiscal adjustment could be accomplished. Both the previous chair and the current chair of the University Fiscal committee suggested that such an analysis was not within the scope of the Fiscal Committee's efforts. During the same Steering Committee meeting, however, the Provost indicated that he would establish a separate task force to analyze fiscal considerations associated with the re-allocating resources to expand faculty numbers, address faculty salary issues, and address the gender pay gap.

Data and Future Analysis

One of the issues that arose this year was that OHR suggested in December that they would no longer be able to provide the attached report that compares OSU salaries in unadjusted and cost of living adjusted terms to other AAU institutions. This comparison is an important piece of data that underpins the ability of this committee to analyze faculty salaries at Ohio State. The analysis has been consistently accomplished for this committee for at least two decades, thus providing an important benchmark that allows us to compare our salary base to peer institutions. Lots of important issues of course are missed if you are only comparing averages, as the OHR annual salary report does. For example, one cannot detect the gender salary gap, salary compression, and other key compensation issues, with a report of average salaries, but we believe that having that report consistently developed for our committee is a critical component of the annual analysis our committee should be doing.

Another issue that arose during the year is that the OHR and OAA will retain a consultant to undertake a detailed analysis of faculty salaries in comparison to other institutions. Senior Vice President Basso reported on this effort to our committee at our April meeting. A response by the Salary Subcommittee is provided in Appendix H. As we note there, the committee is supportive of this effort, but would like to be involved and would like to make sure the data that are generated and used by the consultant are made available to the committee for its own analysis, either by committee members or by faculty with skills to analyze such data. Unlike the development of the Navigant Report that involved critical input from our Health Benefits Subcommittee, faculty members of this committee have not been involved in this effort to hire an outside consultant to date.

A final data issue that has arisen in the last two years is that our committee has made use of the Integrated Postsecondary Education Data System (IPEDS) data. Over the last two years, we have discussed the quality and use of IPEDS data. A number of concerns have been raised about the data, including questions about how various employees are classified (as instructional or non-instructional; or as managerial versus non-managerial); about the way the codes used to classify jobs change from year to year, depending on many factors both within and external to the university; and about how universities may interpret jobs and job classifications differently, thereby coding individuals who do the same job at different places under different codes. These issues can create some of the differences observed across universities.

In another context, The Task Force on Executive Compensation assessed the data for the analysis it conducted in 2018. Their report, delivered in October, 2018, concluded that while the data can be useful, the data before 2012 is problematic, differences in how the data definitions are interpreted by institutions (including Ohio State) create problems in analyzing the data, and job responsibilities may include both staff and management efforts, causing under- or over- reporting of staff or management FTEs.

All members of the committee recognize that it would be useful to have data that allows us to assess relative effort at OSU and other institutions devoted to management, staff, and instructional responsibilities. This would allow us to have data by which we can benchmark instructional inputs relative to total labor inputs at the university. Some members of the committee believe that the IPEDS data is sufficient for this task, while others do not believe it is sufficient for this task. All members of the group recognize that there is error in this data, and that this error must be acknowledged. Appendix A discusses some components of this error related to the changes that occurred in data collection between 2012 and thereafter, providing some quantification of that shift in data collection approaches. We cannot quantify the level of the other types of errors, unfortunately.

Appendix A: Calculation of Recommendations 1 & 2

What is IPEDS?

All accredited US institutions of higher learning that receive Federal funding of any kind are required by Federal Law to report their educational data to the Integrated Postsecondary Education Data System (IPEDS) in a timely and accurate manner, and there are potential penalties for not doing so.

Moreover, what they report and the form in which they report it is very detailed, and designed to be consistent between institutions.

This data goes into their database, and which "buckets" they go into are determined by the Standard Occupational Classification (SOC) code and IPEDS "crosswalk" system (see: https://nces.ed.gov/ipeds/resource/download/IPEDS_HR_2010_SOC_Crosswalk.pdf). All IPEDS data presented here is based on the autumn snapshot for the given fiscal year (so FY2014 data was based on the snapshot taken in autumn 2013).

Calculations for recommendation 1: Increase the number of main campus full-time non-medical tenure track (FTTTF-N) at OSU; five-year plan (based on existing IPEDS data).

Starting parameters and assumptions:

1. OSU FTTTF-N = **2,240** in FY2018 (based on AU2017 snapshot) and assumed **2,246** in FY2019.
2. OSU FTTTF-N/FTE = **25** in FY2019 (FTE = main campus full-time enrolled student based on assumed 57,259 students in 2019/20 school year)
3. Big10 FTTTF-N/FTE median (main campus ratio omitting OSU) = **22**.
4. Current numbers of OSU FTE are increasing at **2%**/year
5. That the term "full-time instructional staff" at OSU's world-ranked main campus should refer to, and consist almost exclusively of regular tenure-track faculty, to which correspondingly appropriate levels of compensation apply
6. Given the scale involved, the soonest any such plan could be implemented would be beginning in AU2020 (FY2021)

Five-year plan: In order to achieve a student FTE/teacher (FTTTF) ratio of 22 by AU2024, OSU would need to increase its FTTTF-N from **2,246** to **2,837** over the 5-year period, representing a total increase of **627,** or a percentage increase of **28%**. This would require an increase in total FTIS-N by **125/year** for each of the 5 years. Assuming an average base salary of **$121.5K** today, and 2.5% average annual salary increases, this would translate into an increase in annual main campus full-time tenure track staff outlay (FTTTF-O) of ***$114.8M in constant 2018 dollars***. In order to achieve this, there would need to be an increase in FTTTF-O of ***$22.9M per year (const. 2018 dollars) above and beyond any other outlay adjustments***.

Calculations for Recommendation 2: Calculation of cost to increase AMCP pool from 2.5% to 4% over 5 years.

For this calculation one can assume that faculty numbers remain the same over time, or that the university increases faculty by 625 requested in recommendation 1. The additional costs are calculated in the table below. Total salary costs are calculated using this year's average faculty salary of $121,500 as the base, and multiplying by 1.3 to include benefits. In both cases we assumed that the average pool increase from 2018/19 to 2019/20 was 2.5%, and then either 2.5% or 4.0% after that.

The average difference is annual increase in the salary pool that would be required to achieve the higher salary base in 2024/25. For instance, assuming faculty numbers remain the same over time, the FTTTF salary pool would be $442.4 million in 2024/25 at 4.0% per year increases rather than $411.4, or $31 million. Thus the pool would have to increase by $6.2 million each year to achieve this higher level. If faculty numbers increase by 625, or 28%, then the pool has to increase by 28% each year, to $7.9 million per year on average.

	FTTF increase by 625			FTTTF remain constant		
		Total Salary (Millions)			Total Salary (Millions)	
Year	FTTTF	4	2.5	FTTTF	4	2.5
2019/20	2246	$ 363.6	$ 363.6	2246	$ 363.6	$ 363.6
2020/21	2371	$ 399.2	$ 393.5	2246	$ 378.2	$ 372.7
2021/22	2497	$ 437.2	$ 424.7	2246	$ 393.3	$ 382.0
2022/23	2622	$ 477.5	$ 457.1	2246	$ 409.0	$ 391.6
2023/24	2748	$ 520.5	$ 491.1	2246	$ 425.4	$ 401.4
2024/25	2873	$ 565.9	$ 526.3	2246	$ 442.4	$ 411.4
Difference 2024 - 2019		$ 202.3	$ 162.6		$ 78.8	$ 47.8
Average Difference			$ 7.9			$ 6.2

A Big10 IPEDS Comparison FY2013 – FY2018

The Instructional - Non-instructional divide

OSU's Managerial staffing

We will start with a discussion of this topic first, given its recently elevated national profile. According to a table published in Sept. 2018 in the Chronical of Higher Education, out of 691 public universities in the US, OSU has the 3rd highest rate of managers per 1,000 students (based on the autumn 2016 snapshot of those universities). No other AAU public university even comes close. So one of the categories we want to look at in some detail in this report involves those employees categorized as "Managers" in the IPEDS database. The "managerial" bucket is discussed in App. 1.

The following table records the number of non-medical main campus staff classified as managers, and compares this to the numbers for the Big10 as a whole. "MAN-N" refers to the number of non-medical managers, while "FTE" represents the total # of full-time equivalent

students (for FY2018 the FTE numbers are those of the year before, as IPEDS does not have even provisional FTE data for that year as of this writing).

Table B1 - OSU v. Big10 management staffing FY13-FY18

OSU v. Big10 MAN-N	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
OSU MAN-N	2242	2360	2403	2459	2573	2626
OSU FTE	50395	52330	52983	53462	54497	54497
Big10 MAN-N w/out OSU	7690	8246	8448	8810	9152	9305
Big10 FTE w/out OSU	468388	480031	480996	487109	495698	495698
OSU MAN-N/1000 FTE	44.49	45.10	45.35	46.00	47.21	48.19
Big10 w/out OSU MAN-N/1000 FTE	16.42	17.18	17.56	18.09	18.46	18.77
OSU/Big10 without OSU	271%	264%	258%	254%	256%	257%

From this table we see OSU's non-medical managerial numbers for the main campus have ranged between 250% and 271% of the Big10 average computed with OSU omitted. Similar ratios hold if one includes all branch campuses; for that reason we have focused on main campus comparisons only.

Given that OSU is such an outlier in this category, it is certainly appropriate to ask if their numbers are an artifact of the manner in which OSU assigns titles to certain types of non-instructional staff. The following table records the numbers as they have appeared on OSU's IPEDS submission forms for the years FY2008 through FY2018. Again, these numbers are referring to non-medical staffing. The acronyms "FTNIS-N" and "FTS-N" refer to "numbers of full-time non-instructional staff (non-medical)" and "full-time staff (non-medical)" respectively.

Table B2 - OSU's non-medical managerial, non-instructional, and total staffing FY08 – FY18

OSU	MAN-N	FTNIS-N	FTS-N	MAN-N/FTS-N
FY2008	844	9896	12069	7%
FY2009	879	10061	12228	7.19%
FY2010	907	10170	12330	7.36%
FY2011	945	10459	12592	7.5%
FY2012	965	10143	12221	7.90%
FY2013	2242	9245	11358	19.74%
FY2014	2360	9464	11616	20.32%
FY2015	2403	9569	11730	20.49%
FY2016	2459	9579	11697	21.02%
FY2017	2573	9817	11995	21.45%
FY2018	2626	10145	12386	21.20%

An inspection of the IPEDS submission forms format for the above years indicates that between FY2012 and FY2013 (in other words, in the transition from the AU2011 to the AU2012 form) there was a significant redesign in the way in which staffing was cross-referenced and reported. It is clear from the above numbers that at least the jump from 965 in FY2012 to 2242 in FY2013 was caused almost solely by this revision. For it defies logic to believe that OSU's non-medical managerial quota increased from 965 to 2242 (an increase of 1,277) at the same time the total number of non-medical staff decreased by 863, from 12,221 to 11,358. This hypothesis is further supported by looking at OSU's corresponding employment numbers on the medical side, as illustrated in the next table:

Table B3 - OSU's medical managerial, non-instructional, and total staffing FY208 – FY18

OSU	MAN-N	FTNIS-N	FTS-N	MAN-N/FTS-N
FY2008	108	1357	2258	4.78%
FY2009	594	9961	10951	5.42%
FY2010	641	10476	11538	5.56%
FY2011	689	10810	11945	6.37%
FY2012	757	11389	12608	6.00%
FY2013	1437	12104	13272	10.83%
FY2014	1573	12640	13987	11.25%
FY2015	1590	12535	13961	11.39%
FY2016	1638	13516	14992	10.93%
FY2017	1788	14344	15901	11.24%
FY2018	1860	15122	16789	11.08%

In both cases we see a jump in the managerial staffing computed as a percentage of total staffing (the MAN-N/FTS-N ratio). On the non-medical side, it goes from being in the 7% - 8% range during FY2008 – FY2012 to the 19.5% - 21.5% range after FY2012. On the medical side, a similar quantum jump in percentages occurs, where MAN-N/FTS-N goes from the 4.75%-6% range in the FY2008 – FY2012 period to 10.8% - 11.1% afterwards. Although much less dramatic, it occurs during the same transition period. Note also that, unlike the non-medical side, one cannot rule out that the possibility that the increase in managerial staffing of 680, from 757 to 1437, was not primarily accounted for by new hires, as during the same period non-instructional staffing increased by 715, from 11,389 to 12,104. It is only in conjunction with the numbers from the non-medical side that one might be inclined to draw this conclusion.

Unfortunately, there is no way to determine from the numbers themselves whether OSU has been overcounting its managerial staff since FY2013, or undercounting it prior to FY2013. Arguments for the former rather than the latter – although a perfectly plausible scenario - have often involved a significant degree of speculation and guesswork as to exactly how many of our managers' occupational counterparts in other universities are not classified as "managers", and

why. And although there additional evidence suggesting some validity to this overcounting scenario (see below), all we can safely conclude at this point, based on hard data, is that

- The IPEDS data appearing on their website matches the data as it was reported by OSU to IPEDS on their annual submission forms (these are, in fact, OSU's own numbers);
- The jump in non-medical managerial staffing numbers between OSU's FY2012 and FY2013 IPEDS submissions is due almost exclusively to a DoED change in the manner in which this staffing data is reported on the IPEDS submission form;
- Since AU2012 (FY 2013) the number of managers per full-time enrolled student employed by OSU is roughly 250% the Big10 average (without including OSU);
- That these ratios are consistent with those reported in the Sept. 2018 issue of the Chronical of Higher Education.

Instructional vs. non-instructional staffing

As spectacularly out-of-range as OSU's managerial numbers are, ultimately a much more important metric is the one that measures the proportionality between instructional and non-instructional staffing and outlay. For OSU's managers are simply a component of its non-instructional staff. And if one is concerned about the instructional/non-instructional dichotomy and its effect on instructional support, then it hardly matters on which exact component of the non-instructional "bucket" money is being spent, because the end financial effect on the instructional side is the same.

For that reason we believe that a much more basic measurement – perhaps the most fundamental – are the ratios associated with the division of staffing outlay into instructional and non-instructional compensation. The instructional/non-instructional partition is both exhaustive and inclusive. And so it is realistic to assume, certainly in any given year, that this division represents a zero-sum situation: money spent on one side represents the same amount not spent on the other.

To that end, we first look at OSU vs. Big10 main campus non-medical instructional staffing numbers, compared to their non-medical non-instructional counterparts for the same range of years as in the first table above:

Table B4 - OSU v Big10 FTIS-N/FTNIS-N FY13 - FY18

OSU v. Big10	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
OSU FTIS-N	2113	2152	2161	2118	2178	2241
OSU FTNIS-N	9245	9464	9569	9579	9817	10145
Big10 FTIS-N w/out OSU	25742	26526	27479	27570	27779	28152
Big10 FTNIS-N w/out OSU	92122	95190	96587	97802	100852	103948
OSU FTIS-N/FTNIS-N	22.86%	22.74%	22.58%	22.11%	22.19%	22.09%
Big10 w/out OSU FTIS-N/FTNIS-N	27.94%	27.87%	28.45%	28.19%	27.54%	27.08%
Big10 ratio/OSU ratio	1.22	1.23	1.26	1.27	1.24	1.26

We see that, over the 6-year period FY2013 – FY2018, the Big10 non-medical FTIS-N/FTNIS-N ratio has on average run 25% above that of OSU, and that it has been gradually trending upwards. In fact, ranked from highest to lowest ratio, OSU has consistently placed last (except for the most recent academic year when it was barely edged out by Rutgers):

Table B5 - OSU's FTIS-N/FTNIS-N ranking in the Big10 FY13 - FY18

OSU	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
FTIS-N/FTNIS-N rank (out of 14)	14th	14th	14th	14th	14th	13th

We can perform a similar comparison for outlay – the total amount in non-medical FTIS base salary compared to total base salary for non-medical FTNIS:

Table B6 - OSU v Big10 FTIS-O/FTNIS-O FY13 - FY18 (in millions)

OSU v. Big10	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
OSU FTIS-O	$228.9	$236.0	$240.3	$240.7	$253.1	$264.0
OSU FTNIS-O	$511.0	$535.8	$548.7	$559.9	$591.3	$622.4
Big10 FTIS-O w/out OSU	$2,660.5	$2,803.1	$2,977.7	$3,044.0	$3,135.3	$3,223.5
Big10 FTNIS-O w/out OSU	$5,345.4	$5,661.8	$6,140.2	$6,076.3	$6,408.9	$6,743.1
OSU FTIS-O/FTNIS-O	44.79%	44.05%	43.79%	43.00%	42.80%	42.42%
Big10 w/out OSU FTIS-O/FTNIS-O	49.77%	49.51%	48.50%	50.10%	48.92%	47.80%
Big10 ratio/OSU ratio	1.11	1.12	1.11	1.17	1.14	1.13

On average, we see that OSU's Big10 peers have an FTIS-O/FTNIS-O ratio that runs about 13% above that of OSU's. From the last line of the graph we also see that OSU is slowly but steadily losing ground in this comparison with its Big10 partners.

In terms of its ranking, OSU's relative standing in this category is only slightly better than with the previous FTIS-N/FTNIS-N ratio, averaging 12th place out of 14 over the last 6 years:

Table B7 - OSU's FTIS-O/FTNIS-O ranking in the Big10 FY13 - FY18

OSU	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
FTIS-N/FTNIS-N rank (out of 14)	12th	12th	11th	12th	13th	11th

Thus, although OSU does not come in last place each year, and the Big10 FTIS-O/FTNIS-O ratio exceeds OSU's by only 13% rather than the 25% it did with respect to the staffing ratio, it should be stressed that the numerical and financial realities portrayed by these ratios are in sharp contrast to the various motivational slogans OSU has promoted during this same period.

It should be added here that, although the ratios comparing non-instructional vs. instructional staffing and outlay are quite alarming, OSU's overall numbers (rather than ratios) compare quite well to those of their Big10 peers. For example, OSU has, until the most recent fiscal year ranked 4th largest in terms of non-medical, non-instructional expenditure, even though it is the largest of the Big10 universities. And in terms of its non-instructional cost per student (its FTNIS-O/FTE ratio), it is one of the cheapest, running about $2,000 per student below the Big10 average; in fact the only Big10 institution that has consistently had a significantly smaller ratio is Indiana University – Bloomington.

OSU's comparatively low FTNIS-O/FTE ratio, in conjunction with its very high MAN-O/FTE ratio, provides additional, indirect evidence that OSU does, in fact, overcount its managers, and that a decent number of OSU's non-instructional managerial staff work in a capacity that would not be classified as "managerial" at other institutions. Again, though, the problem is one of quantification. It is difficult, if not impossible, to give a precise number or even sharp bounds on what the right number of managerial staff should be if not what has been reported by OSU to the Dept. of Education on their IPEDS submission forms.

For these reasons it seems best to use only the broad classifications of Non-Instructional vs. Instructional when trying to determine the division of allocated resources, so as to avoid secondary (and not terribly relevant) issues of job classification.

Student/Teacher ratios and instructional cost per student

The small number of OSU's full-time instructional staff compared to its large student base translates, not surprisingly, into i) OSU being extremely cost-efficient in terms of its instructional outlay per student, and ii) by far the worst student/teacher ratios in the Big10 (computed only counting full-time non-medical instructional staff as "teachers"). The relative ranking starts with "1" denoting the most cost-efficient to "14" representing the least. As we indicated earlier, IPEDS FTE numbers have not been posted yet for 2017-2018, so for FY2018 comparative purposes we use the enrollment numbers from the year before.

Table B8 - OSU v Big10 FTIS-O/FTE ratio FY13 - FY18

OSU v. Big10	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
OSU FTIS-O/FTE	$4,544	$4,511	$4,536	$4,502	$4,645	$4,844
Big10 FTIS-O/FTE w/out OSU	$5,680	$5,839	$6,191	$6,249	$6,325	$6,503
Big10 ratio w/out OSU/OSU	1.25	1.29	1.36	1.39	1.36	1.34
OSU's Big10 efficiency ranking (out of 14)	1st	1st	1st	1st	1st	1st

OSU has ranked the most instructionally cost-efficient member of the Big10 for each of the six years for which we have access to the IPEDS data documenting these numbers. Moreover we see a significant increase in the gap between the Big10 average (minus OSU) and OSU, in terms of percentage difference. Overall, we see that the remaining Big10 universities on average cost about 33% more per student for full-time instructional staffing; equivalently, OSU's cost is on average 75% of the Big10 average minus OSU.

However, this cost-saving is due almost exclusively to the small number of full-time instructors OSU employs, relative to its undergraduate population. If we consider a low student/teacher ratio good, it makes sense to rank from lowest (#1) to highest (#14). We note in this case that the seeming improvement in ratios going from FY2017 to FY2018 is illusory, and a consequence of the fact that FTIS-N numbers are current, while the FTE numbers are not.

Table B9 - OSU v Big10 FTIS-N/FTE ratio FY13 - FY18

OSU v. Big10	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
OSU FTE/FTIS-N	23.85	24.32	24.52	25.24	25.02	24.32
Big10 FTE/FTIS-N w/out OSU	18.20	18.10	17.51	17.67	17.84	17.61
OSU/Big10 ratio w/out OSU	1.31	1.34	1.40	1.43	1.40	1.38
OSU's Big10 FTE/FTIS-N ranking (out of 14)	14th	14th	14th	14th	14th	14th

For each year OSU has ranked last in terms of this important instructional ratio, which has consistently run about 38% above the Big10 average minus OSU. And while the Big10 student/teacher ratio has slightly improved during this period, OSU's has steadily worsened. Note that in computing these ratios we have not counted either part-time or adjunct faculty – just full-time. And we have focused on a main campus only comparison. However both of these restrictions seem appropriate.

Conclusion

Although OSU is relatively efficient in its use of non-instructional staffing, at least in terms of average cost per student, it compares very poorly in terms of relative allocation of resources and manpower between its non-medical full-time instructional and non-instructional staffing. Evidence for this is given by OSU's

- Low FTIS-O/FTNIS-O and FTIS-N/FTNIS-N ratios (near or at the bottom of the Big10 for all six years)
- Low FTIS-O/FTE and FTIS-N/FTE ratios (lowest in the Big10 for all six years)

From these comparisons alone it would seem there is a strong argument for increasing the amount of financial resources OSU invests its full-time instructional staffing, specifically its

regular tenure-track faculty. Moreover, that one way to achieve this would be to spend less on non-medical non-instructional staff. We will explore this further in the remaining two parts.

Appendix B:

Summary of Conversations with Colleges about the Gender Pay Gap

The FCBC salary subcommittee met with the deans and administrative teams of several colleges to assess their practices for managing the gender pay gap. Below is a summary of the key points from these conversations.

- No college mentioned receiving guidelines from OAA for addressing the gender and racial salary inequities. Colleges receive the annual AMCP document from the President and Provost, but the gender salary gap does not appear to be a topic actively discussed between colleges and the central governance.
- Each college developed, or not, its own plans to address salary inequities. Large disparities exist among colleges relative to their practices to survey and reduce the gender pay gap.
- Some colleges (CFAES, FCOB, COM) have already established plans expected to reduce the gender and racial salary gaps.
- Some colleges provided an analysis of the gender equity across ranks and departments and provided methodologies for addressing the gender pay gap. These colleges happen to be the ones with the lowest gender pay gaps. FCOB provided a detailed faculty salary analysis of the 2018 year. FCOB as well as CFAES appear to have minimal gender pay gaps and provided some of their various strategies that can be used as examples for best practices.
- COM, which includes a majority of clinical faculty, developed in 2018 a new compensation plan for clinical faculty, which completely reevaluates salaries based on faculty productivity. This plan is expected to decrease the gender salary gap in this college.
- The regional campus Dean provided details of their salary adjustment processes and detailed analysis of gender equity across rank and department on the campuses. While there is generally little or no gender gap on the regional campuses, and while each dean takes steps to address inequities when and if they arise, the deans hope to formalize their strategies by incorporating them into their campuses' governing documents. Doing so would ensure that actions to address and prevent inequities remain in place as leadership transitions occur.

Summary of conversations with each College:

College of Food, Agricultural, and Environmental Sciences, CFAES
The Dean explained that her college has minimal gender and race salary gaps due to extensive and maintained efforts from the college leadership.

Gender disparities are more pronounced at the senior level and less pronounced at the junior level, due to relatively recently improved hiring practices that ensure gender parity and diversity among faculty. With time, gaps at the senior level are expected to decline. Also, the student population is shifting with a growing trend in female and minority student enrollments.

At the senior level, there is still a lack of women, only three women in higher leadership positions for nine men, for example. This minority of women is often overwhelmed with committee work. The Dean also acknowledged some salary compression among ranks, which is still a concern.

The dean expressed that there is generally too high emphasis on college ranking relative to other institutions, while she prefers to focus on creating a work environment that will be conducive to fostering

academic success. Among the examples cited were the hiring practices, including training of search committees, and diversity report. She sees these improving diversity reports, for example, as reflective of a "successful college".

Retention is also key to success. Many women have been retained, and these successes involve salary increases in addition to creating an appealing work environment through the support of lab renovation, sponsoring faculty abroad programs, developing pathways to promote collaborations within the college, etc.

College of Medicine, COM

The dean explained that the COM includes about 2,000 faculty members (Clinical 1200, 500 basic sciences, and about 400 Children Hospital which is a distinct financial entity).

The Dean is aware of the existence of the gender salary gap in the college. He explained that since his arrival, about two years ago, he reviewed with the HR team many faculty salaries and readjusted several individual cases, but mostly has developed a novel compensation plan for clinical faculty that will readjust salaries based on productivity and independent of gender.

Finally, the Dean explained that the COM is developing via the Faculty Experience Initiative, several programs to create more favorable work environment for female faculty. These include having parking spaces in central campus reserved for pregnant faculty in their third trimester, a lactation program with release of time and allocated space, children day care and dog walking services.

During an additional meeting with Wendy Horton and Arick Forrest, the COM presented comparative data showing how the new compensation plan is expected to affect the salaries of male and female faculty.

College of Arts and Sciences, ASC

The Dean, Divisional Deans, and Associate Dean for Diversity, Equity, and Inclusion discussed various strategies that they have implemented, separately, to think towards reducing the gender salary gap. ASC has previously assumed a more decentralized process led by department chairs using the AMCP process to address gender salary gaps. Divisional deans hold meetings with chairs and host 1:1 meeting to discuss how to use the AMCP process to address salary gender gaps. At times, this approach yields some uneven responses across the 38 departments with some departments having greater success than others in using the AMCP process to address inequities. However, despite a more decentralized approach, the college leadership-divisional deans, in consultation with HR leadership, reviews the chairs' submissions. During this review, the leadership team makes adjustments and offers further guidance on how to mitigate disparities. This year, Wendy Smooth, new Associate Dean for Diversity Equity and Inclusion is working in partnership with the senior HR team to strategically collect and use multi-year analyses of salary data within college divisions and across the college divisions to design a plan to systemically address gender salary gaps and racial ethnic salary gaps. As this is a persistent challenge to ASC, the leadership has plans to offer chairs increased guidance in crafting multi-year plans to address existing inequities, while monitoring the emergence of new disparities. Overall, the college leadership is keenly aware and responsive to this issue, yet the leadership owns that ASC has some persistent challenges that they are actively working to address.

Dana Renga had a follow-up meeting with Wendy Smooth, who is looking into how the composite benefit savings were used in the past (merit, equity, or a combination thereof), and will work within the

College, and with the PPCW, and the Senate Diversity Committee to establish a set of policies and best practices moving forward. Wendy Smooth will work with ASC leadership on policies for addressing equity when further composite benefit savings are made available by OAA.

Fisher College of Business, FCOB

The Dean presented the average salaries in his college based on gender and rank and explained the strategies established under his leadership to alleviate the gender and race inequities in salary in the past four years. Overall, the major strategies for the gender pay gap include recruiting more women and ensuring that their starting salary is not gender biased. Then at the time of AMCP, the college reviews the salary equity for each faculty.

Recruitment practices are shifting to recruit more women and minorities. In 2018 77% of newly hired faculty were women compared to 44% in 2015-2018. Also a special attention is given to ensure that initial salary is not gender biased, competitive at the national level, and new recruits are well supported (e.g. 5 years of summer funding for rookie tenure-track hires). For salary comparison, the college uses data from the Association to Advance Collegiate Schools of Business (AACSB) using as comparison group: Old Big Ten, Texas-Austin, University of North Carolina, and UCLA.

Analysis by rank and gender of FCOB faculty

	# women	Ave salary	# men	Ave salary
Assistant	10 *(32.25%)*	191.5K	21	189.6
Associate	7 *(28%)*	196.2K	18	183
Full	8 *(22.62%)*	281.3K	29	286.2

The AMCP process in this college involves:
1-Gender neutral rating of faculty, based on performances.
2-Look for internal equity and compare salary by area with benchmark institutions.
3-Assign a percentile to each faculty member.
4- With all 5 Chairs and Deans for Faculty there is an open discussion about each faculty for transparency and accountability. If there is an inequity that cannot be addressed in one year, the college creates a plan (up to 3 years) to reach equity.

College of Engineering, COE

The college includes 93 women (24%) and 284 men among all faculty members (tenure-, clinical- and research tracks). For comparison, women faculty in 2015 represented 19% of all tracks faculty. At the time of our meeting, two women have a Chair position in the College (three women effective June 1, 2019), whereas the leadership at the level of associate and assistant deans includes many women. Recruiting women is challenging in the field of engineering, and the leadership team feels that the College is doing relatively well at recruiting women compared to the field more broadly.

The salary of women at the full professor level is the most important concern and should be the focus of equity adjustments in AMCP this year. The leadership team noted that an analysis of the 2018 fiscal year shows a $10,000 difference in average salary to the advantage of men, but after rank adjustment the

difference is $2,600, which was mentioned as a minor gap. Also, salary compression is a concern as the market is very competitive for Engineering faculty.

For the AMCP process, department chairs and directors make individual AMCP decisions for their respective units based on the overall aggregate guidelines required by the University. The college reviews all AMCP decisions made at the unit level prior to finalizing. The college provides units with guidelines which state that AMCP increases are based on both equity and merit. In FY2017, consistent with direction from OAA, the efficiency savings from a reduction in the benefits rate was used in a targeted manner to address equity, retention and merit for faculty. This process was managed at the college level. A significant challenge faced by the college is that the AMCP guidelines have ranged from 2-2.5% the last several years. It is challenging to set aside a meaningful portion to address equity issues given the small guideline and minimal additional budget resources. Engineering is also particularly challenged by an extremely competitive faculty employment market which has resulted in a number of retention cases recently which also require funding outside of AMCP.

Regional Campus Deans

The regional campus deans gave very clear descriptions of their salary adjustment processes. Across Newark, Marion, Mansfield and Lima, the consistent strategy was to compare faculty salaries to those of faculty in their TIU who are on the Columbus campus, of the same rank and years in service. The goal is to have all faculty above 70% of the median of that comparison group and most faculty above 85%. The deans did not have any specific plan to address gender equity, although they have been monitoring it in recent years. Newark, Mansfield and Marion had little or no overall gender gap, while Lima had somewhat of a gap. However, most of the gap seems to be accounted for by department and/or years in service. There was a consensus that a consistent strategy for gender equity at the department level would be helpful in addressing the concerns. Further, it was pointed out that, given the market variation of salaries by department and the goal to compare regional campus salaries “apples to apples” with Columbus-based faculty in their department, one way to address the gender gap in salary would be to continue to address the gender distribution in some departments with retention and hiring strategies aimed at women and minorities.
The Deans acknowledged that salary comparisons to departments from the Columbus campus are not ideal for determining initial offer and eventual equity adjustments; however it is currently the best data available. There has been a long discussion about determining appropriate benchmark institutions for salary comparison with the regional campuses. Possible benchmarks groups include the national liberal arts colleges in Ohio and the regional campuses of other Big Ten Universities. However, these comparisons also have drawbacks and the data is difficult to analyze with small data sets when accounting for discipline, rank and years at rank.

Appendix C: Request for third party analysis

November 29, 2018

To: Susan Basso, Senior Vice President, Talent, Culture and Human Resources; and Joanne McGoldrick, Associate Vice President, Total Rewards

Re: Third Party Analysis of OSU Health Plan

Dear Susan and Joanne,

As you are aware, Faculty Compensation and Benefits (FCBC), a standing committee of University Senate, is concerned with the ongoing push towards a tiered, narrowed network of healthcare providers through the OSU Health Plan. At its November 14, 2018, meeting, the committee unanimously passed a motion supporting the request of an analysis of health plan data by a third party consultant. Below, we detail the specifics of our request.

Cost and Quality Comparison
During the February 2018 presentation of the proposed tiered, narrowed network, OSU Health Plan representatives marketed the proposed new network structure as improving outcomes, integration of care, and improving population health across our members while also driving utilization to OSU providers. To this end, we are requesting **a cost and quality comparison to our central Ohio competitors and reasonable number of national benchmark competitors (i.e. Johns Hopkins, Cleveland Clinic), preferably using two different tools/approaches**. Related to this request, we are requesting information about the following.

- Data demonstrating that driving members to OSU providers will reduce costs to both members and the University, especially considering OSU costs tend to be higher in many cases. Connected to this would be the increased costs incurred by members who choose Prime Care Choice, which when considering that costs outside of OSU are many times decreased, places more risk and burden on the member than is warranted for cost control.
- Data demonstrating strong evidence that the quality of care and health outcomes are better at OSU than our competitors. We are aware of our cancer center's reputation for quality care. We are more interested in other areas such as primary care, OB/GYN, orthopedics, and cardiology, and request specific metrics used currently and metrics that will be used in the future to measure quality and health outcomes of OSU providers in both the inpatient and ambulatory care settings.

Business Conflicts of Interest and Oversight
FCBC has concerns about the unique three-way partnership among the University (Payer = employer + members), the OSU Health Plan, and the OSU Wexner Medical Center. Per the June 7, 2018, report of the Committee at the OSU Board of Trustees meeting (p. 34 of https://trustees.osu.edu/assets/files/meeting-materials/6-2018/AuditCompliance.pdf), The OSU Health Plan's University Oversight is through David McQuaid, CEO of OSU Health System and COO of Wexner Medical Center. Its board is led by Mark Larmore, Vice President and CFO of Wexner Medical Center. Both of these leaders have substantial financial interests in the success of the medical center**. We feel this creates an environment ripe for a business conflict of interest whereby the profits of the Health System may be driving proposed changes to our Health Plan as well as potentially affecting overall costs to the University and plan members.** Related to this, we ask for the following information.

• What checks and balances are in place to minimize and/or eliminate business conflicts of interest that may arise from medical center oversight of the Health Plan?
• How does the Medical Center profit affect the overall university? Specifically, we are asking for data that demonstrates the actual dollar amounts and destinations of medical center profits as follows: a) profits reinvested into the medical center proper; b) profit transferred to the OSU College of Medicine; and c) profit given directly to the University (not including that which is transferred to the OSU College of Medicine).

We recognize that it may not be possible for a third-party consultant analysis to provide answers to all of the above, especially in the detail we request. Nonetheless, we are making this formal request so that it is documented and addressed.

We welcome this opportunity to ask for more information about a change that affects so many at our university. We look forward to continued discussion on this matter.

Respectfully submitted,
Stephanie J. Schulte, MLIS
Associate Professor
Vice Chair, Faculty Compensation and Benefits Committee
On behalf of Faculty Compensation and Benefits Committee
Cc: Brent Sohngen, Pam Doseck

Appendix D: Navigant Report

THE OHIO STATE UNIVERSITY MANAGED CARE

PROJECT REPORT

APRIL 17TH, 2019

THE OHIO STATE UNIVERSITY

NAVIGANT

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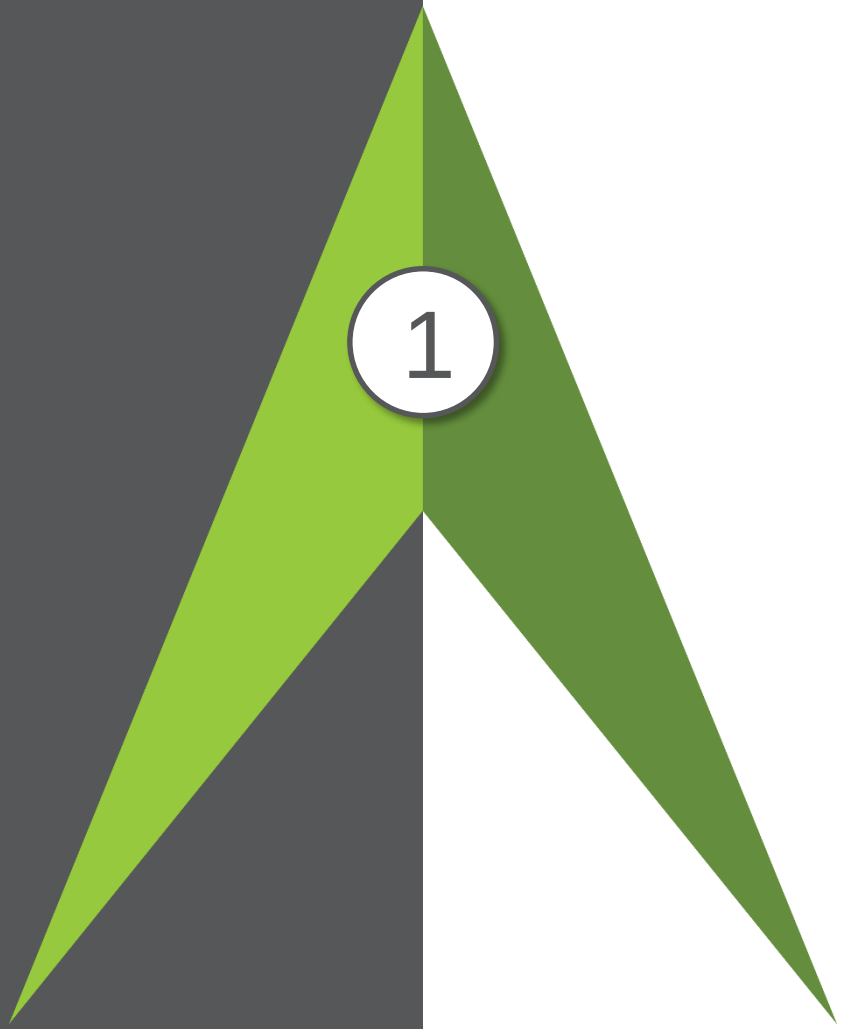

BACKGROUND AND SCOPE

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THE OHIO STATE UNIVERSITY

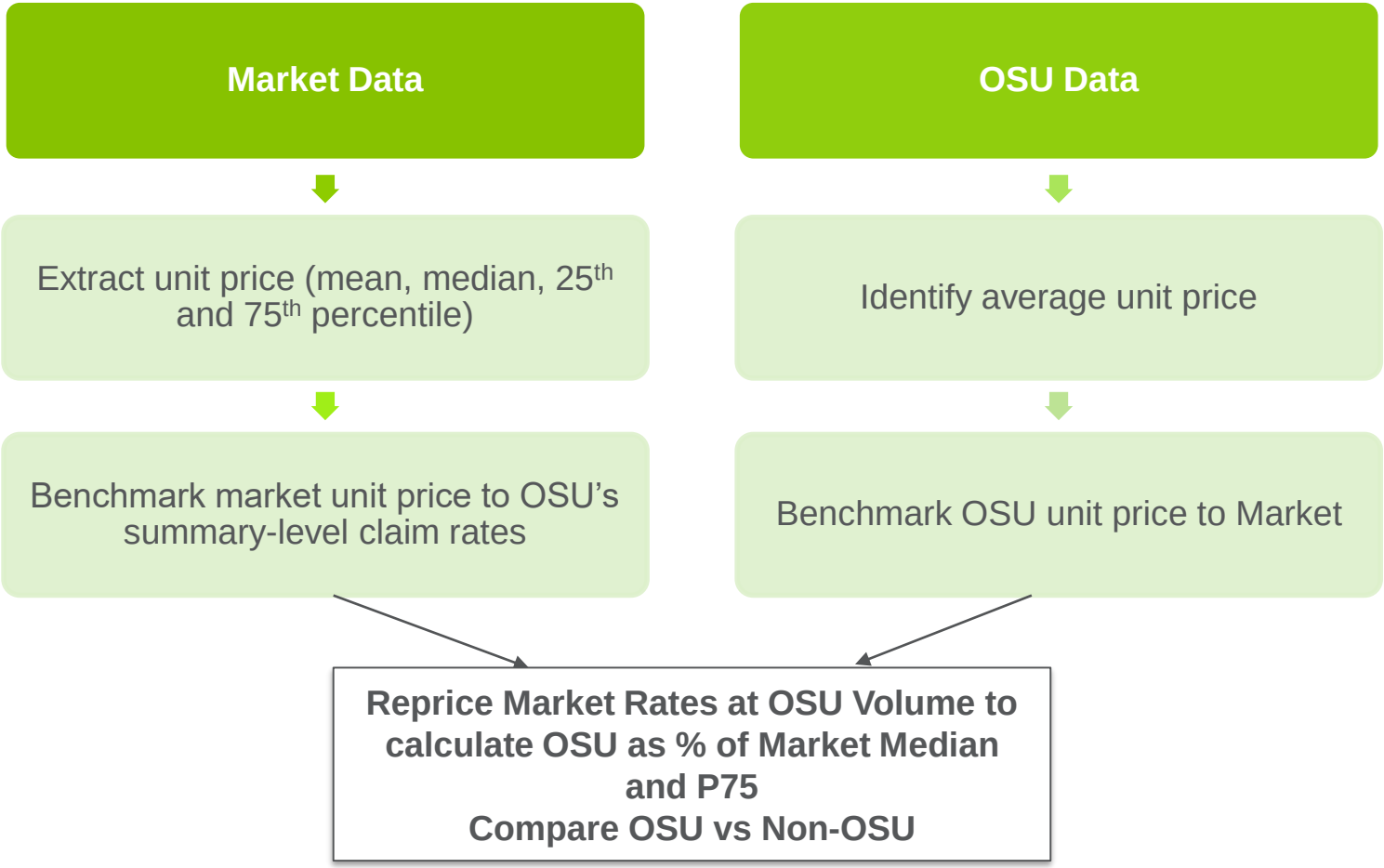
BACKGROUND AND SCOPE

- Compare OSUHP Facility and Professional reimbursement rates between OSU and Non-OSU Providers
- Determine the rate difference across all providers vs. the Columbus market
  - Inpatient and outpatient facility rates
  - By DRG (inpatient) and CPT (outpatient)
  - At the 50th and 75th reimbursement percentiles
- Compare OSU to other similar Academic Medical Centers
  - Quality
  - Cost
- Patient Access – To determine appointment wait times for OSUHP members
- Compare OSU Administrative Service Cost to Market

BACKGROUND AND SCOPE – METHODOLOGY

	Data Source	Description	Data Periods
☑	**Truven & NCI Proprietary Data**	Used OSUHP patient level claims data to benchmark rates against Truven MarketScan Database	2017 trended to 2018
☑	**Sample Size**	Benchmarks that have fewer than 5 occurrences in Truven dataset are excluded from analysis to avoid small sample bias.	
☑	**Outliers**	Item is excluded from analysis if market's allowed amount unit rate is >1000% or <10% of client's allowed amount unit rate, as these claims will skew true value (e.g., would exclude if client unit rate is $15 and market unit rate is $1)	Jan 2017- Sep 2018 claims data and Truven CY17 market data
☑	**Benchmark Mapping**	Line items that do not contain matching CPT/DRG, modifier, and place of service agreement with Truven dataset are considered "unmatched" and removed from analysis	

BACKGROUND AND SCOPE – METHODOLOGY



SUMMARY FINDINGS

NAVIGANT

THE OHIO STATE UNIVERSITY

KEY TAKEAWAYS FROM OUR WORK TOGETHER

- **Health Plan Rates:** OSU's health plan receives the highest discount (lowest rates) in the market (compared to other payers) for OSU provider services.
- **OSU vs. Non-OSU Rates:** The rates OSU Health Plan pays to Non-OSU hospitals are significantly more than rates paid to OSUWMC; physician rates are comparable in aggregate, but vary widely by specialty.
- **Potential Financial Impact of Tiering on Unit Price Mix:** If half of the volume were to shift from Non-OSU physicians to OSU-employed physicians:
  - The plan could expect to pay up to $1M more in unit reimbursement.
  - The unit cost impact to employees could ***vary by specialty***, depending on which services shift to OSU providers.
  - A shift in volume would keep funds within the university, and potentially higher costs could be offset in the long-term if greater integration reduces cost of care and/or utilization.
- **OSU Provider Quality**: OSU's hospital quality of care is high relative to a comparison group of 13 regional leading academic medical centers, as well as the local Columbus market.
- **Access**: Prime Access for OSU members significantly reduces average wait time to first available appointment for new patients. Average system-wide first available appointment is ~13 days for Prime Access, but is >30 days for returning OSU members and Non-OSU patients.
- **Admin Costs:** Costs to administer the employee health plan are higher than average for large employer groups; however, service offerings vary, making an exact comparison difficult. Comparators likely have greater opportunity to spread their costs and enhance services by scaling them across many employers.
- **Clinical Integration**: Navigant recommends further exploration of partnerships between the health plan, internal and external physicians, and hospital to align incentives & enhance value for patients.

EXECUTIVE SUMMARY

	Facility	Professional
OSU vs Non-OSU (OSUHP)	• OSU Rates are ~40% Lower than Non-OSU Rates from OSU Health Plan. • Overall alignment with story from OSUWMC Managed Care Data.	• OSU and Non-OSU rates are comparable. • Differences exist at some specialties and places of service (Lab, ED).
Columbus Market	• OSUHP rates for Non-OSU facilities are between the Columbus Market Median and 75th percentile.	• Both OSU and Non-OSU rates are between the Median and 75th Percentile.
Quality	• OSU Hospital is one of the highest ranking hospitals in the country. • OSU scored 5 out of 5 in the quality ranking. • OSU ranks better than competitors in Safety, Readmission, and Mortality, and lags competitors in Timeliness and Patient Satisfaction.	
Reimbursement Rate	• When compared to regional AMC markets, OSUHP rates for Non-OSU facilities are above the 75th percentile; but remain between median & 75th percentile in Columbus. • Thus, Columbus rates are higher than most of our comparable AMC markets. Market forces, such as the influence of Payer mix, consolidation, etc., account for some of the rate differences across markets.	

EXECUTIVE SUMMARY

Patient Access

- The average system-wide appointment time is ~13 days for OSU Prime Access (New Patients), which is better than national benchmarks, but lags behind (30-36 days) for returning / Non-OSU patients.
- "Secret Shopper" calls confirm significant gaps exist for returning patient access to primary care and other specialties.

Administrative Services (ASO)

- OSU Health Plan's ASO rate is $39.86 PEPM
- OSU's ASO fees are above the comparator average for other employers (~$35), but lower than the highest employer (> $47)

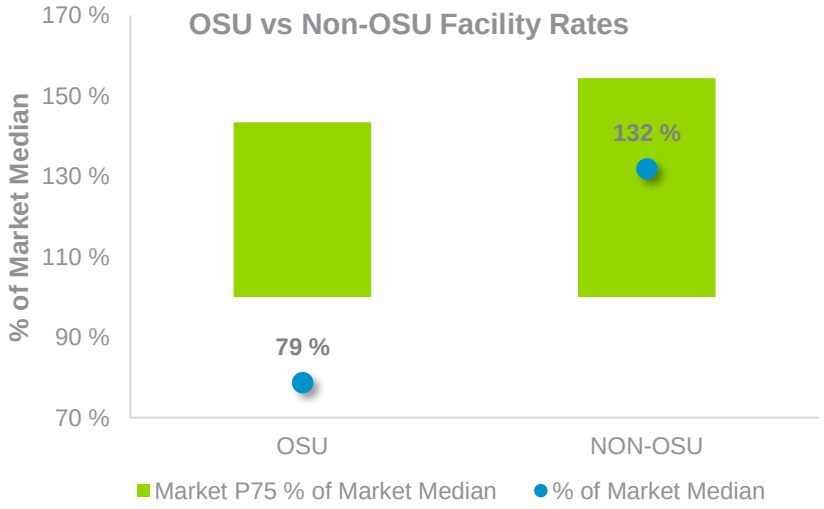
Overall, Navigant and Aon's analysis conclude that:

- OSU's health plan receives the lowest rates for OSU provider services in the market.
- While in aggregate, OSU & Non-OSU physicians are paid similarly, variation by specialty could increase some costs to employees & OSU if shifted to OSU physicians.
- OSU's quality performance is high relative to other AMCs.
- OSU could further explore calibrating Prime Access and returning employee access to reduce overall wait times for key access areas.
- Navigant recommends further exploration of partnerships between health plan, physicians (both independent & employed), and the university to align incentives and enhance value to patients. This may involve clinical integration or building upon the primary care payments already provided to employed physicians for care management.

Physician quality information relative to independents is not readily available.

EXECUTIVE SUMMARY – FACILITY BENCHMARKING

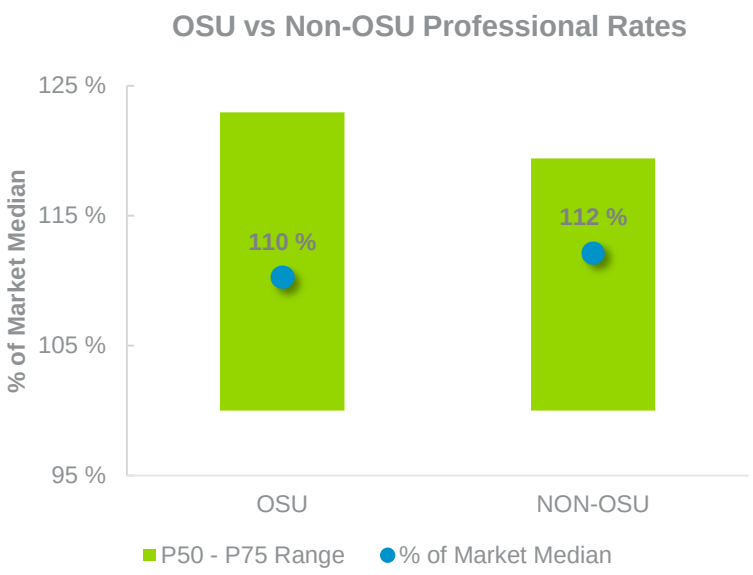
- 60% of the facility claims volume are from OSU Facilities and account for 54% of the Total OSUHP allowed amount
- OSU Facility reimbursement rates are significantly less than Non-OSU facility rates
- OSU rates are 20% below the Columbus Market Median
- Non-OSU facilities are 30% above the Columbus Market Median
- The James Cancer Center is above the Market 75th Percentile – due to the PPS exemption



Source: OSU Jan '17 – Sep '18 Claims Data

EXECUTIVE SUMMARY – PROFESSIONAL BENCHMARKING

- Overall, OSU Professional Rates are very similar to Non-OSU Professional Rates (110% vs 112% of Market Median)
- Rate differences exist at specific Specialties, such as Emergency Medicine, Allergy & Immunology Dermatology, Cardiology, Ophthalmology, and Women's Services



SPECIALTY	OSU	NON-OSU
WOMEN'S SERVICES	113%	104%
BEHAVIORAL HEALTH	151%	108%
ALLERGY & IMMUNOLOGY	98%	123%
EMERGENCY MEDICINE	90%	228%
CARDIOLOGY	118%	110%
DERMATOLOGY	126%	103%
OPTHALMOLOGY	133%	101%

Source: OSU Jan '17 – Sep '18 Claims Data

EXECUTIVE SUMMARY – QUALITY

- OSU's Hospital is tied for the highest quality score with three other facilities among the 13 Academic Medical Centers compared
- OSU is Above the National Average for:
  - Mortality
  - Patient Safety
  - Readmission
- OSU is At the National Average for:
  - Effectiveness of Care
  - Patient Experience
  - Efficient use of Medical Imaging
- OSU is Below the National Average for:
  - Timeliness

3

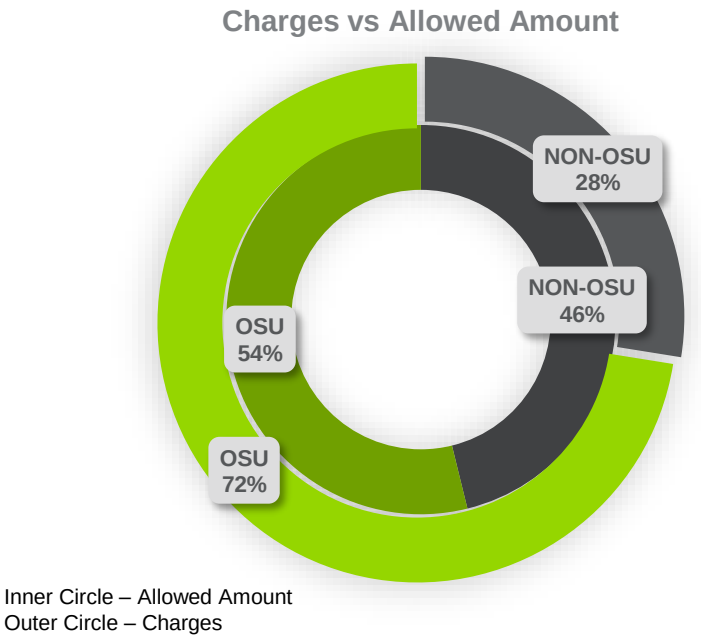
OSUHP BENCHMARKING RESULTS – FACILITY

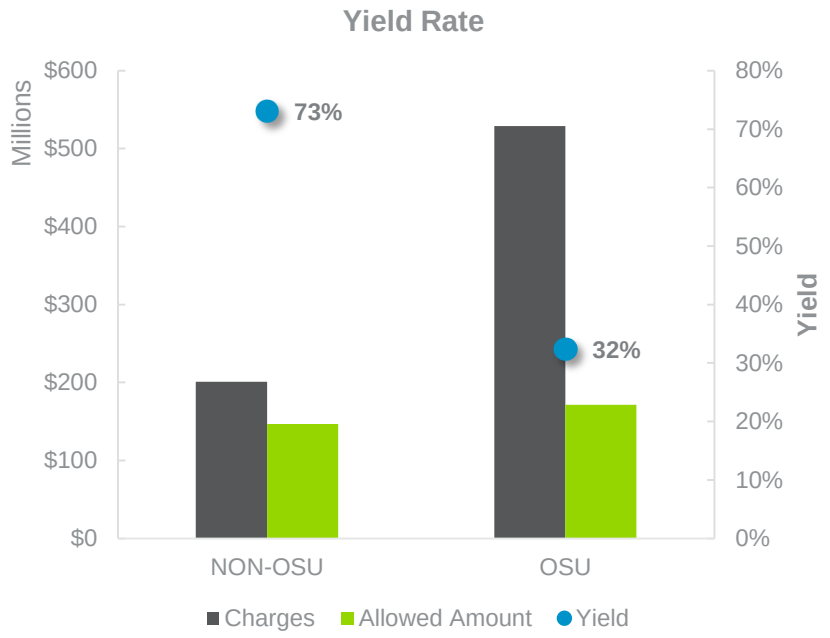
NAVIGANT

THE OHIO STATE UNIVERSITY

OSU VS NON-OSU CHARGE AND REIMBURSEMENT SUMMARY

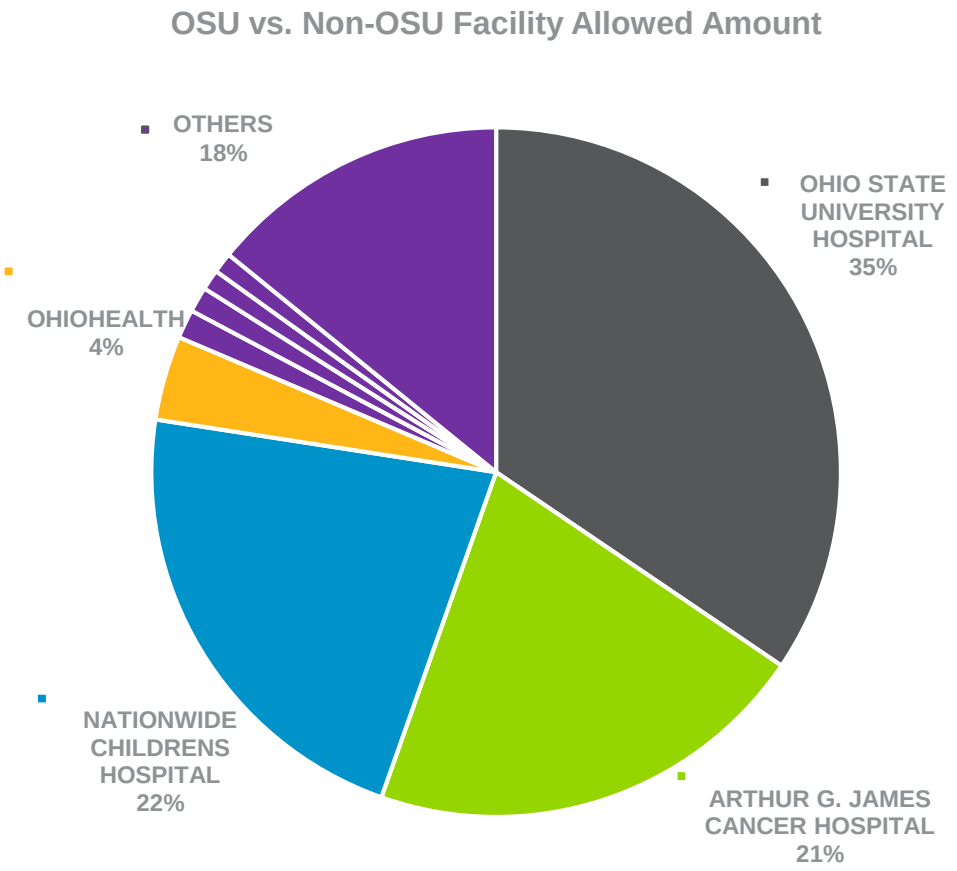
- OSU Facility Charges account for 72% of the volume but only about half of the total Allowed Amount
- The OSU Yield rate is significantly lower than for Non-OSU facilities – 32% vs 73%, indicating the lower rates paid to OSU than Non-OSU providers.





Source: OSU Jan '17 – Sep '18 Claims Data

REIMBURSEMENT DISTRIBUTION BY FACILITY

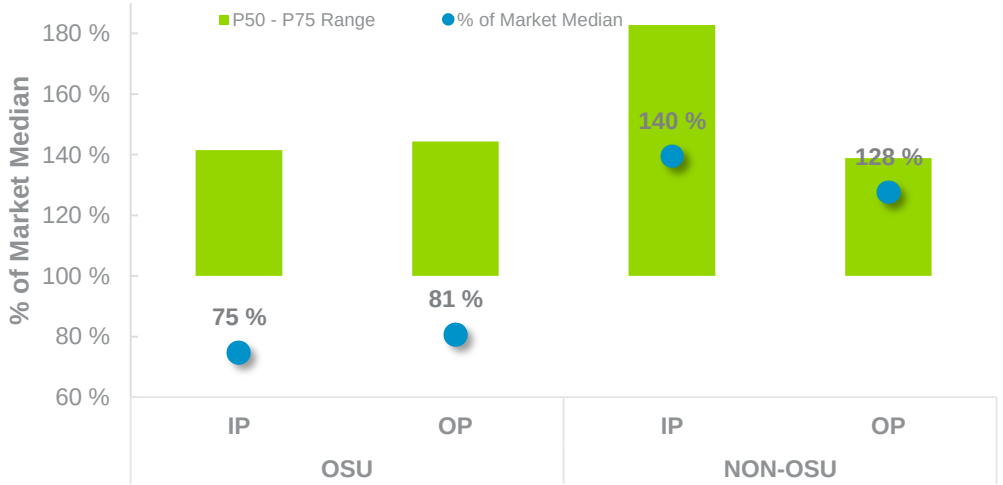


	Provider Name	IP	OP	Grand Total
OSU	OHIO STATE UNIVERSITY HOSPITAL	$27 M	$34 M	$61 M
	ARTHUR G. JAMES CANCER HOSPITAL	$9 M	$28 M	$37 M
Non-OSU	NATIONWIDE CHILDRENS HOSPITAL	$19 M	$20 M	$39 M
	OHIOHEALTH CORPORATION	$2 M	$5 M	$7 M
	MOUNT CARMEL HEALTH SYSTEM	$1 M	$2 M	$2 M
	CLEVELAND CLINIC HOSPITAL	$1 M	$1 M	$2 M
	LICKING MEMORIAL HOSPITAL	$0.3 M	$1 M	$1.3 M
	CINCINNATI CHILDRENS HOSPITA	$2 M	$1 M	$3 M
	All Other	$8 M	$20 M	$28 M

Source: OSU Jan '17 – Sep '18 Claims Data

FACILITY REIMBURSEMENT RATES FOR OSU AND NON-OSU

- OSUHP has consistently favorable rates at OSU Facilities
- OSU rates are 75-81% of the Columbus Market Median (19%-25% below)
- Non-OSU Facilities received rates between the market median and 75th Percentile
- OSU held its own OSU facility reimbursement rates flat for 4 consecutive years to make rates more market competitive.

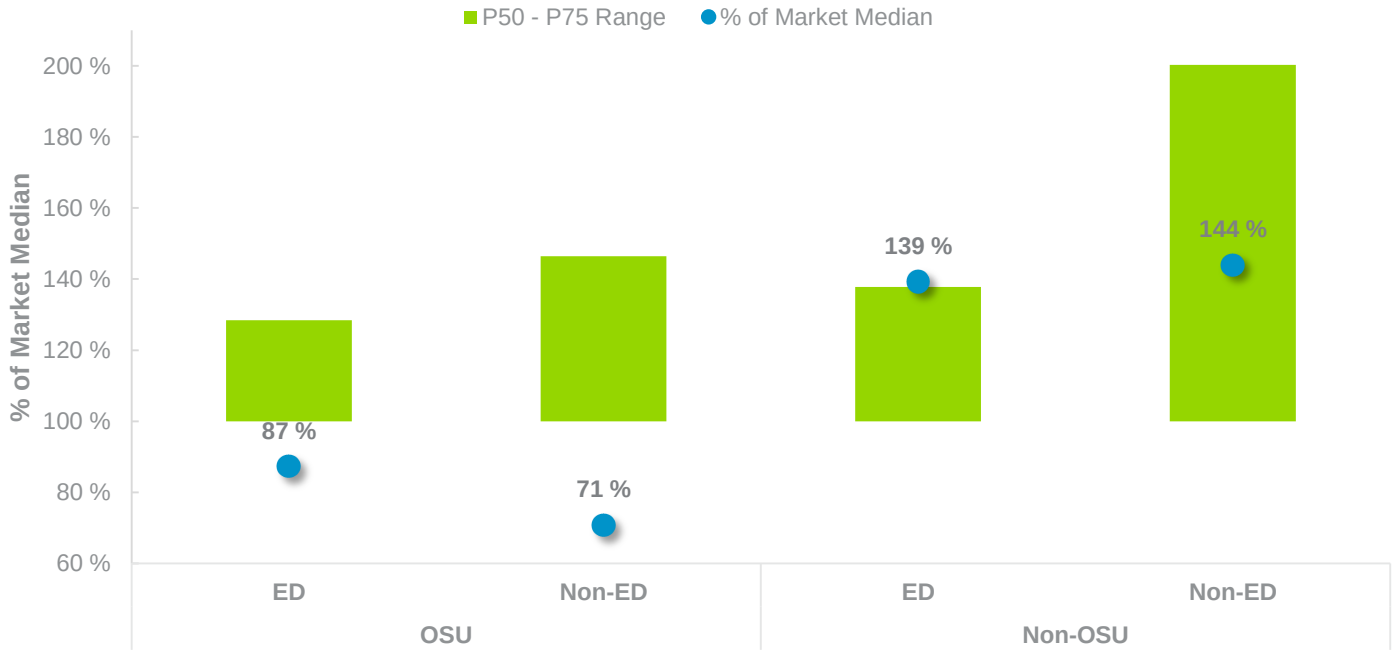


Allowed Amount	$64M	$107M	$61M	$86M

Source: OSU Jan '17 – Sep '18 Claims Data

INPATIENT RATES BY ADMISSION TYPE FOR OSU AND NON-OSU

- OSU ED admit rates are marginally more than the Non-ED admit rates
- Non-OSU ED and Non-ED admit rates are similar, due to the wider range of services provided.



Allowed Amount	$21M	$43M	$18M	$43M

Source: OSU Jan '17 – Sep '18 Claims Data

4

OSUHP BENCHMARKING RESULTS – PROFESSIONAL

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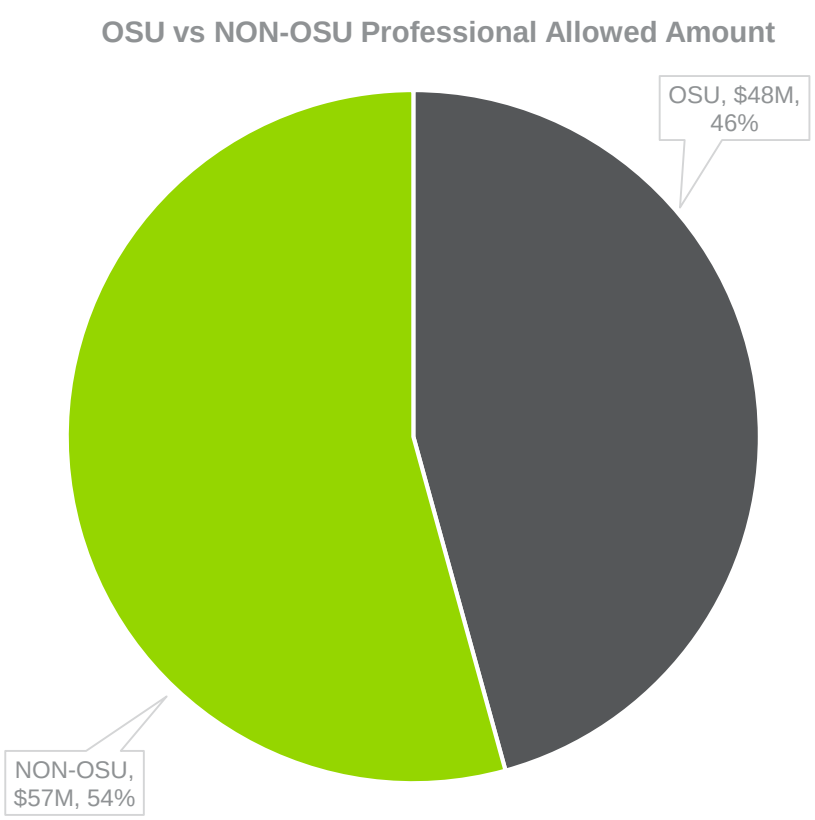
OSU VS NON-OSU CHARGE AND REIMBURSEMENT SUMMARY

OSU Professional Services are 46% of the total Professional spend by OSUHP

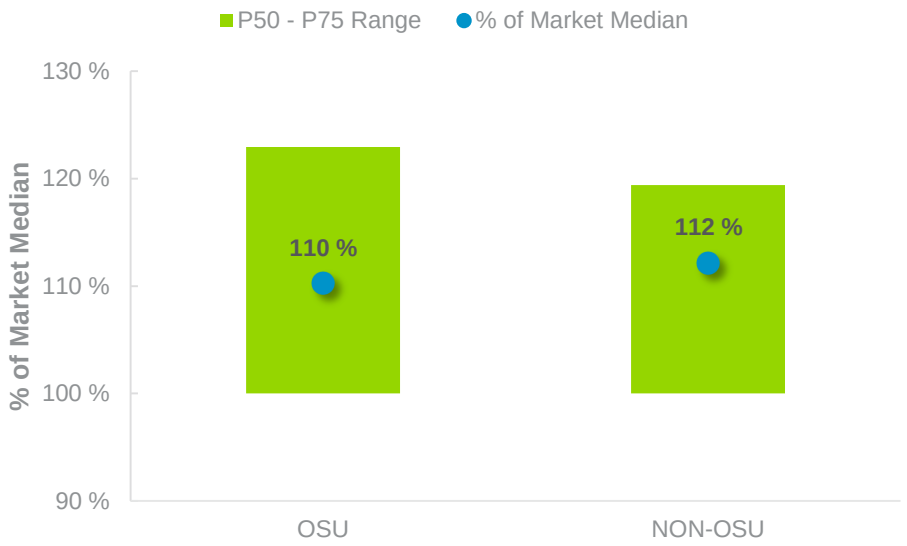


OSU FLAG	PROVIDER NAME	ALLOWED AMOUNT
OSU	OSU INTERNAL MEDICINE	$8 M
	OSU HEALTH SYSTEM ANESTHESIA	$5 M
	OSU GYN AND OB CONSULTANTS LLC	$4 M
	OHIO STATE UNIV REFERENCE LAB	$4 M
	OSU FAMILY PRACTICE	$3 M
	All Others	$24 M
Non-OSU	CENTRAL OH PRIM CARE PHYS INC	$5 M
	PEDIATRIC ACADEM--ER	$3 M
	MATERN OHIO CLINICAL ASSOCIATE	$3 M
	CSI HOME CARE	$2 M
	LABCORP	$1 M
	All Others	$44 M

Source: OSU Jan '17 – Sep '18 Claims Data

OSUHP REIMBURSEMENT RATES FOR OSU AND NON-OSU

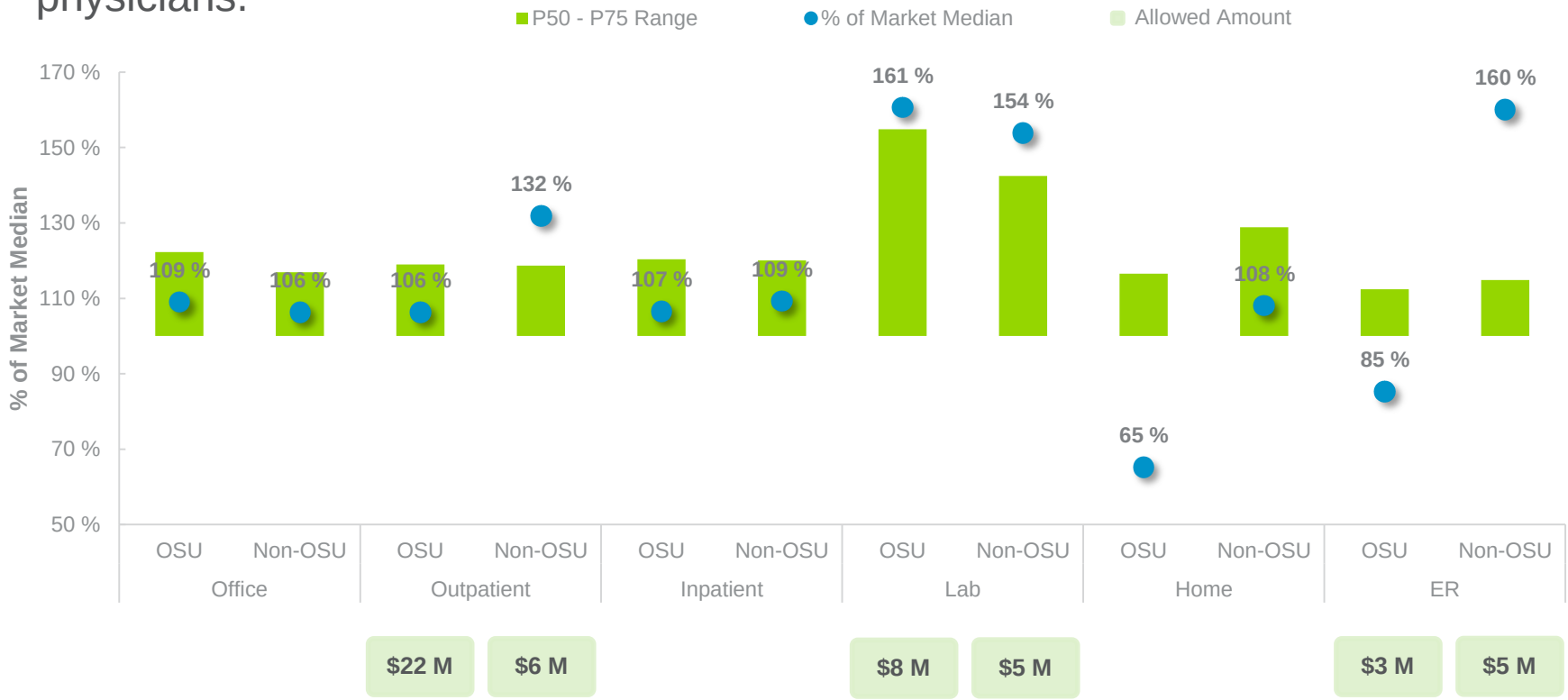
- OSU Professional reimbursement rates are similar to the Non-OSU Professional rates
- OSU and Non-OSU rates are 10 – 12% above the market median and below the market 75th percentile



Source: OSU Jan '17 – Sep '18 Claims Data

OSU VS. NON-OSU PLACE OF SERVICE RATES
TOP SERVICES

- Rate differentials exist at different place of service types.
- Non-OSU Outpatient and ER rates are significantly higher than the respective OSU rates, likely due to limited bargaining power to negotiate with non-OSU ED physicians.



Source: OSU Jan '17 – Sep '18 Claims Data

OSU VS. NON-OSU SPECIALTY RATES
TOP SPECIALTIES

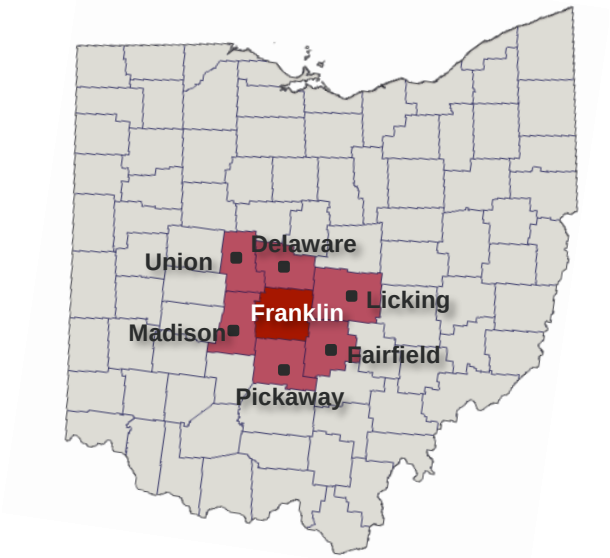
Specialty	OSU vs. Non-OSU	Specialty Allowed Amount	% of Market Median
PRIMARY CARE	OSU	$10 M	100 %
	Non-OSU	$23 M	101 %
WOMEN'S SERVICES	OSU	$7 M	113 %
	Non-OSU	$9 M	104 %
SURGICAL SERVICES	OSU	$10 M	109 %
	Non-OSU	$3 M	114 %
BEHAVIORAL HEALTH	OSU	$3 M	151 %
	Non-OSU	$9 M	108 %
ALLERGY & IMMUNOLOGY	OSU	$5 M	98 %
	Non-OSU	$2 M	123 %
ORTHOPEDICS	OSU	$5 M	115 %
	Non-OSU	$1 M	116 %
EMERGENCY MEDICINE	OSU	$3 M	90 %
	Non-OSU	$2 M	228 %

- Rate disparities exist between OSU and Non-OSU providers for some of the top specialties
- Emergency Medicine has the largest rate differential of 138% between OSU and Non-OSU rates, due to limited bargaining power to negotiate ED rates of Non-OSU providers.

Source: OSU Jan '17 – Sep '18 Claims Data

RECAPTURE OPPORTUNITY

- There may be an opportunity to recapture some of the Non-OSU volume within the Franklin & contiguous counties.
- There would be a net positive gain for both the plan and Health System if some additional Non-OSU Facility volume could be steered to OSU.
- Redirecting more Professional services to OSU may have an additional cost to the plan (~$1M), but it could be offset from recapture of any additional facility claims.

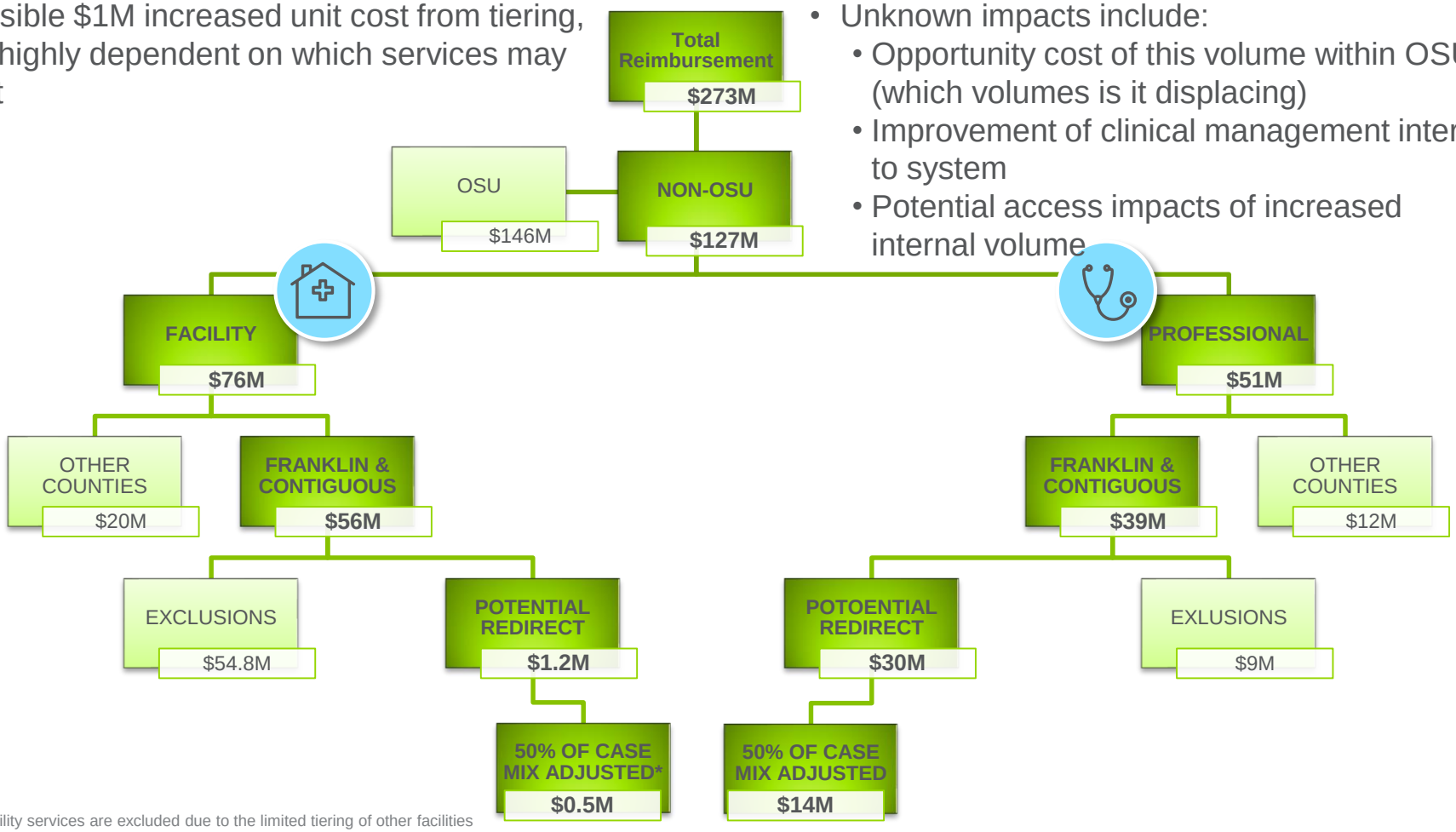


RECAPTURE OPPORTUNITY – APPROACH

- Identify Non-OSU Facility & Professional Claims
- Eliminate claims based on the following criteria:
  - County: Include Franklin & Contiguous counties
  - Admit Source: Exclude Admits via ED
  - Facilities: Include ONLY Westerville Endoscopy, Polaris Surgery and Pickerington Surgery Center
  - Place of Service: Exclude ED, Home Health, Skilled Nursing, Ambulance & Specialty Lab
  - Specialties: Exclude Pediatrics & Behavior Health
- Estimated 50% redirection potential
- Adjust for Service Mix and reprice redirected volume at OSU rate
- Aggregate Net Reimbursement difference of redirected Non-OSU claims at OSU

~$15M CAN POTENTIALLY BE REDIRECTED TO OSU IN TIERING SCENARIO; SEVERAL UNKNOWN IMPACTS REMAIN

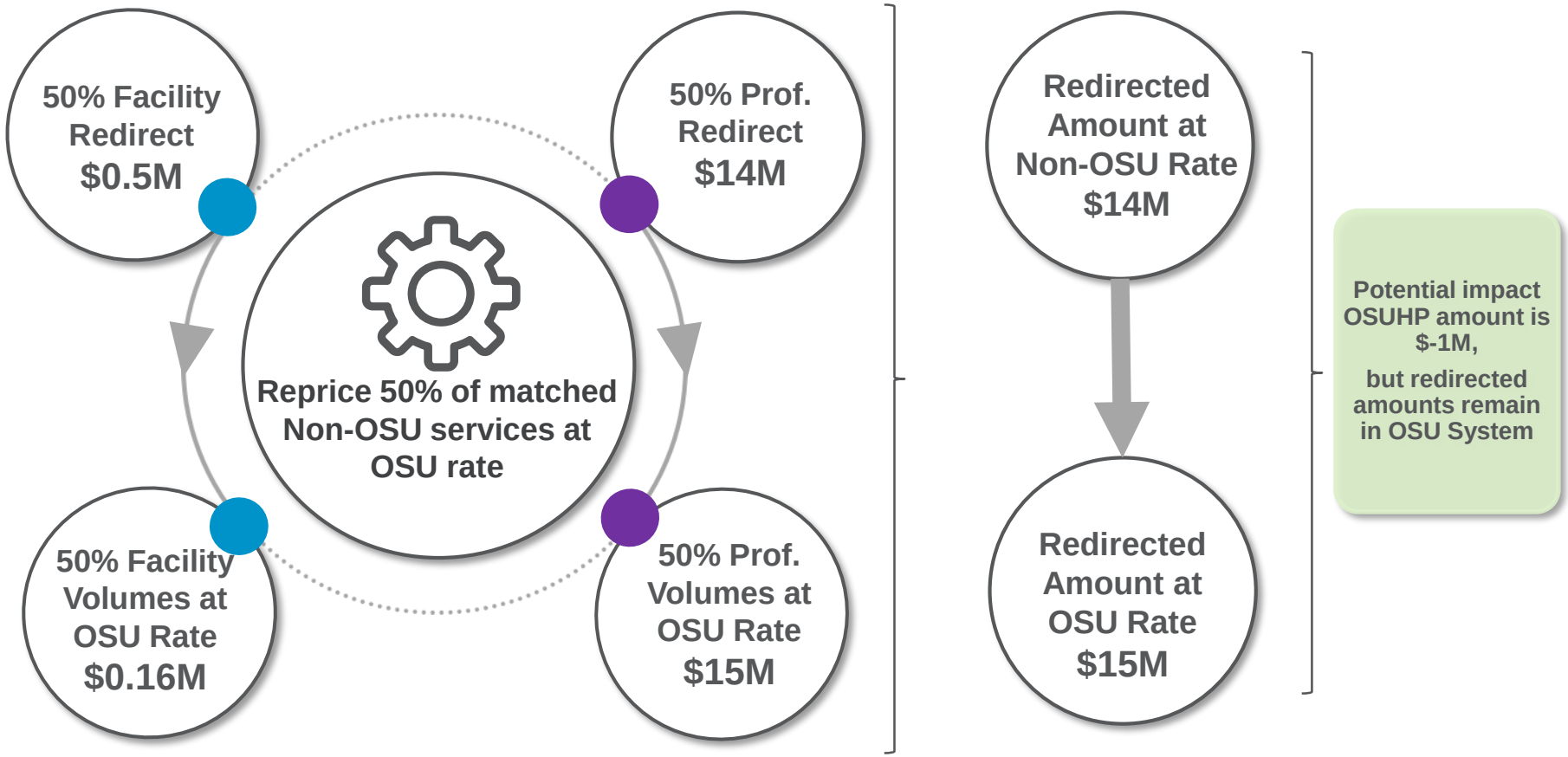
- Possible $1M increased unit cost from tiering, but highly dependent on which services may shift



- Unknown impacts include:
  - Opportunity cost of this volume within OSU (which volumes is it displacing)
  - Improvement of clinical management internal to system
  - Potential access impacts of increased internal volume

Most facility services are excluded due to the limited tiering of other facilities
*Matched services between OSU and Non-OSU
Source: OSU Jan '17 – Dec '17 Claims Data

$15 M POTENTIAL KEEPAGE OPPORTUNITY WOULD RESULT IN A ~$1M POTENTIAL UNIT PRICE COST



5

ACADEMIC MEDICAL CENTERS (AMC) – COMPETITOR ANALYSIS

NAVIGANT

THE OHIO STATE UNIVERSITY

LIST OF ACADEMIC MEDICAL CENTERS FOR COMPARISON

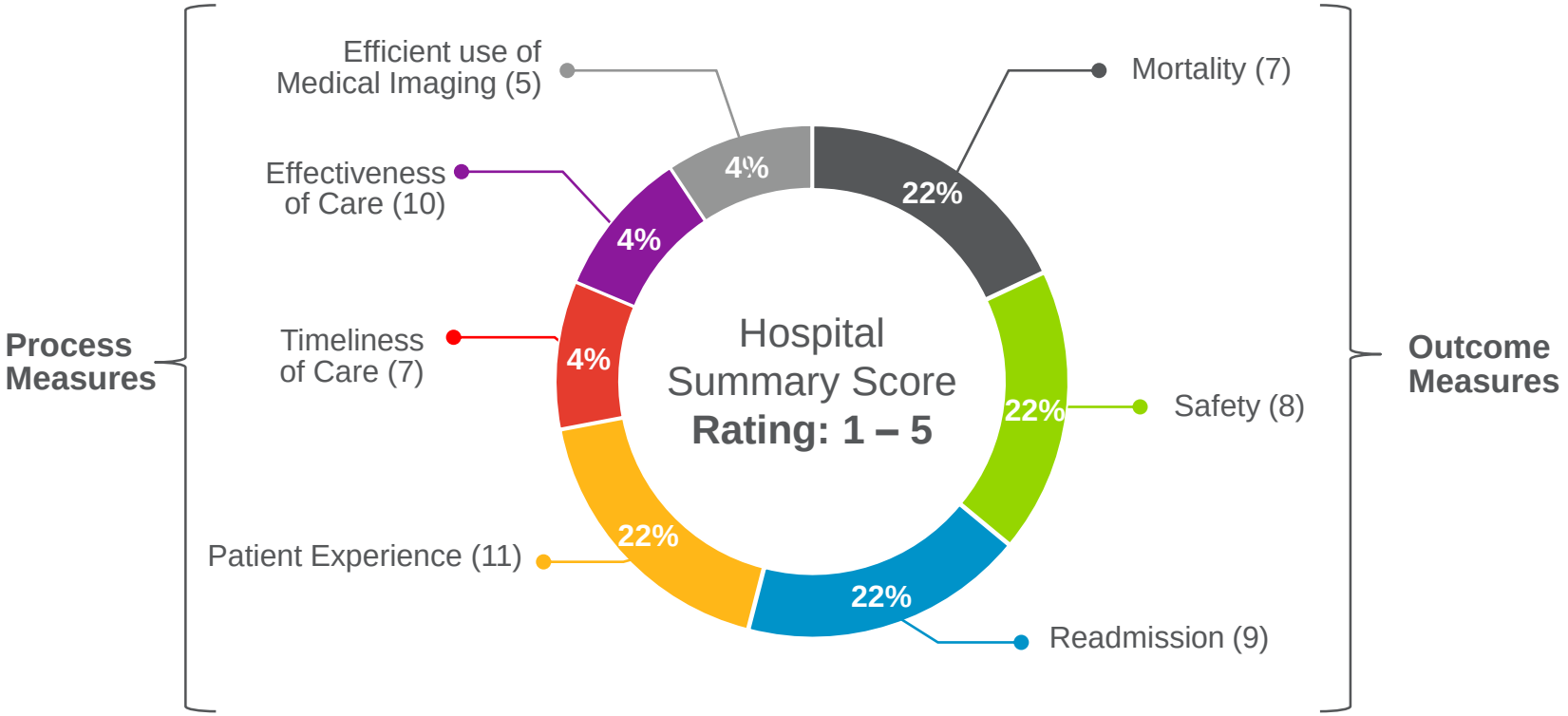
Hospital Name	City	State
Northwestern Memorial Hospital	Chicago	IL
Indiana University Health	Indianapolis	IN
University of Kansas Hospital	Kansas City	KS
Spectrum Health – Butterworth Campus	Grand Rapids	MI
University of Michigan Health System	Ann Arbor	MI
Barnes Jewish Hospital	Saint Louis	MO
Ohio State University Hospitals	Columbus	OH
UH Cleveland Medical Center	Cleveland	OH
Cleveland Clinic	Cleveland	OH
Hospital of University of Pennsylvania	Philadelphia	PA
UPMC Presbyterian Shadyside	Pittsburgh	PA
University of Wisconsin Hospitals	Madison	WI
Froedtert Memorial Lutheran Hospital	Milwaukee	WI

13 AMCs across 8 states were selected for comparison based on 7 criteria:

- Short-term acute care hospitals
- Bed size greater than 500
- Teaching affiliated hospitals
- Level 1 trauma centers
- Academic Medical Centers
- American College of Surgeons Accreditation
- Midwest and OH state geography

HOSPITAL QUALITY RATINGS ARE SUMMARIZED BY MULTIPLE AREAS OF QUALITY

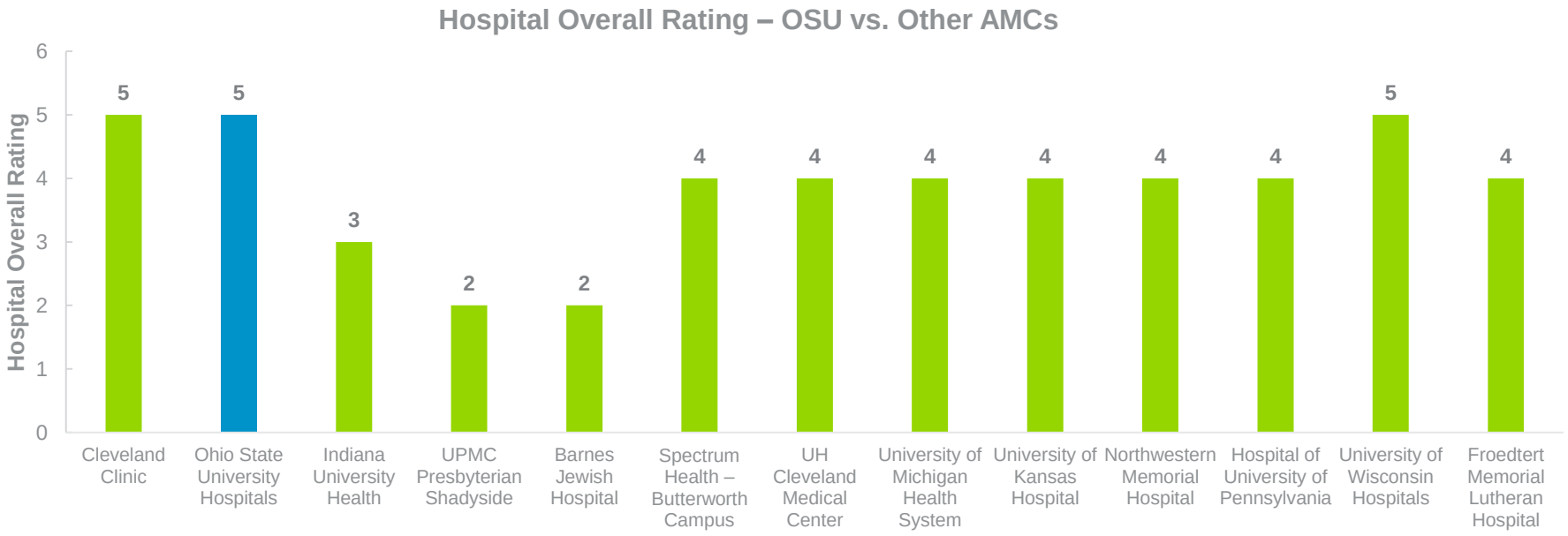
- Each AMC receives a CMS 'Hospital Overall Rating'
- 7 quality areas are used to compute the overall rating



Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare

HOSPITAL OVERALL RATING

- OSU, Cleveland Clinic and University of Wisconsin have the highest rating of 5
- IU Health, UPMC and Barnes Jewish have a low rating of 2 or 3



No. of Beds	1400	1382	1230	1181	1167	1106	1032	1000	910	894	776	599	576

Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare

HOSPITAL SCORES ACROSS QUALITY MEASURE GROUPS
MORTALITY, SAFETY, READMISSION

OSU scores are above the national average for mortality, safety and readmission measure groups

Hospital Name	Mortality	Safety	Readmission
Northwestern Memorial Hospital	🟢	🔴	🔴
Indiana University Health	🟡	🟢	🔴
University of Kansas Hospital	🟢	🟡	🔴
Spectrum Health – Butterworth Campus	🟡	🟢	🟢
University of Michigan Health System	🟢	🟢	🔴
Barnes Jewish Hospital	🟢	🟢	🔴
Ohio State University Hospitals	🟢	🟢	🟢
UH Cleveland Medical Center	🟢	🟢	🔴
Cleveland Clinic	🟢	🟢	🔴
Hospital of University of Pennsylvania	🟡	🟢	🔴
UPMC Presbyterian Shadyside	🟢	🔴	🔴
University of Wisconsin Hospitals	🟡	🟢	🟢
Froedtert Memorial Lutheran Hospital	🟢	🟢	🔴

🟢 Above the National Average 🟡 Same as the National Average 🔴 Below the National Average

HOSPITAL SCORES ACROSS QUALITY MEASURE GROUPS
READMISSION, TIMELINESS, EFFECTIVENESS, MEDICAL IMAGING USE

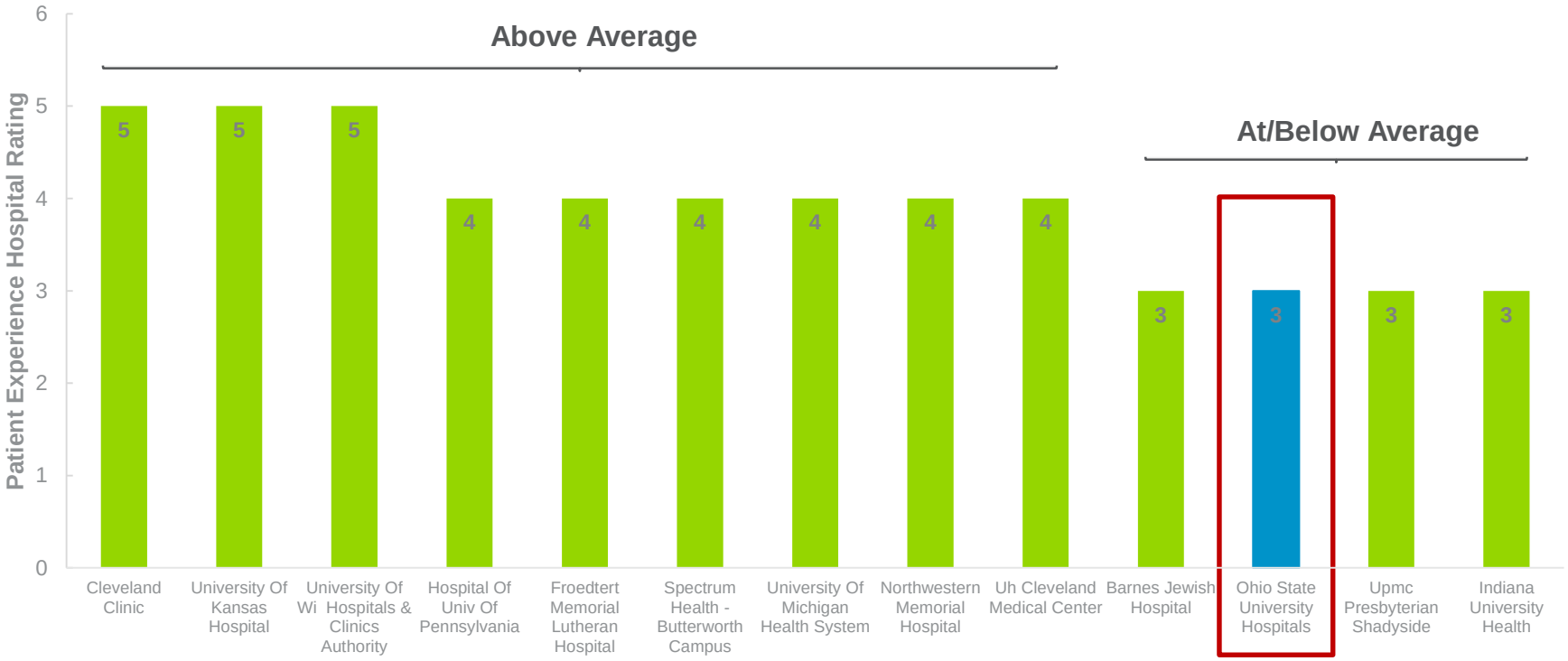
Patient Experience, Effectiveness and Imaging scores for OSU lie at the national average, while the Timeliness score is below the national average

Hospital Name	Patient Experience	Timeliness	Effectiveness	Imaging Use
Northwestern Memorial Hospital	🟢	🔴	🟡	🟡
Indiana University Health	🔴	🔴	🟢	🟢
University of Kansas Hospital	🟢	🔴	🟡	🟡
Spectrum Health – Butterworth Campus	🟢	🟡	🟢	🟢
University of Michigan Health System	🟢	🔴	🟢	🟢
Barnes Jewish Hospital	🟡	🔴	🟡	🟢
Ohio State University Hospitals	🟡	🔴	🟡	🟡
UH Cleveland Medical Center	🟢	🔴	🔴	🟢
Cleveland Clinic	🟢	🟡	🟡	🟢
Hospital of University of Pennsylvania	🟢	🔴	🟢	🟢
UPMC Presbyterian Shadyside	🔴	🟡	🟢	🟡
University of Wisconsin Hospitals	🟢	🟡	🟡	🟢
Froedtert Memorial Lutheran Hospital	🟢	🟡	🟡	🟡

🟢 Above the National Average 🟡 Same as the National Average 🔴 Below the National Average

HOSPITAL SCORES: PATIENT EXPERIENCE MEASURE GROUP

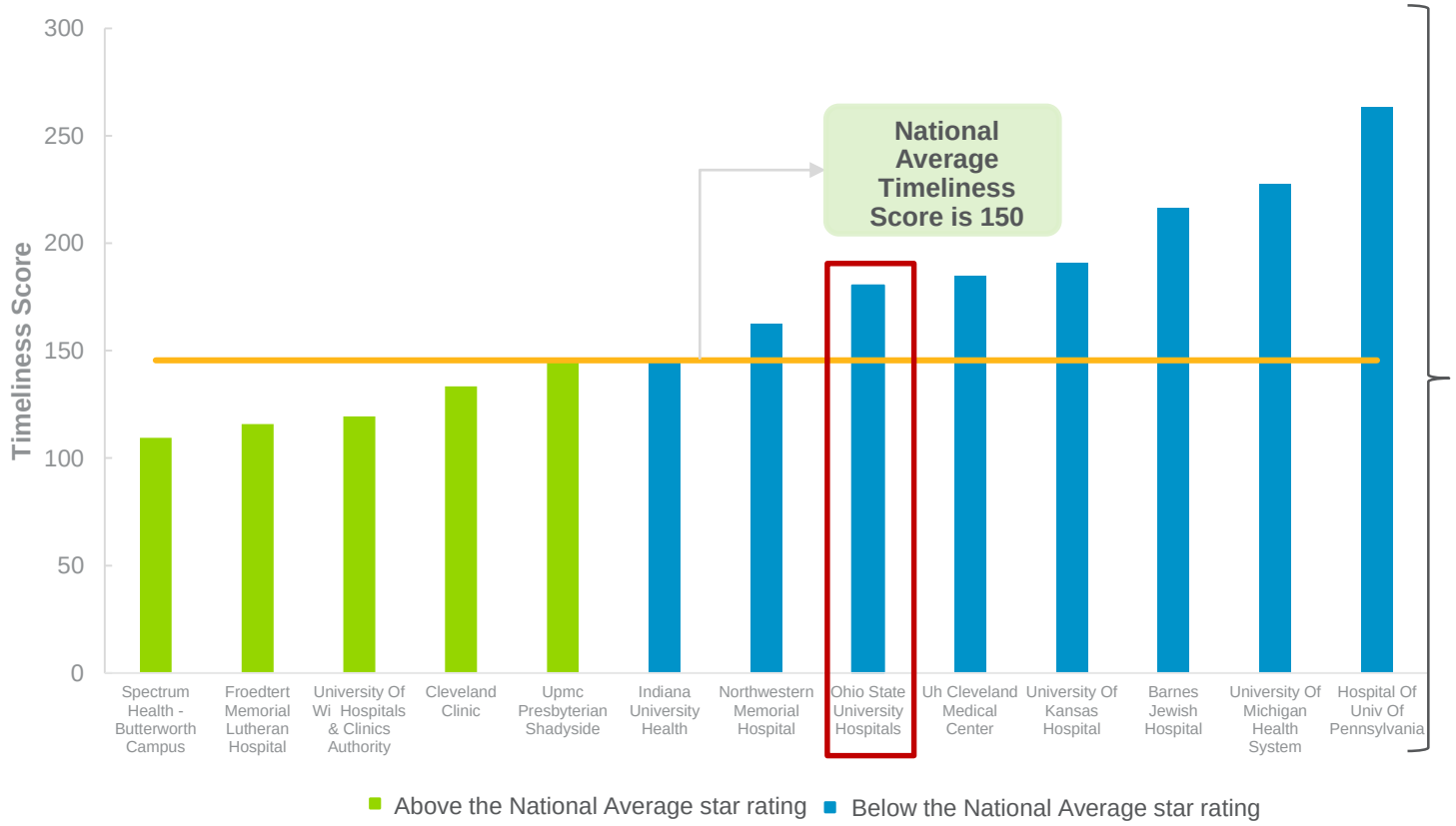
OSU's overall Patient Experience star rating in CMS, as per the HCAHPS survey, is 3/5, which is at the National Average star rating



Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare

HOSPITAL SCORES: TIMELINESS MEASURE GROUP

OSU's overall Timeliness star rating is below the national average rating and indicates room for improvement

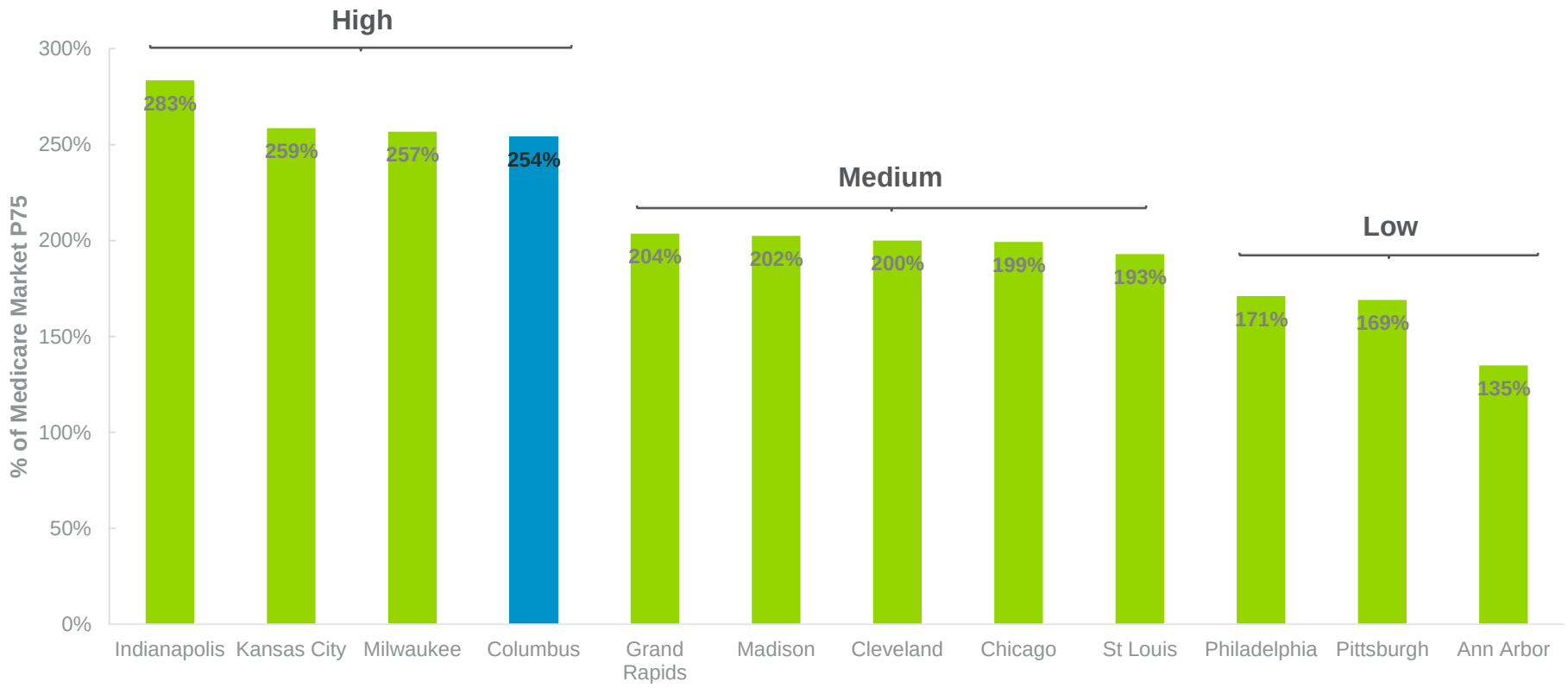


Included Measures:

- Healthcare workers given influenza vaccination
- Percentage of patients who left the emergency department before being seen
- Percentage of patients receiving appropriate recommendation for follow-up screening colonoscopy
- Percentage of patients with history of polyps receiving follow-up colonoscopy in the appropriate timeframe
- Patients who developed a blood clot while in the hospital who did not get treatment that could have prevented it
- Patients assessed and given influenza vaccination

AMC MARKET RATES FALL UNDER THREE DISTINCT CATEGORIES INPATIENT

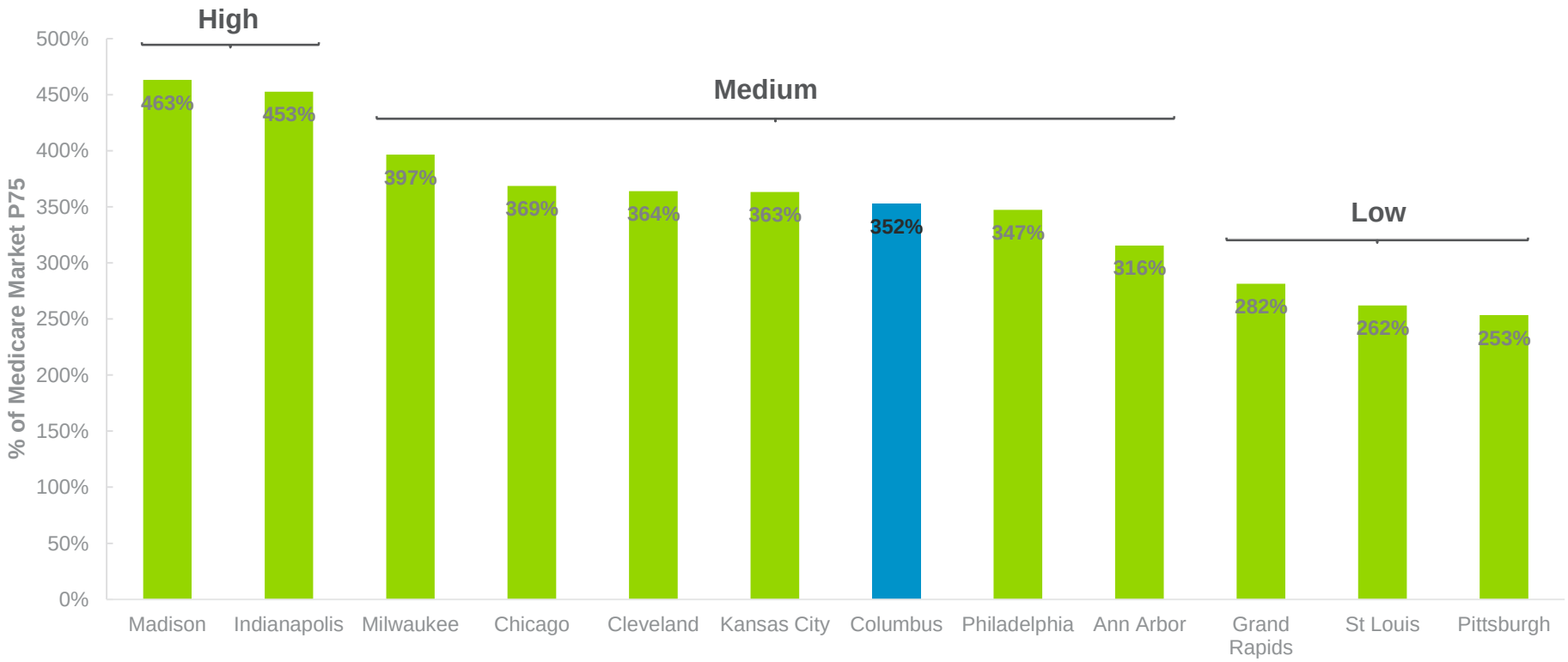
- AMC inpatient market 75th percentile ranges between 135% and 283%
- Columbus market IP rate of 254% falls within the 'High' market category



Source: OSU Jan '17 – Sep '18 Claims Data

AMC MARKET RATES FALL UNDER THREE DISTINCT CATEGORIES OUTPATIENT

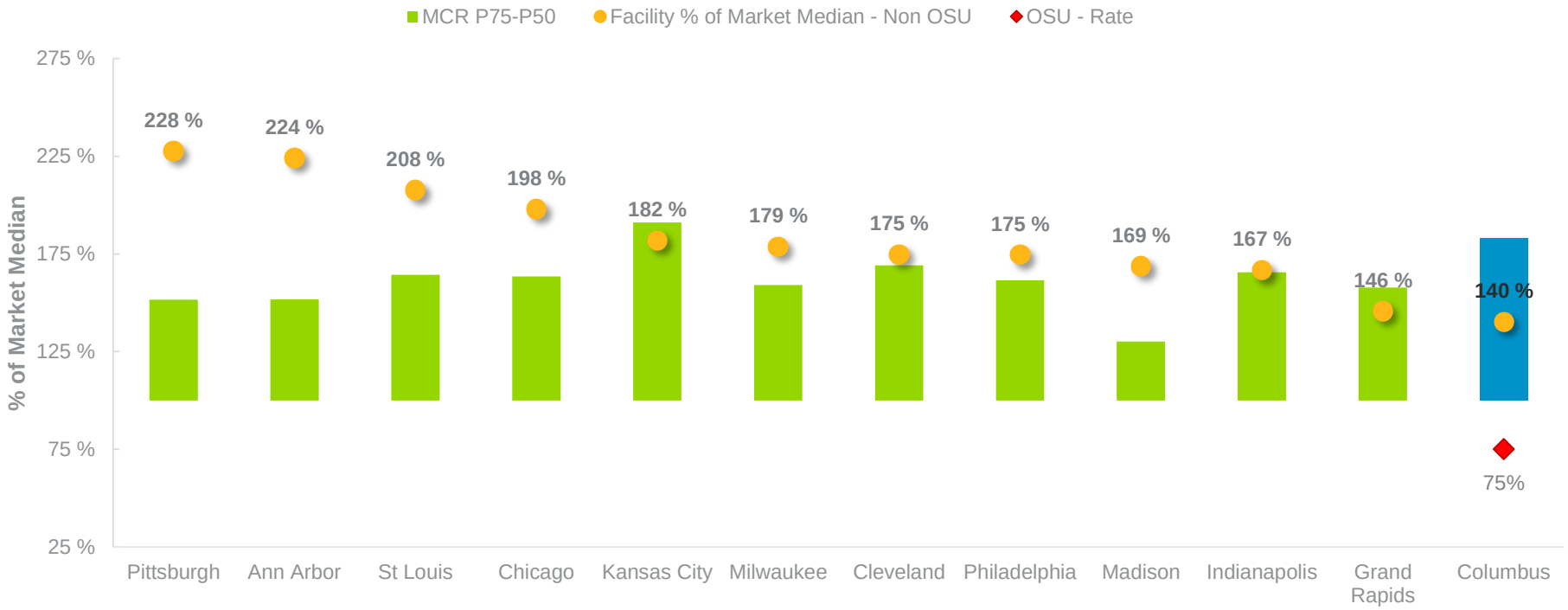
The Columbus outpatient rate falls within the AMC market mid-range at 352% of the Medicare Market 75th percentile



Source: OSU Jan '17 – Sep '18 Claims Data

OSUHP RATES FOR NON-OSU FACILITY RATES VS AMC MARKET INPATIENT

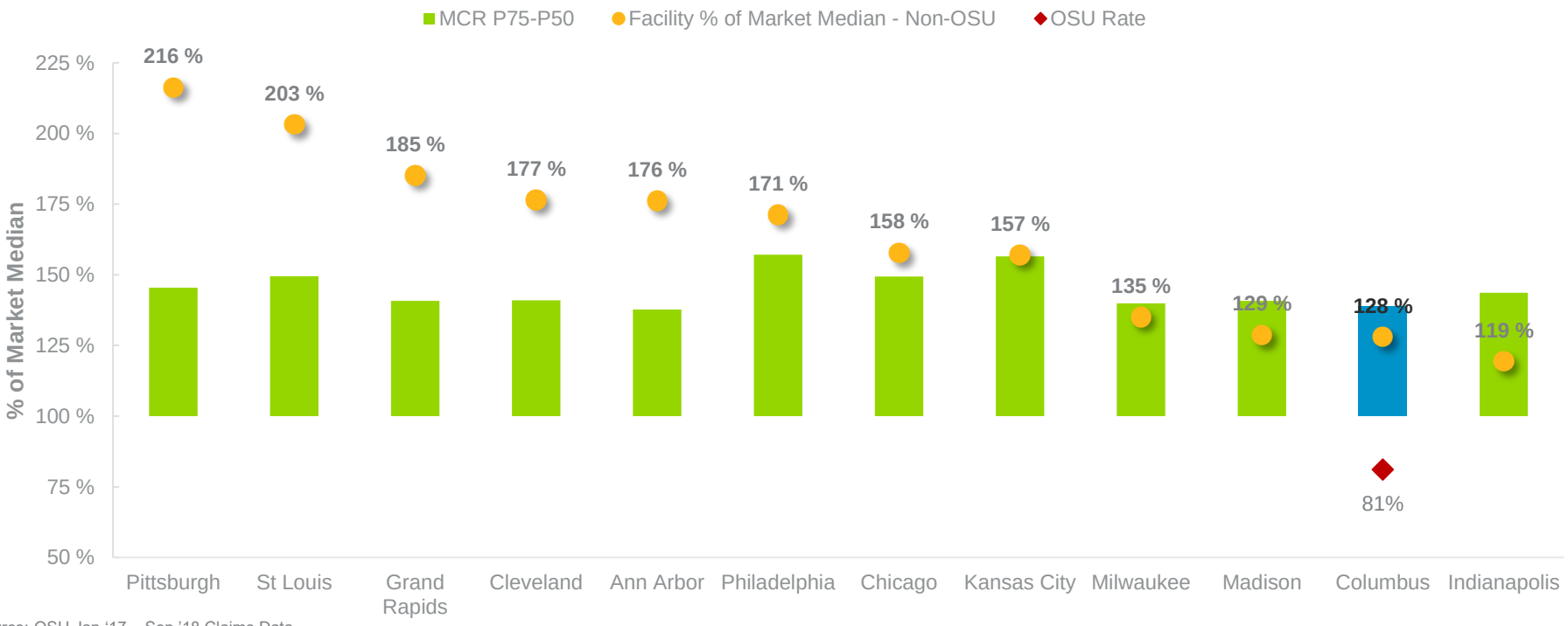
- OSUHP rates in the Columbus market are within the IP market median and 75th percentile band
- OSU rates would be higher for the same mix of services in other large AMC markets



Source: OSU Jan '17 – Sep '18 Claims Data
Rates for Non-OSU facilities and OSU in Columbus

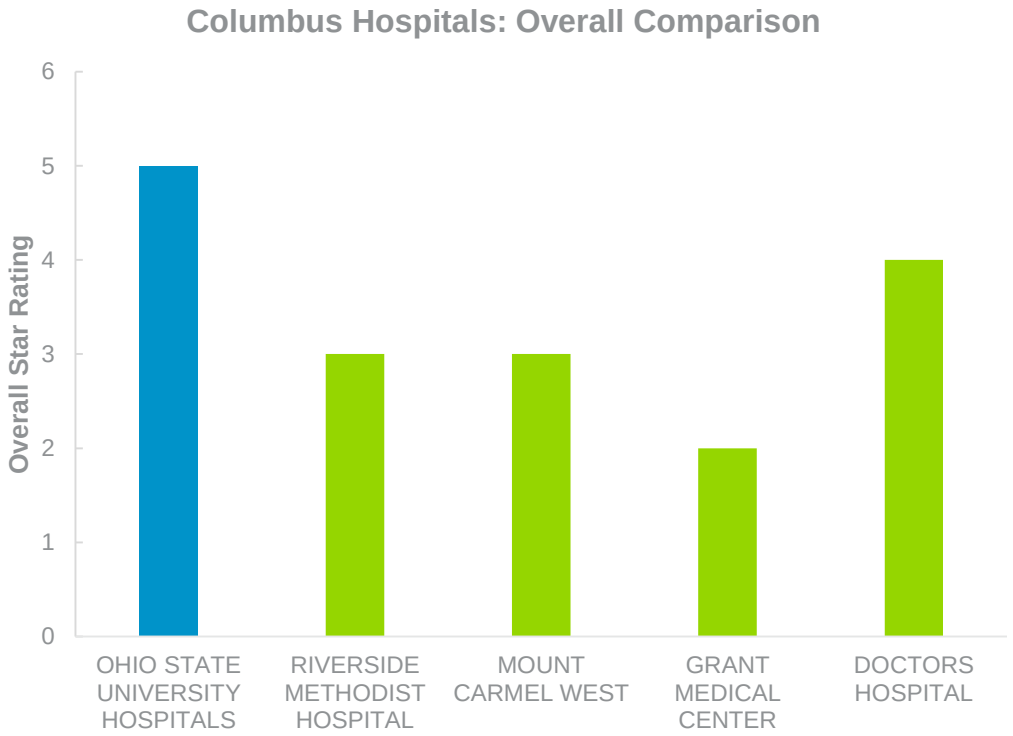
OSUHP RATES FOR NON-OSU FACILITY RATES VS AMC MARKET OUTPATIENT

- OSU's outpatient rates are within the market median and 75th percentile band of the Columbus market
- Similar to inpatient rates, OSU outpatient rates would be higher for the same mix of services in other large AMC markets



Source: OSU Jan '17 – Sep '18 Claims Data
Rates for Non-OSU facilities and OSU in Columbus

COLUMBUS MARKET HOSPITAL QUALITY SCORES
OVERALL RATING



No. of Beds	**1382**	**716**	**419**	**388**	**213**

- OSU is the leading hospital in the Columbus market with a star rating of 5
- Doctor's Hospital follows the market leader at a rating of 4/5, although it is the smallest hospital in Franklin county
- Overall ratings of Riverside, Mount Carmel and Grant Medical Center fall below the national average

Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare

FRANKLIN COUNTY HOSPITAL QUALITY SCORES
MORTALITY, SAFETY, PATIENT EXPERIENCE

- OSU is the best performing hospital in the Mortality, Safety and Readmission quality areas
- Patient Experience, Effectiveness, Imaging and Timeliness ratings are at or below the national average for OSU, as opposed to above the average for some of the other area hospitals

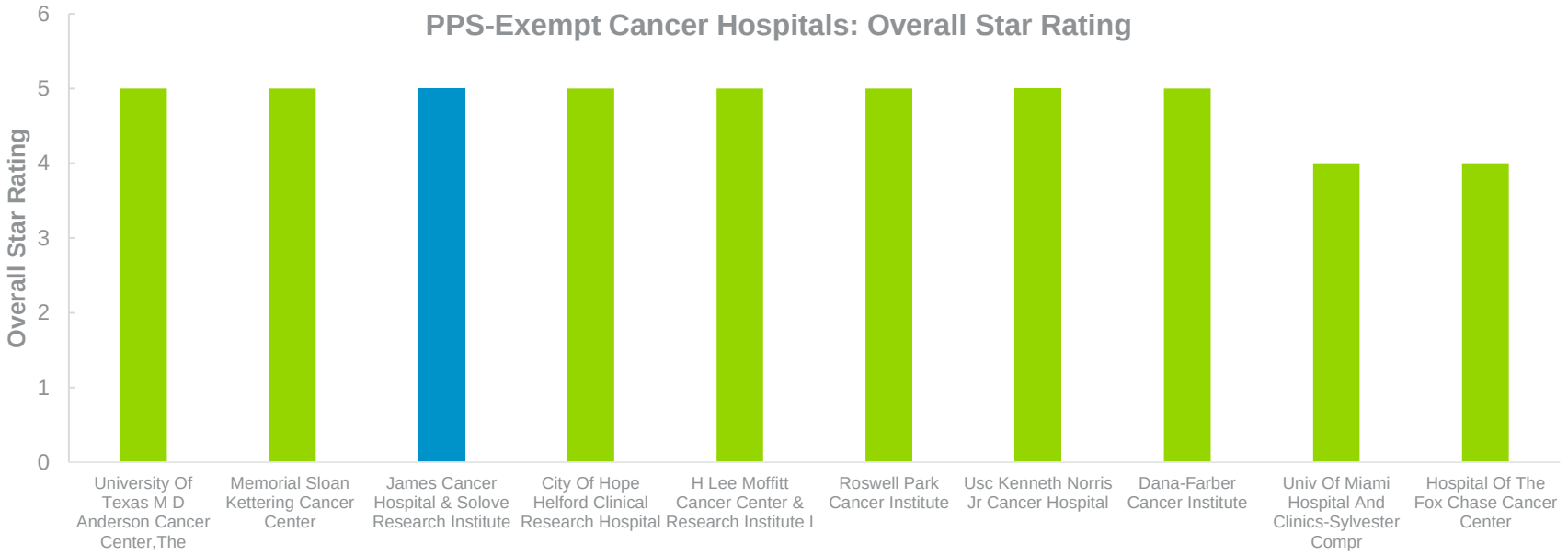
Hospital Name	Mortality	Safety	Readmission	Patient Experience	Timeliness	Effectiveness	Medical Imaging
Ohio State University Hospitals	●	●	●	●	●	●	●
Riverside Methodist Hospital	●	●	●	●	●	●	●
Mount Carmel West	●	●	●	●	●	●	●
Grant Medical Center	●	●	●	●	●	●	●
Doctors Hospital	●	●	●	●	●	●	●

● Above the National Average ● Same as the National Average ● Below the National Average

Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare

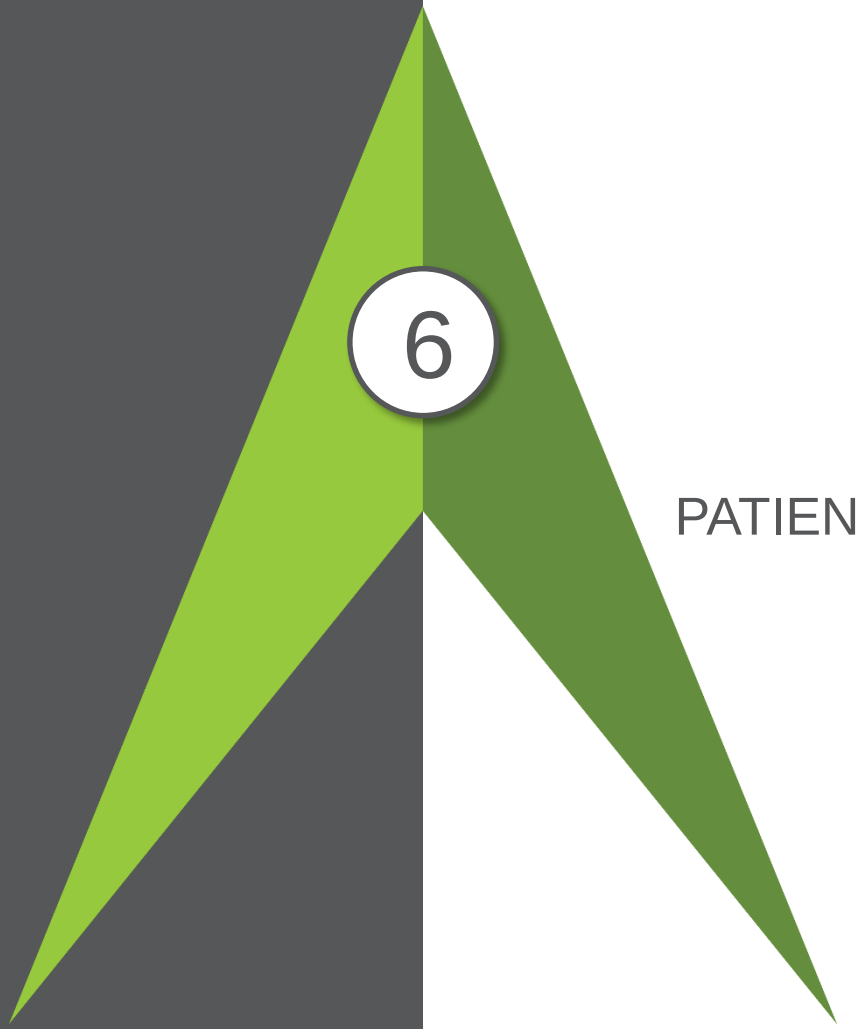
PPS-EXEMPT CANCER HOSPITAL QUALITY RATINGS
OVERALL RATING

James Cancer Hospital & Solove Research Institute has an overall star rating of 5 out of 5 among the nation's top cancer research centers



No. of Beds	690	514	308	217	206	133	60	30	524	100

Source: Medicare Hospital Compare Datasets, December 2017, Definitive Healthcare



PATIENT ACCESS

NAVIGANT

THE OHIO STATE UNIVERSITY

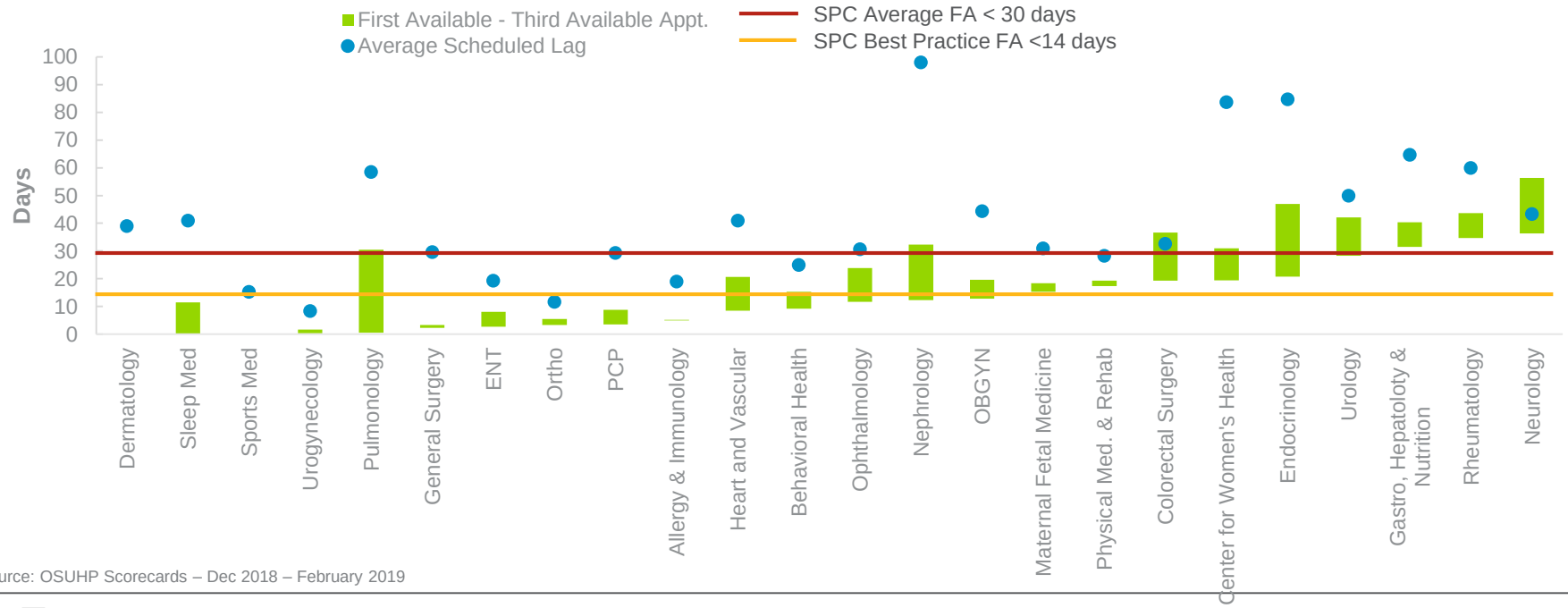
OSU PATIENT ACCESS SUMMARY

Navigant applied two approaches to study patient access.

1. Secret shopper phone calls were conducted twice for non-OSU members to assess first available appointment times. Navigant also worked with OSU Physician Scheduling to make calls as OSU employees to test access; however, we were ultimately unable to secure reliable data for all specialties.
2. As a result, Navigant then worked with OSU Physician Scheduling and observed simulated patient calls to identify how actual times would be prioritized for scheduling. OSUHP then provided 3 month access reports for specialties for new patient Prime Access, and for Non-OSU patient access. It is Navigant's understanding that OSUHP members seeking returning appointments receive the same access as Non-OSU patients.
3. Navigant leveraged both the OSUHP provided reports and secret shopper call results for the following key findings:
   - Access for all patient types varies significantly by specialty, location, and date/time constraints of patient requests/preferences, resulting in actual lag times (scheduling date – current date) that were significantly longer than first available.
   - OSU Prime Access for new patient appointments appears to provide better access than national benchmarks; however, other patient access lags behind benchmarks, sometimes significantly.
   - OSU may benefit from a deeper evaluation of how to calibrate Prime Access to reduce the gap between new patient & returning patient appointment availability, especially for high-demand specialties like Primary Care.

PRIME ACCESS REPORTS DEMONSTRATE ACCESS AT OR BETTER THAN NATIONAL BEST PRACTICES

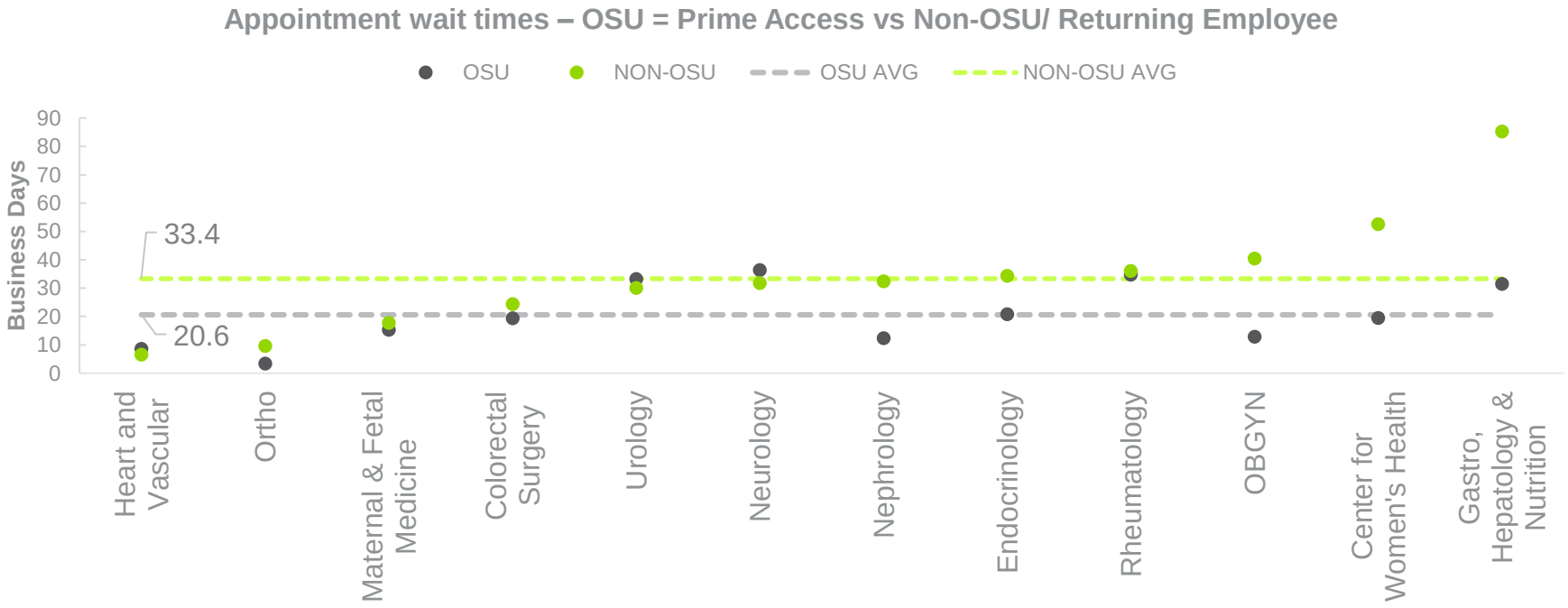
- Selecting for specific provider, location and availability preferences, members ultimately select appointment times (scheduled lag) that are, on average, 28 days after first available.
- Primary Care averages 3.6 days for first available; national best practice is 7 days.
- Gastroenterology, Urology, Neurology, and Endocrinology represent specialties with significant opportunities to improve access.



Source: OSUHP Scorecards – Dec 2018 – February 2019

NEW OSU EMPLOYEES HAVE BETTER APPOINTMENT WAIT TIMES THAN NON-OSU EMPLOYEES BY ~2 WEEKS ON AVG

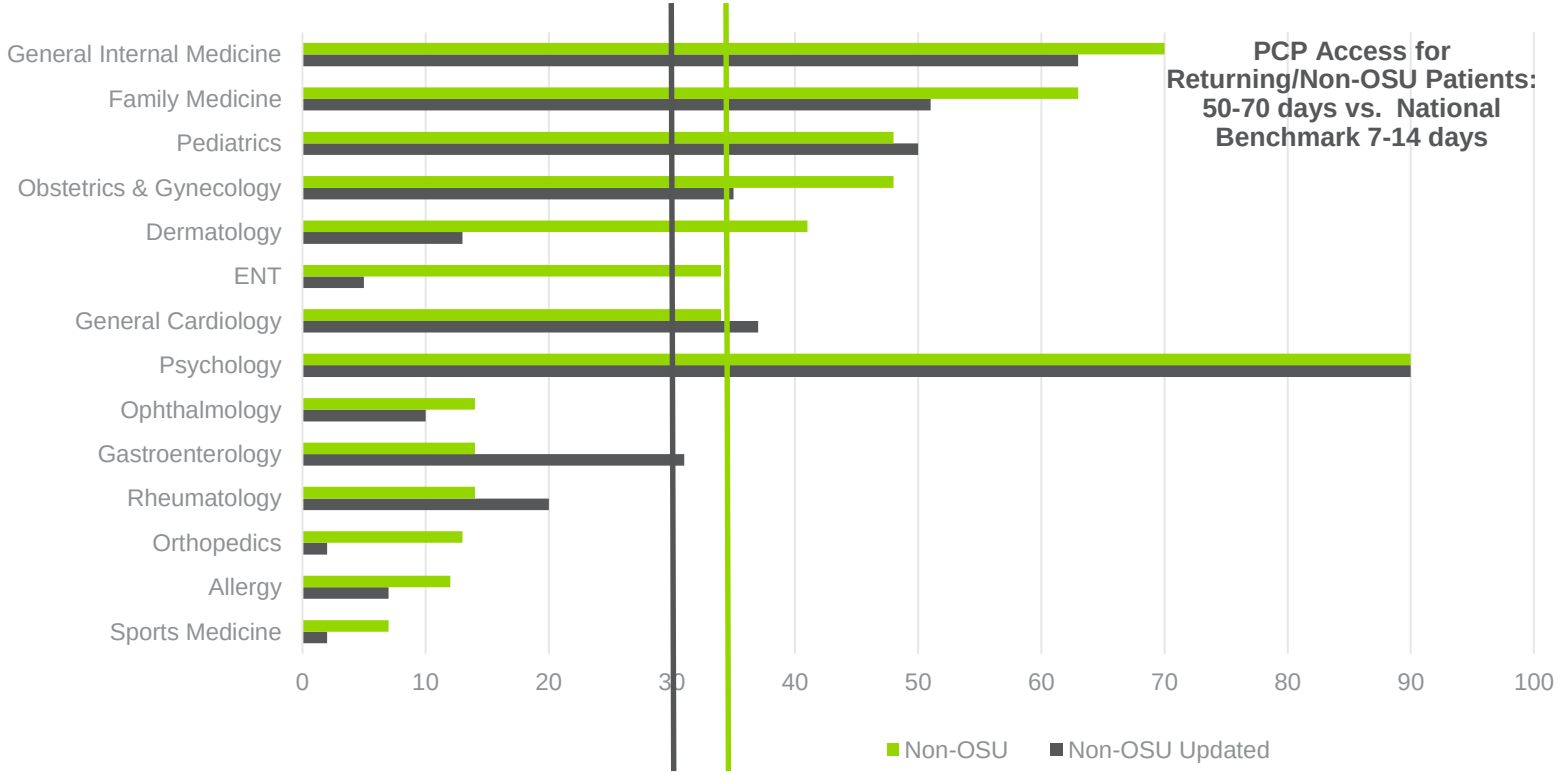
- According to the OSUHP Scorecards, OSU Prime Access has more robust access than non-OSU and returning OSUHP member availability.
- The average lag time for OSU Prime Access is 20.6 business days, vs. 33.4 business days for returning OSUHP members & non-OSU commercial plan members across all specialties that could be compared.



Source: OSUHP Scorecards – Dec 2018 – February 2019

RESULTS FROM "SECRET SHOPPER CALLS" FOR NON-OSU PATIENTS WERE SIMILAR TO OSUHP'S REPORTS (30-36 DAYS), WITH WIDE VARIATION BY SPECIALTY AND PRIMARY CARE

Appointment times are highly variable and differ based on call days/times. Non-OSU patient appointment times changed (from 36 days to 30 days) when calls were made again, but the Specialty trend remained very similar to the previous round of calls.



Source: Secret shopper calls based on generated patient profiles, and independent Non-OSU employee calls

Appendix E: Letter to Susan Basso regarding narrowing the network initiative.

April 25, 2019

To: Susan Basso, Senior Vice President, Talent, Culture and Human Resources

Re: Narrowed Network Initiative from OSU Health Plan

Dear Susan,

At the April 17, 2019, meeting of Faculty Compensation and Benefits Committee (FCBC), the committee received a presentation by Jeff Lieback from Navigant summarizing the analysis of cost and quality of the OSU Health Plan and Wexner Medical Center performed in the first few months of 2019. We thank you for pursuing this analysis at our request and for sharing this analysis with us.

In brief, our original request asked for the following cost and quality information related to our central Ohio competitors and national benchmarks:

- Data demonstrating that driving members to OSU providers will reduce costs to both members and the University
- Data demonstrating strong evidence that the quality of care and health outcomes are better at OSU than our competitors

Pursuant to our review of the analysis, **FCBC does not support the narrowing (tiering) of providers in our health plan.** Our rationale for this follows.

1. **No significant financial gain will be obtained by tiering the network**. In fact, the analysis shows that there is actually a cost associated with tiering connected to increased costs of specialists in the OSU network. Aggregate costs of central Ohio providers are similar, demonstrating that shifting care in aggregate will not financially benefit the Health Plan especially as it relates to primary care. That said, higher rates of specialist providers in the areas of OB/GYN, dermatology, and ophthalmology – specialties where tiering the plan would affect large numbers of members- would possibly drive up costs to the plan.
2. **The opportunity cost of provider disruption is not justified by any measurable gain from tiering the network.** There is a substantial human cost to changing physicians. The analysis provides no data that suggests changing physicians will have a positive effect on a member. Very small adjustments to OSU's facility rates could more than offset profit losses from not recapturing non-OSU patients without disruption to members' care and possibly without large effects on member premiums, co-insurance rates, and deductibles.
3. **Narrowing the network will not address high emergency room costs or significant non-OSU facility costs of Nationwide Children's Hospital.** There is little to no leverage for negotiating better rates with either of these components of health care costs.
4. **Timeliness and patient experience are currently quality areas needing improvement**. It is

reasonable to anticipate that narrowing the network and the increase in patient volumes will not improve these ratings.

5. **Narrowing the network will likely worsen the current problem of long wait times for appointments, especially for returning patients.** The secret shopper analysis demonstrated substantial lag times for appointments in primary care (50-70 days), pediatrics (approximately 48-50 days), and OB/GYN (approximately 35-48 days). These data corroborate anecdotal information from faculty and staff. Both primary care and OB/GYN would have substantial numbers of members who might possibly switch to OSU providers if the network would narrow. If this did happen and there is not a robust, effective short- and long-term plan in place for access to more providers, lag times will increase. Additionally, appointments are affected by multiple factors, such as location and date/time. Potential increased volume coupled with geographic changes may exacerbate other scheduling impacts.
6. **The Health Plan's stated goal of integrated care/care coordination cannot be met with the proposed tiered network.** Integrated care requires reliable electronic medical record connectivity as well as a multi-disciplinary care team that often includes case managers and patient navigators built into the system. The analysis shows a significant amount of primary care being provided by COPC, who is not using the Epic system and is not expected to shift to Epic, thus limiting further integration. Beyond that, aside from the mention of expanding concierge services by OSU Health Plan to help members find new doctors, there is no mention in the most recent Health Plan Oversight Committee or Faculty Council presentations of initiatives to integrate more case managers, patient navigators, or other healthcare personnel who could enhance coordination of care.

In summary, cost and quality comparisons analysis completed by Navigant and Aon do not provide evidence to support narrowing the network of providers in the OSU Health Plan. The human opportunity costs are substantial and should be earnestly considered moving forward.

Respectfully submitted,

Stephanie J. Schulte,
MLIS Associate
Professor
Vice Chair, Faculty Compensation and Benefits
Committee On behalf of Faculty Compensation and
Benefits Committee

cc: Brent Sohngen

Appendix F: Letter from Susan Basso to committee regarding the narrowing the network initiative.

From: Buckner, Morgan <buckner.32@osu.edu> **On Behalf Of** Basso, Susan M.
Sent: Wednesday, May 22, 2019 7:56 PM
To: Sohngen, Brent <sohngen.1@osu.edu>
Cc: McPheron, Bruce A. <mcpheron.24@osu.edu>; Wolf, Kay N. <wolf.4@osu.edu>
Subject: Network Initiative

Dear Brent:
On April 29, 2019, President's Cabinet reviewed the report detailing the results of analysis undertaken by Aon and Navigant to evaluate the following questions raised by your committee.

As you know, the report focused on three elements:

1. Comparing Unit Cost of OSUWMC providers to those of the market benchmarks and competitors;
2. Comparing quality of OSUWMC provider to those of market benchmarks and competitors; and
3. Comparing timeliness access to care of OSUWMC providers to those of market benchmarks.

President's Cabinet engaged in a lengthy discussion regarding these results and sought clarifications as needed from Navigant's lead consultant for the project who was on hand to answer questions and present the material.

As a result of these discussions, the general consensus was that moving forward with the tiered network initiative was in the best interest of Ohio State and its employees, as OSU providers were shown to have high quality compared to market benchmarks, significant cost advantages in facility fees, and professional fees in line with benchmarks.

Prior to a final go-forward decision, however, the Cabinet caveated their recommendation with the following:

- Plans must be in place for ensuring timely access to tier 1 care for both new and established members; and
- Plans must be in place for assisting members to understand how this change affects them and when necessary to transition to new providers. The plans for Concierge Member Services should be robust and include projections of additional resources needed and personalized facilitation of member transitions of care.

The OSU Health Plan has been collaborating with OSU Wexner Medical Center, Central Ohio Primary Care, and OSU Wexner Medical Center Central Scheduling to develop reporting and plans for increased capacity and scheduling preference for OSU Health Plan members.

The OSU Health Plan has also built and enhanced its concierge member services approach over the last 18 months, developed tools/resources/policies to facilitate member transitions and self-service and assessed staffing needs.

As we move forward on the roll-out of this project, members of President's Cabinet will continue to review both reporting and plans for capacity and scheduling and the concierge member services approach.

Please share with FCBC as you deem appropriate.

Regards,

Susan Basso

Appendix G: Annual Salary Comparison.

DRAFT

The Ohio State University
2018-19 Faculty Salary Comparisons

CONTENTS:

The Ohio State University
2018-19 Faculty Salary Comparisons

Big Ten Institutions

Big Ten Institutions Overall (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
Northwestern	(1) 165.8	(1) 215.2	(1) 138.4	(1) 117.2	1 | Northwestern
Michigan	(2) 136.7	(2) 175.0	(2) 115.8	(3) 98.5	2 | Michigan
Rutgers	(3) 128.2	(3) 167.6	(3) 109.4	(12) 86.2	3 | Rutgers
Maryland	(4) 128.2	(4) 161.6	(4) 108.8	(5) 96.4	4 | Maryland
Illinois	(5) 125.6	(6) 156.1	(5) 106.6	(4) 97.9	5 | Penn State
Ohio State	(6) 121.5	(8) 152.2	(8) 103.5	(7) 92.3	6 | Illinois
Michigan State	(7) 121.1	(5) 157.4	(9) 103.1	(13) 83.1	7 | Michigan State
Penn State	(8) 119.4	(7) 155.5	(11) 102.2	(14) 80.7	8 | Ohio State
Purdue	(9) 119.0	(9) 146.1	(7) 104.3	(8) 91.9	9 | Indiana
Indiana	(10) 118.8	(12) 142.1	(12) 98.3	(2) 104.6	10 | Minnesota
Wisconsin	(11) 118.3	(11) 142.6	(6) 106.3	(6) 92.9	11 | Purdue
Minnesota	(12) 118.1	(10) 145.7	(10) 102.9	(9) 90.9	12 | Wisconsin
Iowa	(13) 112.9	(13) 141.9	(13) 94.3	(11) 87.1	13 | Iowa
Nebraska	(14) 107.7	(14) 129.5	(14) 91.6	(9) 90.9	14 | Nebraska

Ohio State - Big Ten Institutions - Unadjusted

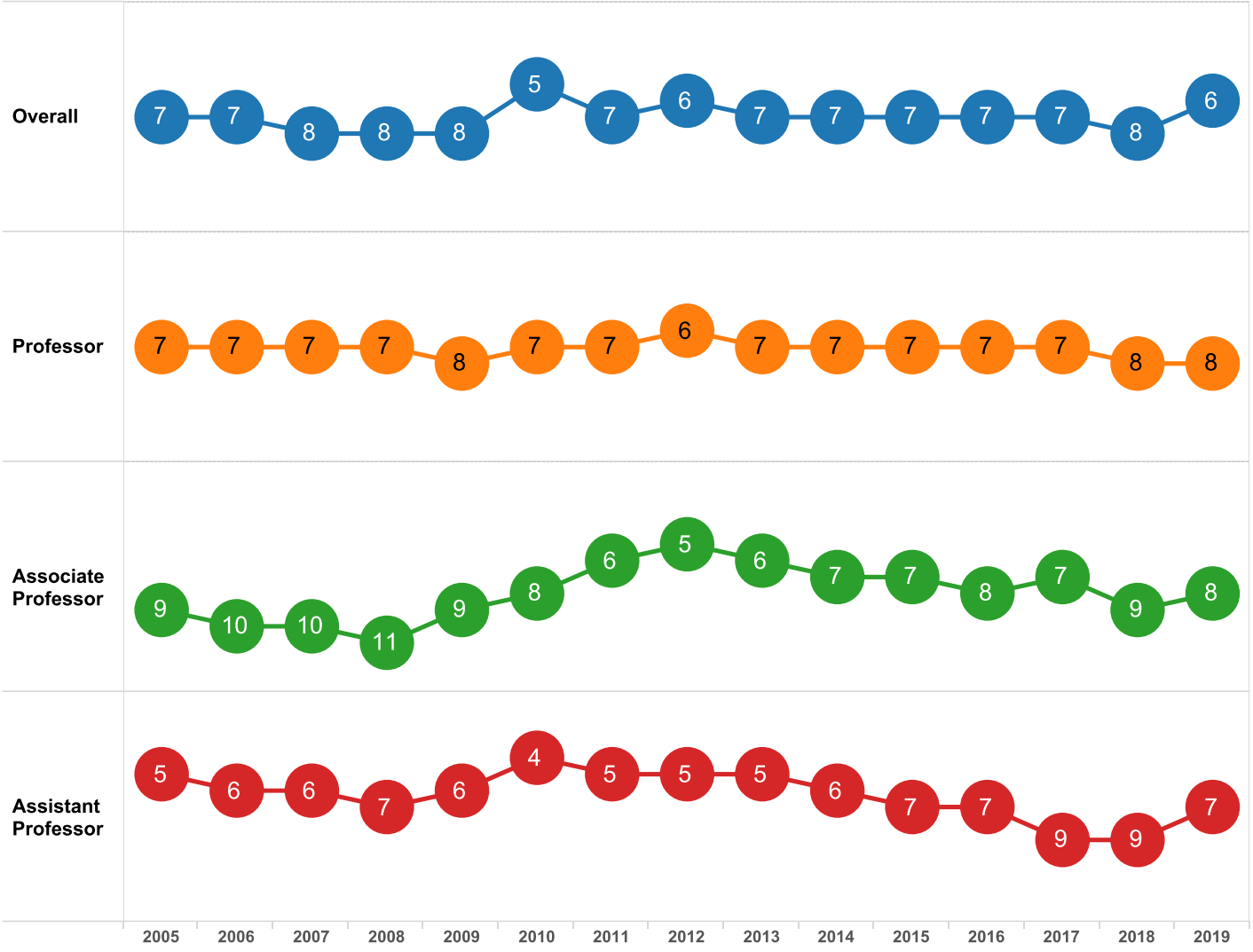
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	121.5	152.2	103.5	92.3
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

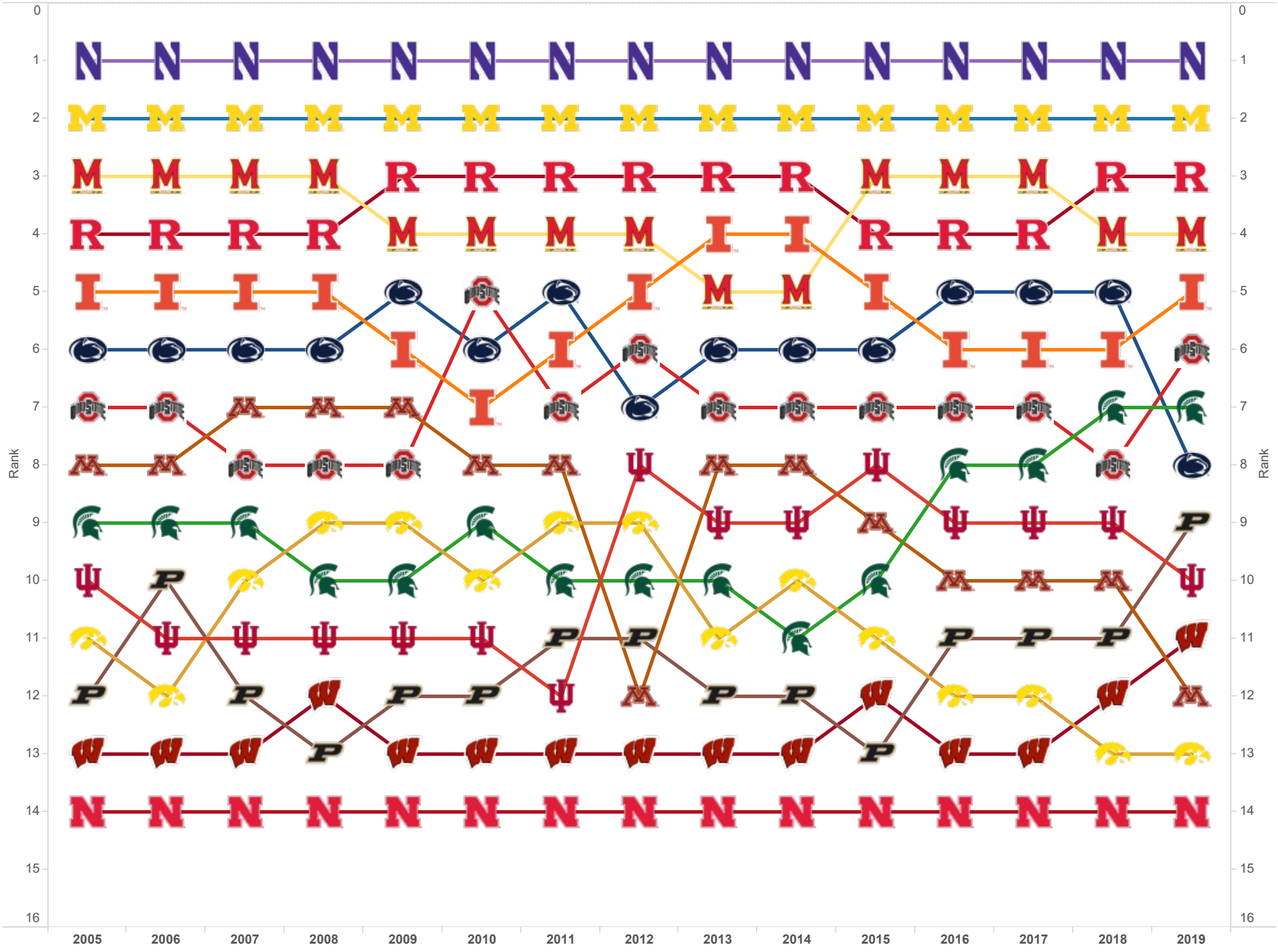
Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	6 ↑	8	8 ↑	7 ↑
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

Ohio State - Big Ten Institutions Rank - Unadjusted



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



The Ohio State University
2018-19 Faculty Salary Comparisons

AAU Institutions

AAU Institutions Overall (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
Columbia	(1) 198.5	(1) 259.7	(1) 171.7	(6) 130.2	1 | Columbia
Stanford	(2) 196.3	(2) 256.1	(2) 163.6	(1) 137.0	2 | Harvard
Harvard	(3) 184.9	(4) 244.3	(6) 144.6	(2) 134.7	3 | Stanford
Princeton	(4) 183.1	(3) 248.0	(5) 148.0	(10) 118.4	4 | Princeton
MIT	(5) 182.7	(6) 232.2	(4) 156.9	(5) 132.1	5 | MIT
Chicago, Univ of	(6) 178.4	(5) 241.9	(14) 132.3	(7) 128.5	6 | Chicago, Univ of
Penn	(7) 175.2	(8) 223.6	(7) 143.9	(3) 132.6	7 | Penn
Caltech	(8) 173.8	(13) 209.8	(3) 159.1	(4) 132.5	8 | Caltech
Yale	(9) 171.5	(7) 230.9	(13) 134.4	(11) 117.9	9 | Northwestern
Duke	(10) 167.6	(11) 214.2	(9) 141.5	(8) 121.9	10 | Duke
Northwestern	(11) 165.8	(10) 215.2	(10) 138.4	(12) 117.2	11 | Yale
UCLA	(12) 164.1	(12) 214.1	(8) 142.0	(20) 108.6	12 | NYU
NYU	(13) 163.0	(9) 218.3	(17) 128.0	(16) 113.4	13 | UCLA
UC Berkeley	(14) 159.3	(15) 201.7	(11) 137.7	(13) 115.4	14 | UC Berkeley
Wash. Univ - St Louis	(15) 154.8	(16) 201.7	(19) 123.8	(14) 114.4	15 | Wash. Univ - St Lo
Vanderbilt	(16) 153.3	(14) 205.9	(23) 120.9	(25) 105.1	16 | Vanderbilt
Johns Hopkins	(17) 153.2	(18) 191.1	(12) 135.6	(17) 112.2	17 | Rice
Rice	(18) 152.1	(17) 196.6	(21) 122.6	(15) 113.9	18 | Cornell University
Boston University	(19) 150.7	(19) 190.5	(15) 131.3	(19) 108.7	19 | Johns Hopkins
Cornell University	(20) 150.0	(24) 183.5	(16) 129.8	(9) 118.9	20 | Boston University
Emory	(21) 146.0	(23) 183.9	(22) 122.4	(18) 111.7	21 | Emory
Brown	(22) 145.1	(20) 187.7	(18) 124.4	(35) 99.7	22 | Brown
UC San Diego	(23) 142.8	(26) 178.9	(20) 123.5	(24) 106.3	23 | Southern Cal
UC Santa Barbara	(24) 142.4	(21) 187.5	(29) 115.6	(33) 100.3	24 | Virginia
Southern Cal	(25) 142.0	(22) 185.4	(27) 117.1	(34) 100.3	25 | UC San Diego
Virginia	(26) 140.1	(25) 182.7	(24) 120.8	(41) 93.5	26 | UC Irvine
UC Irvine	(27) 139.9	(27) 178.1	(25) 119.8	(32) 101.1	27 | Rochester
Texas	(28) 138.1	(28) 175.7	(31) 115.1	(28) 103.6	28 | Georgia Tech
UC Davis	(29) 137.7	(30) 173.0	(26) 118.7	(30) 102.1	29 | UC Santa Barbara
Michigan	(30) 136.7	(29) 175.0	(28) 115.8	(37) 98.5	30 | Michigan
Rochester	(31) 136.1	(32) 168.3	(32) 115.0	(22) 108.2	31 | Carnegie-Mellon
Carnegie-Mellon	(32) 135.3	(34) 167.0	(30) 115.2	(23) 106.9	32 | UC Davis
Georgia Tech	(33) 135.2	(31) 169.3	(34) 114.1	(27) 104.1	33 | Texas
North Carolina	(34) 129.7	(36) 163.3	(40) 106.3	(31) 101.9	34 | Rutgers
SUNY-Stony Brook	(35) 128.4	(35) 163.7	(36) 109.5	(43) 92.9	35 | Maryland
Rutgers	(36) 128.2	(33) 167.6	(37) 109.4	(54) 86.2	36 | North Carolina
Maryland	(37) 128.2	(37) 161.6	(38) 108.8	(39) 96.4	37 | Penn State
Washington	(38) 127.2	(45) 151.4	(33) 114.6	(29) 102.6	38 | Washington
Brandeis	(39) 127.1	(38) 158.3	(35) 112.7	(42) 93.1	39 | Brandeis
Illinois	(40) 125.6	(41) 156.1	(39) 106.6	(38) 97.9	40 | Illinois
Tulane	(41) 124.9	(42) 155.9	(57) 95.3	(21) 108.5	41 | SUNY-Stony Broo
Pittsburgh	(42) 121.9	(40) 156.7	(46) 103.2	(52) 87.0	42 | Michigan State
Colorado	(43) 121.5	(49) 147.6	(43) 104.2	(36) 99.0	43 | Ohio State
Ohio State	(44) 121.5	(44) 152.2	(44) 103.5	(45) 92.3	44 | Pittsburgh
Michigan State	(45) 121.1	(39) 157.4	(47) 103.1	(56) 83.1	45 | Florida
Case Western	(46) 120.6	(47) 149.6	(49) 102.2	(40) 94.7	46 | Colorado
Texas A&M	(47) 119.5	(48) 148.0	(45) 103.4	(46) 92.0	47 | Indiana
Penn State	(48) 119.4	(43) 155.5	(50) 102.2	(58) 80.7	48 | Tulane
Purdue	(49) 119.0	(50) 146.1	(42) 104.3	(47) 91.9	49 | Case Western
Indiana	(50) 118.8	(54) 142.1	(54) 98.3	(26) 104.6	50 | Texas A&M
Wisconsin	(51) 118.3	(53) 142.6	(41) 106.3	(43) 92.9	51 | Minnesota
Florida	(52) 118.2	(46) 149.9	(51) 101.2	(53) 86.4	52 | Purdue
Minnesota	(53) 118.1	(51) 145.7	(48) 102.9	(48) 90.9	53 | Wisconsin
SUNY-Buffalo	(54) 114.0	(52) 143.9	(55) 98.1	(55) 83.7	54 | Iowa
Oregon	(55) 113.5	(56) 137.3	(52) 100.9	(49) 89.4	55 | Oregon
Iowa	(56) 112.9	(55) 141.9	(58) 94.3	(50) 87.1	56 | SUNY-Buffalo
Iowa State	(57) 110.6	(58) 132.8	(53) 99.9	(51) 87.1	57 | Iowa State
Arizona	(58) 110.3	(57) 137.2	(56) 96.7	(57) 82.2	58 | Arizona
Kansas	(59) 100.4	(59) 126.0	(59) 85.5	(60) 76.1	59 | Kansas
Missouri	(60) 99.9	(60) 125.1	(60) 83.4	(59) 77.9	60 | Missouri

AAU Institutions Professor (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
Columbia	(1) 198.5	(1) 259.7	(1) 171.7	(6) 130.2	1 | Columbia
Stanford	(2) 196.3	(2) 256.1	(2) 163.6	(1) 137.0	2 | Stanford
Princeton	(4) 183.1	(3) 248.0	(5) 148.0	(10) 118.4	3 | Harvard
Harvard	(3) 184.9	(4) 244.3	(6) 144.6	(2) 134.7	4 | Princeton
Chicago, Univ of	(6) 178.4	(5) 241.9	(14) 132.3	(7) 128.5	5 | Chicago, Univ of
MIT	(5) 182.7	(6) 232.2	(4) 156.9	(5) 132.1	6 | MIT
Yale	(9) 171.5	(7) 230.9	(13) 134.4	(11) 117.9	7 | Penn
Penn	(7) 175.2	(8) 223.6	(7) 143.9	(3) 132.6	8 | NYU
NYU	(13) 163.0	(9) 218.3	(17) 128.0	(16) 113.4	9 | Yale
Northwestern	(11) 165.8	(10) 215.2	(10) 138.4	(12) 117.2	10 | Northwestern
Duke	(10) 167.6	(11) 214.2	(9) 141.5	(8) 121.9	11 | Duke
UCLA	(12) 164.1	(12) 214.1	(8) 142.0	(20) 108.6	12 | Caltech
Caltech	(8) 173.8	(13) 209.8	(3) 159.1	(4) 132.5	13 | UCLA
Vanderbilt	(16) 153.3	(14) 205.9	(23) 120.9	(25) 105.1	14 | Vanderbilt
UC Berkeley	(14) 159.3	(15) 201.7	(11) 137.7	(13) 115.4	15 | Wash. Univ - St Lo
Wash. Univ - St Louis	(15) 154.8	(16) 201.7	(19) 123.8	(14) 114.4	16 | Rice
Rice	(18) 152.1	(17) 196.6	(21) 122.6	(15) 113.9	17 | UC Berkeley
Johns Hopkins	(17) 153.2	(18) 191.1	(12) 135.6	(17) 112.2	18 | Johns Hopkins
Boston University	(19) 150.7	(19) 190.5	(15) 131.3	(19) 108.7	19 | Brown
Brown	(22) 145.1	(20) 187.7	(18) 124.4	(35) 99.7	20 | Boston University
UC Santa Barbara	(24) 142.4	(21) 187.5	(29) 115.6	(33) 100.3	21 | Southern Cal
Southern Cal	(25) 142.0	(22) 185.4	(27) 117.1	(34) 100.3	22 | Cornell University
Emory	(21) 146.0	(23) 183.9	(22) 122.4	(18) 111.7	23 | Emory
Cornell University	(20) 150.0	(24) 183.5	(16) 129.8	(9) 118.9	24 | Virginia
Virginia	(26) 140.1	(25) 182.7	(24) 120.8	(41) 93.5	25 | UC Santa Barbara
UC San Diego	(23) 142.8	(26) 178.9	(20) 123.5	(24) 106.3	26 | UC Irvine
UC Irvine	(27) 139.9	(27) 178.1	(25) 119.8	(32) 101.1	27 | UC San Diego
Texas	(28) 138.1	(28) 175.7	(31) 115.1	(28) 103.6	28 | Michigan
Michigan	(30) 136.7	(29) 175.0	(28) 115.8	(37) 98.5	29 | Georgia Tech
UC Davis	(29) 137.7	(30) 173.0	(26) 118.7	(30) 102.1	30 | Rochester
Georgia Tech	(33) 135.2	(31) 169.3	(34) 114.1	(27) 104.1	31 | Rutgers
Rochester	(31) 136.1	(32) 168.3	(32) 115.0	(22) 108.2	32 | UC Davis
Rutgers	(36) 128.2	(33) 167.6	(37) 109.4	(54) 86.2	33 | Texas
Carnegie-Mellon	(32) 135.3	(34) 167.0	(30) 115.2	(23) 106.9	34 | Carnegie-Mellon
SUNY-Stony Brook	(35) 128.4	(35) 163.7	(36) 109.5	(43) 92.9	35 | Maryland
North Carolina	(34) 129.7	(36) 163.3	(40) 106.3	(31) 101.9	36 | North Carolina
Maryland	(37) 128.2	(37) 161.6	(38) 108.8	(39) 96.4	37 | Penn State
Brandeis	(39) 127.1	(38) 158.3	(35) 112.7	(42) 93.1	38 | Michigan State
Michigan State	(45) 121.1	(39) 157.4	(47) 103.1	(56) 83.1	39 | SUNY-Stony Broo
Pittsburgh	(42) 121.9	(40) 156.7	(46) 103.2	(52) 87.0	40 | Brandeis
Illinois	(40) 125.6	(41) 156.1	(39) 106.6	(38) 97.9	41 | Pittsburgh
Tulane	(41) 124.9	(42) 155.9	(57) 95.3	(21) 108.5	42 | Illinois
Penn State	(48) 119.4	(43) 155.5	(50) 102.2	(58) 80.7	43 | Ohio State
Ohio State	(44) 121.5	(44) 152.2	(44) 103.5	(45) 92.3	44 | Tulane
Washington	(38) 127.2	(45) 151.4	(33) 114.6	(29) 102.6	45 | Florida
Florida	(52) 118.2	(46) 149.9	(51) 101.2	(53) 86.4	46 | Case Western
Case Western	(46) 120.6	(47) 149.6	(49) 102.2	(40) 94.7	47 | Washington
Texas A&M	(47) 119.5	(48) 148.0	(45) 103.4	(46) 92.0	48 | Texas A&M
Colorado	(43) 121.5	(49) 147.6	(43) 104.2	(36) 99.0	49 | Minnesota
Purdue	(49) 119.0	(50) 146.1	(42) 104.3	(47) 91.9	50 | Colorado
Minnesota	(53) 118.1	(51) 145.7	(48) 102.9	(48) 90.9	51 | Purdue
SUNY-Buffalo	(54) 114.0	(52) 143.9	(55) 98.1	(55) 83.7	52 | Indiana
Wisconsin	(51) 118.3	(53) 142.6	(41) 106.3	(43) 92.9	53 | Iowa
Indiana	(50) 118.8	(54) 142.1	(54) 98.3	(26) 104.6	54 | Wisconsin
Iowa	(56) 112.9	(55) 141.9	(58) 94.3	(50) 87.1	55 | SUNY-Buffalo
Oregon	(55) 113.5	(56) 137.3	(52) 100.9	(49) 89.4	56 | Oregon
Arizona	(58) 110.3	(57) 137.2	(56) 96.7	(57) 82.2	57 | Arizona
Iowa State	(57) 110.6	(58) 132.8	(53) 99.9	(51) 87.1	58 | Iowa State
Kansas	(59) 100.4	(59) 126.0	(59) 85.5	(60) 76.1	59 | Kansas
Missouri	(60) 99.9	(60) 125.1	(60) 83.4	(59) 77.9	60 | Missouri

AAU Institutions Associate Professor (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall		Professor		Associate Professor		Assistant Professor		Last Year Rank 2017-2018
Columbia	(1)	198.5	(1)	259.7	(1)	171.7	(6)	130.2	1 | Columbia
Stanford	(2)	196.3	(2)	256.1	(2)	163.6	(1)	137.0	2 | Stanford
Caltech	(8)	173.8	(13)	209.8	(3)	159.1	(4)	132.5	3 | Harvard
MIT	(5)	182.7	(6)	232.2	(4)	156.9	(5)	132.1	4 | MIT
Princeton	(4)	183.1	(3)	248.0	(5)	148.0	(10)	118.4	5 | Caltech
Harvard	(3)	184.9	(4)	244.3	(6)	144.6	(2)	134.7	6 | Princeton
Penn	(7)	175.2	(8)	223.6	(7)	143.9	(3)	132.6	7 | Penn
UCLA	(12)	164.1	(12)	214.1	(8)	142.0	(20)	108.6	8 | Duke
Duke	(10)	167.6	(11)	214.2	(9)	141.5	(8)	121.9	9 | Northwestern
Northwestern	(11)	165.8	(10)	215.2	(10)	138.4	(12)	117.2	10 | Yale
UC Berkeley	(14)	159.3	(15)	201.7	(11)	137.7	(13)	115.4	11 | UCLA
Johns Hopkins	(17)	153.2	(18)	191.1	(12)	135.6	(17)	112.2	12 | UC Berkeley
Yale	(9)	171.5	(7)	230.9	(13)	134.4	(11)	117.9	13 | Chicago, Univ of
Chicago, Univ of	(6)	178.4	(5)	241.9	(14)	132.3	(7)	128.5	14 | Cornell University
Boston University	(19)	150.7	(19)	190.5	(15)	131.3	(19)	108.7	15 | NYU
Cornell University	(20)	150.0	(24)	183.5	(16)	129.8	(9)	118.9	16 | Boston University
NYU	(13)	163.0	(9)	218.3	(17)	128.0	(16)	113.4	17 | Johns Hopkins
Brown	(22)	145.1	(20)	187.7	(18)	124.4	(35)	99.7	18 | Emory
Wash. Univ - St Louis	(15)	154.8	(16)	201.7	(19)	123.8	(14)	114.4	19 | Wash. Univ - St Lo
UC San Diego	(23)	142.8	(26)	178.9	(20)	123.5	(24)	106.3	20 | Brown
Rice	(18)	152.1	(17)	196.6	(21)	122.6	(15)	113.9	21 | Virginia
Emory	(21)	146.0	(23)	183.9	(22)	122.4	(18)	111.7	22 | Vanderbilt
Vanderbilt	(16)	153.3	(14)	205.9	(23)	120.9	(25)	105.1	23 | Rice
Virginia	(26)	140.1	(25)	182.7	(24)	120.8	(41)	93.5	24 | UC Irvine
UC Irvine	(27)	139.9	(27)	178.1	(25)	119.8	(32)	101.1	25 | UC San Diego
UC Davis	(29)	137.7	(30)	173.0	(26)	118.7	(30)	102.1	26 | Southern Cal
Southern Cal	(25)	142.0	(22)	185.4	(27)	117.1	(34)	100.3	27 | UC Davis
Michigan	(30)	136.7	(29)	175.0	(28)	115.8	(37)	98.5	28 | Michigan
UC Santa Barbara	(24)	142.4	(21)	187.5	(29)	115.6	(33)	100.3	29 | Georgia Tech
Carnegie-Mellon	(32)	135.3	(34)	167.0	(30)	115.2	(23)	106.9	30 | Rochester
Texas	(28)	138.1	(28)	175.7	(31)	115.1	(28)	103.6	31 | Carnegie-Mellon
Rochester	(31)	136.1	(32)	168.3	(32)	115.0	(22)	108.2	32 | Washington
Washington	(38)	127.2	(45)	151.4	(33)	114.6	(29)	102.6	33 | Rutgers
Georgia Tech	(33)	135.2	(31)	169.3	(34)	114.1	(27)	104.1	34 | Maryland
Brandeis	(39)	127.1	(38)	158.3	(35)	112.7	(42)	93.1	35 | Brandeis
SUNY-Stony Brook	(35)	128.4	(35)	163.7	(36)	109.5	(43)	92.9	36 | UC Santa Barbara
Rutgers	(36)	128.2	(33)	167.6	(37)	109.4	(54)	86.2	37 | Texas
Maryland	(37)	128.2	(37)	161.6	(38)	108.8	(39)	96.4	38 | Penn State
Illinois	(40)	125.6	(41)	156.1	(39)	106.6	(38)	97.9	39 | North Carolina
North Carolina	(34)	129.7	(36)	163.3	(40)	106.3	(31)	101.9	40 | SUNY-Stony Broo
Wisconsin	(51)	118.3	(53)	142.6	(41)	106.3	(43)	92.9	41 | Illinois
Purdue	(49)	119.0	(50)	146.1	(42)	104.3	(47)	91.9	42 | Colorado
Colorado	(43)	121.5	(49)	147.6	(43)	104.2	(36)	99.0	43 | Wisconsin
Ohio State	(44)	121.5	(44)	152.2	(44)	103.5	(45)	92.3	44 | Michigan State
Texas A&M	(47)	119.5	(48)	148.0	(45)	103.4	(46)	92.0	45 | Ohio State
Pittsburgh	(42)	121.9	(40)	156.7	(46)	103.2	(52)	87.0	46 | Purdue
Michigan State	(45)	121.1	(39)	157.4	(47)	103.1	(56)	83.1	47 | Pittsburgh
Minnesota	(53)	118.1	(51)	145.7	(48)	102.9	(48)	90.9	48 | Texas A&M
Case Western	(46)	120.6	(47)	149.6	(49)	102.2	(40)	94.7	49 | Minnesota
Penn State	(48)	119.4	(43)	155.5	(50)	102.2	(58)	80.7	50 | Florida
Florida	(52)	118.2	(46)	149.9	(51)	101.2	(53)	86.4	51 | Case Western
Oregon	(55)	113.5	(56)	137.3	(52)	100.9	(49)	89.4	52 | Oregon
Iowa State	(57)	110.6	(58)	132.8	(53)	99.9	(51)	87.1	53 | Iowa State
Indiana	(50)	118.8	(54)	142.1	(54)	98.3	(26)	104.6	54 | Indiana
SUNY-Buffalo	(54)	114.0	(52)	143.9	(55)	98.1	(55)	83.7	55 | Iowa
Arizona	(58)	110.3	(57)	137.2	(56)	96.7	(57)	82.2	56 | Arizona
Tulane	(41)	124.9	(42)	155.9	(57)	95.3	(21)	108.5	57 | SUNY-Buffalo
Iowa	(56)	112.9	(55)	141.9	(58)	94.3	(50)	87.1	58 | Tulane
Kansas	(59)	100.4	(59)	126.0	(59)	85.5	(60)	76.1	59 | Kansas
Missouri	(60)	99.9	(60)	125.1	(60)	83.4	(59)	77.9	60 | Missouri

AAU Institutions Assistant Professor (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall		Professor		Associate Professor		Assistant Professor		Last Year Rank 2017-2018
Stanford	(2)	196.3	(2)	256.1	(2)	163.6	(1)	137.0	1 | Harvard
Harvard	(3)	184.9	(4)	244.3	(6)	144.6	(2)	134.7	2 | Stanford
Penn	(7)	175.2	(8)	223.6	(7)	143.9	(3)	132.6	3 | Penn
Caltech	(8)	173.8	(13)	209.8	(3)	159.1	(4)	132.5	4 | Caltech
MIT	(5)	182.7	(6)	232.2	(4)	156.9	(5)	132.1	5 | Columbia
Columbia	(1)	198.5	(1)	259.7	(1)	171.7	(6)	130.2	6 | MIT
Chicago, Univ of	(6)	178.4	(5)	241.9	(14)	132.3	(7)	128.5	7 | Chicago, Univ of
Duke	(10)	167.6	(11)	214.2	(9)	141.5	(8)	121.9	8 | Northwestern
Cornell University	(20)	150.0	(24)	183.5	(16)	129.8	(9)	118.9	9 | Cornell University
Princeton	(4)	183.1	(3)	248.0	(5)	148.0	(10)	118.4	10 | Princeton
Yale	(9)	171.5	(7)	230.9	(13)	134.4	(11)	117.9	11 | NYU
Northwestern	(11)	165.8	(10)	215.2	(10)	138.4	(12)	117.2	12 | Duke
UC Berkeley	(14)	159.3	(15)	201.7	(11)	137.7	(13)	115.4	13 | UC Berkeley
Wash. Univ - St Louis	(15)	154.8	(16)	201.7	(19)	123.8	(14)	114.4	14 | Wash. Univ - St Lo
Rice	(18)	152.1	(17)	196.6	(21)	122.6	(15)	113.9	15 | Emory
NYU	(13)	163.0	(9)	218.3	(17)	128.0	(16)	113.4	16 | Yale
Johns Hopkins	(17)	153.2	(18)	191.1	(12)	135.6	(17)	112.2	17 | Johns Hopkins
Emory	(21)	146.0	(23)	183.9	(22)	122.4	(18)	111.7	18 | Rice
Boston University	(19)	150.7	(19)	190.5	(15)	131.3	(19)	108.7	19 | Rochester
UCLA	(12)	164.1	(12)	214.1	(8)	142.0	(20)	108.6	20 | UCLA
Tulane	(41)	124.9	(42)	155.9	(57)	95.3	(21)	108.5	21 | Boston University
Rochester	(31)	136.1	(32)	168.3	(32)	115.0	(22)	108.2	22 | Georgia Tech
Carnegie-Mellon	(32)	135.3	(34)	167.0	(30)	115.2	(23)	106.9	23 | Carnegie-Mellon
UC San Diego	(23)	142.8	(26)	178.9	(20)	123.5	(24)	106.3	24 | Vanderbilt
Vanderbilt	(16)	153.3	(14)	205.9	(23)	120.9	(25)	105.1	25 | Washington
Indiana	(50)	118.8	(54)	142.1	(54)	98.3	(26)	104.6	26 | Texas
Georgia Tech	(33)	135.2	(31)	169.3	(34)	114.1	(27)	104.1	27 | UC San Diego
Texas	(28)	138.1	(28)	175.7	(31)	115.1	(28)	103.6	28 | Indiana
Washington	(38)	127.2	(45)	151.4	(33)	114.6	(29)	102.6	29 | Southern Cal
UC Davis	(29)	137.7	(30)	173.0	(26)	118.7	(30)	102.1	30 | Brown
North Carolina	(34)	129.7	(36)	163.3	(40)	106.3	(31)	101.9	31 | UC Davis
UC Irvine	(27)	139.9	(27)	178.1	(25)	119.8	(32)	101.1	32 | UC Irvine
UC Santa Barbara	(24)	142.4	(21)	187.5	(29)	115.6	(33)	100.3	33 | North Carolina
Southern Cal	(25)	142.0	(22)	185.4	(27)	117.1	(34)	100.3	34 | Michigan
Brown	(22)	145.1	(20)	187.7	(18)	124.4	(35)	99.7	35 | Illinois
Colorado	(43)	121.5	(49)	147.6	(43)	104.2	(36)	99.0	36 | Maryland
Michigan	(30)	136.7	(29)	175.0	(28)	115.8	(37)	98.5	37 | Colorado
Illinois	(40)	125.6	(41)	156.1	(39)	106.6	(38)	97.9	38 | Tulane
Maryland	(37)	128.2	(37)	161.6	(38)	108.8	(39)	96.4	39 | UC Santa Barbara
Case Western	(46)	120.6	(47)	149.6	(49)	102.2	(40)	94.7	40 | Case Western
Virginia	(26)	140.1	(25)	182.7	(24)	120.8	(41)	93.5	41 | Virginia
Brandeis	(39)	127.1	(38)	158.3	(35)	112.7	(42)	93.1	42 | Brandeis
SUNY-Stony Brook	(35)	128.4	(35)	163.7	(36)	109.5	(43)	92.9	43 | Penn State
Wisconsin	(51)	118.3	(53)	142.6	(41)	106.3	(43)	92.9	44 | Purdue
Ohio State	(44)	121.5	(44)	152.2	(44)	103.5	(45)	92.3	45 | Wisconsin
Texas A&M	(47)	119.5	(48)	148.0	(45)	103.4	(46)	92.0	46 | Ohio State
Purdue	(49)	119.0	(50)	146.1	(42)	104.3	(47)	91.9	47 | Texas A&M
Minnesota	(53)	118.1	(51)	145.7	(48)	102.9	(48)	90.9	48 | Minnesota
Oregon	(55)	113.5	(56)	137.3	(52)	100.9	(49)	89.4	49 | SUNY-Stony Broo
Iowa	(56)	112.9	(55)	141.9	(58)	94.3	(50)	87.1	50 | Florida
Iowa State	(57)	110.6	(58)	132.8	(53)	99.9	(51)	87.1	51 | Iowa
Pittsburgh	(42)	121.9	(40)	156.7	(46)	103.2	(52)	87.0	52 | Rutgers
Florida	(52)	118.2	(46)	149.9	(51)	101.2	(53)	86.4	53 | Oregon
Rutgers	(36)	128.2	(33)	167.6	(37)	109.4	(54)	86.2	54 | Iowa State
SUNY-Buffalo	(54)	114.0	(52)	143.9	(55)	98.1	(55)	83.7	55 | Pittsburgh
Michigan State	(45)	121.1	(39)	157.4	(47)	103.1	(56)	83.1	56 | Michigan State
Arizona	(58)	110.3	(57)	137.2	(56)	96.7	(57)	82.2	57 | SUNY-Buffalo
Penn State	(48)	119.4	(43)	155.5	(50)	102.2	(58)	80.7	58 | Arizona
Missouri	(60)	99.9	(60)	125.1	(60)	83.4	(59)	77.9	59 | Kansas
Kansas	(59)	100.4	(59)	126.0	(59)	85.5	(60)	76.1	60 | Missouri

Ohio State - AAU Institutions - Unadjusted

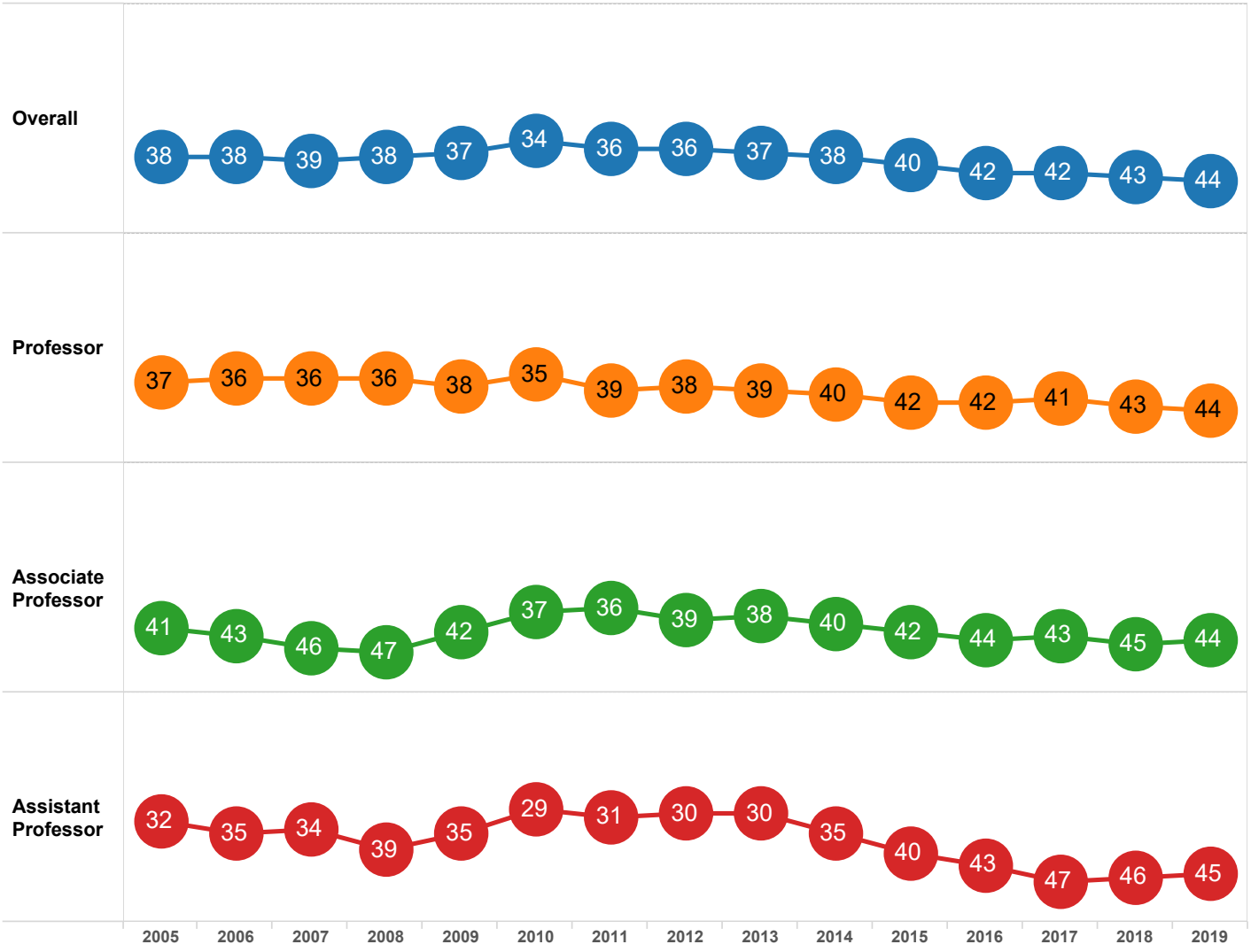
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	121.5	152.2	103.5	92.3
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

Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	44 ↓	44 ↓	44 ↑	45 ↑
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

Ohio State - AAU Institutions Rank - Unadjusted



AAU Public Institutions Overall (Unadjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
UCLA	(1) 164.1	(1) 214.1	(1) 142.0	(2) 108.6	1 | UCLA
UC Berkeley	(2) 159.3	(2) 201.7	(2) 137.7	(1) 115.4	2 | UC Berkeley
UC San Diego	(3) 142.8	(5) 178.9	(3) 123.5	(3) 106.3	3 | Virginia
UC Santa Barbara	(4) 142.4	(3) 187.5	(8) 115.6	(11) 100.3	4 | UC San Diego
Virginia	(5) 140.1	(4) 182.7	(4) 120.8	(16) 93.5	5 | UC Irvine
UC Irvine	(6) 139.9	(6) 178.1	(5) 119.8	(10) 101.1	6 | Georgia Tech
Texas	(7) 138.1	(7) 175.7	(9) 115.1	(6) 103.6	7 | UC Santa Barbara
UC Davis	(8) 137.7	(9) 173.0	(6) 118.7	(8) 102.1	8 | Michigan
Michigan	(9) 136.7	(8) 175.0	(7) 115.8	(13) 98.5	9 | UC Davis
Georgia Tech	(10) 135.2	(10) 169.3	(11) 114.1	(5) 104.1	10 | Texas
North Carolina	(11) 129.7	(13) 163.3	(16) 106.3	(9) 101.9	11 | Rutgers
SUNY-Stony Brook	(12) 128.4	(12) 163.7	(12) 109.5	(17) 92.9	12 | Maryland
Rutgers	(13) 128.2	(11) 167.6	(13) 109.4	(28) 86.2	13 | North Carolina
Maryland	(14) 128.2	(14) 161.6	(14) 108.8	(15) 96.4	14 | Penn State
Washington	(15) 127.2	(20) 151.4	(10) 114.6	(7) 102.6	15 | Washington
Illinois	(16) 125.6	(17) 156.1	(15) 106.6	(14) 97.9	16 | Illinois
Pittsburgh	(17) 121.9	(16) 156.7	(22) 103.2	(26) 87.0	17 | SUNY-Stony Broo
Colorado	(18) 121.5	(23) 147.6	(19) 104.2	(12) 99.0	18 | Michigan State
Ohio State	(19) 121.5	(19) 152.2	(20) 103.5	(19) 92.3	19 | Ohio State
Michigan State	(20) 121.1	(15) 157.4	(23) 103.1	(30) 83.1	20 | Pittsburgh
Texas A&M	(21) 119.5	(22) 148.0	(21) 103.4	(20) 92.0	21 | Florida
Penn State	(22) 119.4	(18) 155.5	(25) 102.2	(32) 80.7	22 | Colorado
Purdue	(23) 119.0	(24) 146.1	(18) 104.3	(21) 91.9	23 | Indiana
Indiana	(24) 118.8	(28) 142.1	(29) 98.3	(4) 104.6	24 | Texas A&M
Wisconsin	(25) 118.3	(27) 142.6	(17) 106.3	(17) 92.9	25 | Minnesota
Florida	(26) 118.2	(21) 149.9	(26) 101.2	(27) 86.4	26 | Purdue
Minnesota	(27) 118.1	(25) 145.7	(24) 102.9	(22) 90.9	27 | Wisconsin
SUNY-Buffalo	(28) 114.0	(26) 143.9	(30) 98.1	(29) 83.7	28 | Iowa
Oregon	(29) 113.5	(30) 137.3	(27) 100.9	(23) 89.4	29 | Oregon
Iowa	(30) 112.9	(29) 141.9	(32) 94.3	(24) 87.1	30 | SUNY-Buffalo
Iowa State	(31) 110.6	(32) 132.8	(28) 99.9	(25) 87.1	31 | Iowa State
Arizona	(32) 110.3	(31) 137.2	(31) 96.7	(31) 82.2	32 | Arizona
Kansas	(33) 100.4	(33) 126.0	(33) 85.5	(34) 76.1	33 | Kansas
Missouri	(34) 99.9	(34) 125.1	(34) 83.4	(33) 77.9	34 | Missouri

The Ohio State University
2018-19 Faculty Salary Comparisons

Living Cost Adjustments

2018-2019 AAU Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Duke	99	169.3	1	167.6	10
Princeton	116	157.9	2	183.1	4
Penn	112	156.4	3	175.2	7
Columbia	129	153.9	4	198.5	1
Yale	112	153.2	5	171.5	9
Vanderbilt	101	151.7	6	153.3	16
Wash. Univ - St Louis	104	148.8	7	154.8	15
Rice	105	144.9	8	152.1	18
Emory	101	144.6	9	146.0	21
Johns Hopkins	109	140.6	10	153.2	17
Cornell University	107	140.2	11	150.0	20
Harvard	132	140.0	12	184.9	3
MIT	132	138.4	13	182.7	5
Northwestern	121	137.0	14	165.8	11
Virginia	103	136.0	15	140.1	26
Brown	107	135.6	16	145.1	22
Georgia Tech	101	133.8	17	135.2	33
Chicago, Univ of	134	133.2	18	178.4	6
Texas	104	132.8	19	138.1	28
Caltech	132	131.7	20	173.8	8
Michigan	104	131.4	21	136.7	30
North Carolina	99	131.0	22	129.7	34
Rochester	106	128.4	23	136.1	31
Purdue	94	126.6	24	119.0	49
Illinois	100	125.6	25	125.6	40
Indiana	96	123.8	26	118.8	50
Carnegie-Mellon	110	123.0	27	135.3	32
Tulane	102	122.5	28	124.9	41
Texas A&M	98	122.0	29	119.5	47
Ohio State	100	121.5	30	121.5	44
Stanford	162	121.2	31	196.3	2
Michigan State	100	121.1	32	121.1	45
UC Davis	114	120.8	33	137.7	29
UCLA	136	120.7	34	164.1	12
Florida	98	120.6	35	118.2	52
Case Western	101	119.4	36	120.6	46
Penn State	102	117.1	37	119.4	48
Minnesota	101	117.0	38	118.1	53
Wisconsin	103	114.9	39	118.3	51
UC San Diego	125	114.2	40	142.8	23
Boston University	132	114.2	41	150.7	19
UC Berkeley	140	113.8	42	159.3	14
Iowa	100	112.9	43	112.9	56
Maryland	114	112.5	44	128.2	37
Colorado	109	111.5	45	121.5	43
Pittsburgh	110	110.8	46	121.9	42
Iowa State	101	109.5	47	110.6	57
Arizona	101	109.2	48	110.3	58
Oregon	104	109.1	49	113.5	55
Washington	117	108.7	50	127.2	38
SUNY-Buffalo	105	108.5	51	114.0	54
UC Irvine	130	107.6	52	139.9	27
Southern Cal	132	107.6	53	142.0	25
Rutgers	121	106.0	54	128.2	36
Missouri	96	104.0	55	99.9	60
SUNY-Stony Brook	124	103.6	56	128.4	35
Kansas	100	100.4	57	100.4	59
Brandeis	132	96.3	58	127.1	39
UC Santa Barbara	159	89.6	59	142.4	24
NYU	222	73.4	60	163.0	13

AAU Institutions Overall (Living Cost Adjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
Duke	(1) 169.3	(1) 216.4	(1) 142.9	(1) 123.1	1 | Duke
Princeton	(2) 157.9	(2) 213.8	(4) 127.6	(14) 102.1	2 | Penn
Penn	(3) 156.4	(6) 199.7	(3) 128.5	(2) 118.4	3 | Princeton
Columbia	(4) 153.9	(5) 201.4	(2) 133.1	(17) 100.9	4 | Columbia
Yale	(5) 153.2	(3) 206.2	(9) 120.0	(9) 105.3	5 | Vanderbilt
Vanderbilt	(6) 151.7	(4) 203.9	(10) 119.7	(10) 104.1	6 | Wash. Univ - St Lou
Wash. Univ - St Louis	(7) 148.8	(7) 193.9	(11) 119.0	(5) 110.0	7 | Yale
Rice	(8) 144.9	(8) 187.2	(14) 116.8	(7) 108.5	8 | Harvard
Emory	(9) 144.6	(10) 182.1	(7) 121.2	(4) 110.6	9 | Emory
Johns Hopkins	(10) 140.6	(16) 175.3	(5) 124.4	(13) 102.9	10 | Rice
Cornell University	(11) 140.2	(17) 171.5	(6) 121.3	(3) 111.2	11 | Cornell University
Harvard	(12) 140.0	(9) 185.1	(21) 109.5	(16) 102.0	12 | Northwestern
MIT	(13) 138.4	(14) 175.9	(12) 118.8	(19) 100.1	13 | Johns Hopkins
Northwestern	(14) 137.0	(12) 177.8	(16) 114.4	(24) 96.9	14 | Georgia Tech
Virginia	(15) 136.0	(13) 177.3	(13) 117.2	(32) 90.7	15 | Virginia
Brown	(16) 135.6	(15) 175.4	(15) 116.3	(29) 93.2	16 | Brown
Georgia Tech	(17) 133.8	(20) 167.6	(17) 113.0	(11) 103.0	17 | MIT
Chicago, Univ of	(18) 133.2	(11) 180.5	(41) 98.7	(25) 95.9	18 | Michigan
Texas	(19) 132.8	(18) 169.0	(20) 110.7	(20) 99.6	19 | Chicago, Univ of
Caltech	(20) 131.7	(22) 159.0	(8) 120.5	(18) 100.4	20 | North Carolina
Michigan	(21) 131.4	(19) 168.2	(18) 111.4	(26) 94.7	21 | Caltech
North Carolina	(22) 131.0	(21) 164.9	(23) 107.4	(12) 103.0	22 | Rochester
Rochester	(23) 128.4	(23) 158.8	(22) 108.5	(15) 102.1	23 | Texas
Purdue	(24) 126.6	(28) 155.4	(19) 110.9	(22) 97.8	24 | Purdue
Illinois	(25) 125.6	(27) 156.1	(24) 106.6	(21) 97.9	25 | Indiana
Indiana	(26) 123.8	(37) 148.0	(33) 102.4	(6) 109.0	26 | Illinois
Carnegie-Mellon	(27) 123.0	(33) 151.8	(26) 104.7	(23) 97.2	27 | Penn State
Tulane	(28) 122.5	(30) 152.8	(50) 93.5	(8) 106.4	28 | Florida
Texas A&M	(29) 122.0	(35) 151.0	(25) 105.5	(27) 93.8	29 | Michigan State
Ohio State	(30) 121.5	(32) 152.2	(29) 103.5	(30) 92.3	30 | Carnegie-Mellon
Stanford	(31) 121.2	(24) 158.1	(36) 101.0	(42) 84.6	31 | Ohio State
Michigan State	(32) 121.1	(26) 157.4	(32) 103.1	(44) 83.1	32 | Texas A&M
UC Davis	(33) 120.8	(34) 151.8	(28) 104.2	(35) 89.6	33 | Stanford
UCLA	(34) 120.7	(25) 157.4	(27) 104.4	(49) 79.9	34 | Case Western
Florida	(35) 120.6	(29) 152.9	(30) 103.2	(36) 88.2	35 | UCLA
Case Western	(36) 119.4	(36) 148.1	(35) 101.2	(28) 93.8	36 | UC Davis
Penn State	(37) 117.1	(31) 152.5	(37) 100.2	(51) 79.1	37 | Tulane
Minnesota	(38) 117.0	(39) 144.3	(34) 101.9	(34) 90.0	38 | Minnesota
Wisconsin	(39) 114.9	(47) 138.4	(31) 103.2	(33) 90.2	39 | Iowa
UC San Diego	(40) 114.2	(41) 143.1	(40) 98.8	(41) 85.0	40 | Maryland
Boston University	(41) 114.2	(38) 144.3	(38) 99.5	(46) 82.4	41 | Wisconsin
UC Berkeley	(42) 113.8	(40) 144.1	(42) 98.3	(45) 82.4	42 | Boston University
Iowa	(43) 112.9	(43) 141.9	(48) 94.3	(38) 87.1	43 | UC Berkeley
Maryland	(44) 112.5	(44) 141.7	(47) 95.4	(43) 84.6	44 | UC San Diego
Colorado	(45) 111.5	(51) 135.4	(46) 95.6	(31) 90.8	45 | Colorado
Pittsburgh	(46) 110.8	(42) 142.4	(49) 93.9	(52) 79.1	46 | Iowa State
Iowa State	(47) 109.5	(54) 131.5	(39) 98.9	(39) 86.2	47 | Pittsburgh
Arizona	(48) 109.2	(50) 135.8	(45) 95.8	(47) 81.4	48 | Oregon
Oregon	(49) 109.1	(52) 132.0	(44) 97.0	(40) 86.0	49 | Arizona
Washington	(50) 108.7	(56) 129.4	(43) 97.9	(37) 87.7	50 | Rutgers
SUNY-Buffalo	(51) 108.5	(48) 137.1	(51) 93.5	(50) 79.7	51 | Washington
UC Irvine	(52) 107.6	(49) 137.0	(52) 92.1	(53) 77.8	52 | Southern Cal
Southern Cal	(53) 107.6	(45) 140.5	(54) 88.7	(55) 76.0	53 | SUNY-Buffalo
Rutgers	(54) 106.0	(46) 138.5	(53) 90.4	(57) 71.2	53 | UC Irvine
Missouri	(55) 104.0	(55) 130.3	(56) 86.8	(48) 81.2	55 | Kansas
SUNY-Stony Brook	(56) 103.6	(53) 132.0	(55) 88.3	(56) 74.9	56 | Missouri
Kansas	(57) 100.4	(57) 126.0	(57) 85.5	(54) 76.1	57 | SUNY-Stony Broo
Brandeis	(58) 96.3	(58) 119.9	(58) 85.4	(58) 70.5	58 | Brandeis
UC Santa Barbara	(59) 89.6	(59) 117.9	(59) 72.7	(59) 63.1	59 | UC Santa Barbara
NYU	(60) 73.4	(60) 98.3	(60) 57.7	(60) 51.1	60 | NYU

Ohio State - AAU Institutions - Living Cost Adjusted

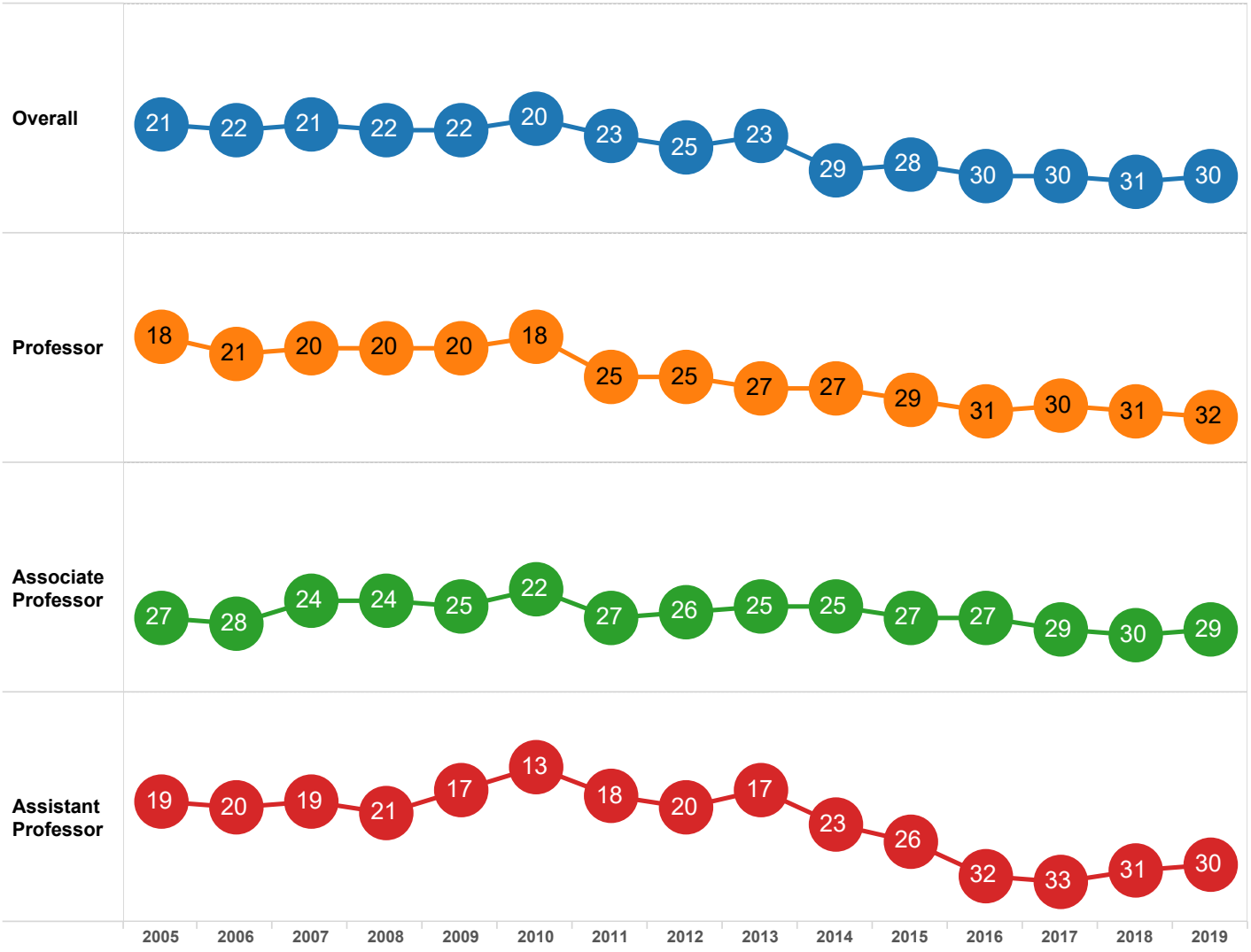
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	121.5	152.2	103.5	92.3
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

Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	30 ↑	32 ↓	29 ↑	30 ↑
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

Ohio State - AAU Institutions Rank - Living Cost Adjusted



2018-2019 Big Ten Institutions - Overall - Living Cost Adjusted vs Unadjusted

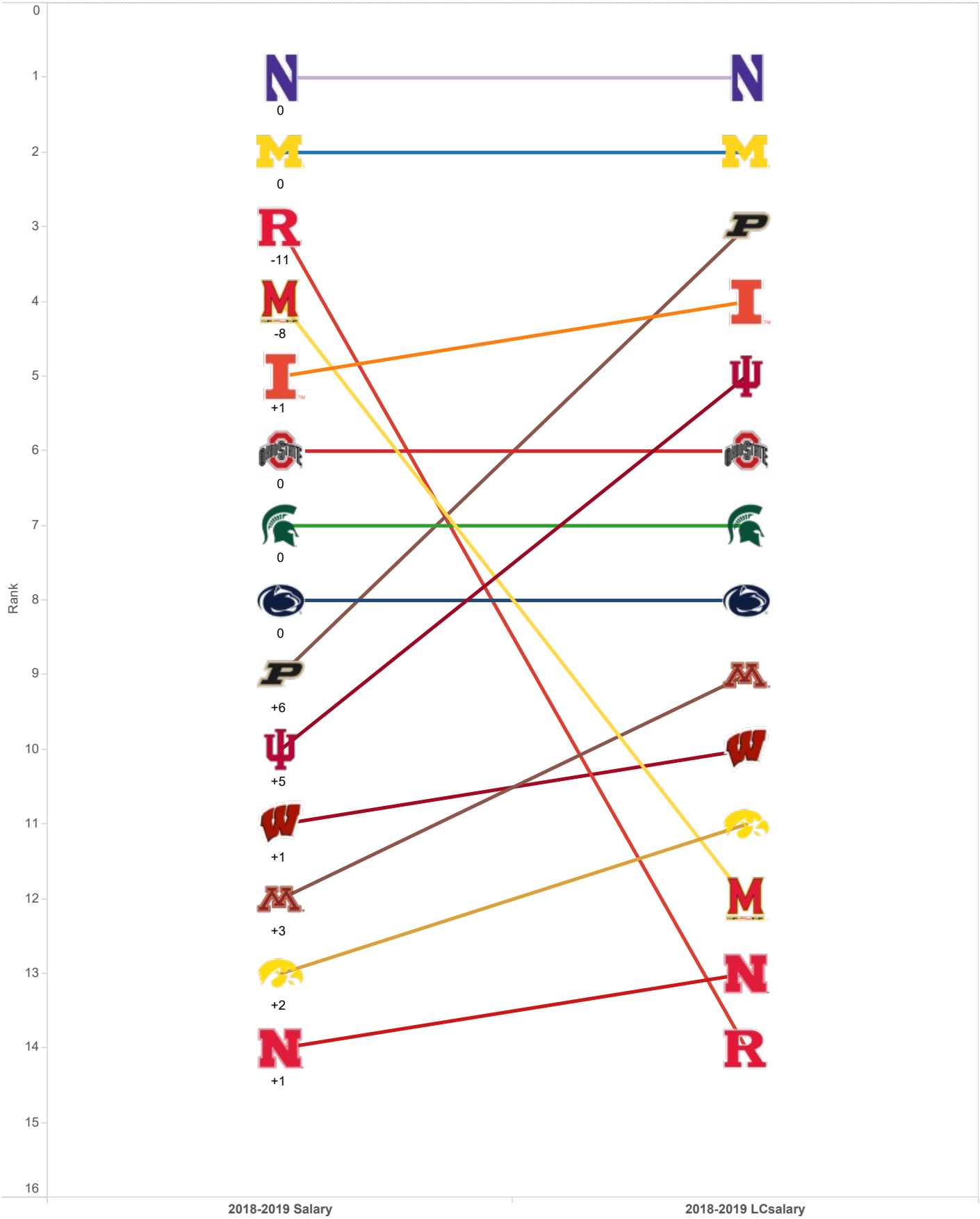
Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Northwestern	121	137.0	1	165.8	1
Michigan	104	131.4	2	136.7	2
Purdue	94	126.6	3	119.0	9
Illinois	100	125.6	4	125.6	5
Indiana	96	123.8	5	118.8	10
Ohio State	100	121.5	6	121.5	6
Michigan State	100	121.1	7	121.1	7
Penn State	102	117.1	8	119.4	8
Minnesota	101	117.0	9	118.1	12
Wisconsin	103	114.9	10	118.3	11
Iowa	100	112.9	11	112.9	13
Maryland	114	112.5	12	128.2	4
Nebraska	97	111.1	13	107.7	14
Rutgers	121	106.0	14	128.2	3

Big Ten Institutions Overall (Living Cost Adjusted)

2018-2019 Salaries and Rank

Institution	Overall	Professor	Associate Professor	Assistant Professor	Last Year Rank 2017-2018
Northwestern	(1) 137.0	(1) 177.8	(1) 114.4	(4) 96.9	1 | Northwestern
Michigan	(2) 131.4	(2) 168.2	(2) 111.4	(5) 94.7	2 | Michigan
Purdue	(3) 126.6	(5) 155.4	(3) 110.9	(3) 97.8	3 | Purdue
Illinois	(4) 125.6	(4) 156.1	(4) 106.6	(2) 97.9	4 | Indiana
Indiana	(5) 123.8	(8) 148.0	(8) 102.4	(1) 109.0	5 | Illinois
Ohio State	(6) 121.5	(7) 152.2	(5) 103.5	(7) 92.3	6 | Penn State
Michigan State	(7) 121.1	(3) 157.4	(7) 103.1	(12) 83.1	7 | Michigan State
Penn State	(8) 117.1	(6) 152.5	(10) 100.2	(13) 79.1	8 | Ohio State
Minnesota	(9) 117.0	(9) 144.3	(9) 101.9	(9) 90.0	9 | Minnesota
Wisconsin	(10) 114.9	(13) 138.4	(6) 103.2	(8) 90.2	10 | Iowa
Iowa	(11) 112.9	(10) 141.9	(13) 94.3	(10) 87.1	11 | Maryland
Maryland	(12) 112.5	(11) 141.7	(11) 95.4	(11) 84.6	12 | Wisconsin
Nebraska	(13) 111.1	(14) 133.5	(12) 94.5	(6) 93.8	13 | Nebraska
Rutgers	(14) 106.0	(12) 138.5	(14) 90.4	(14) 71.2	14 | Rutgers

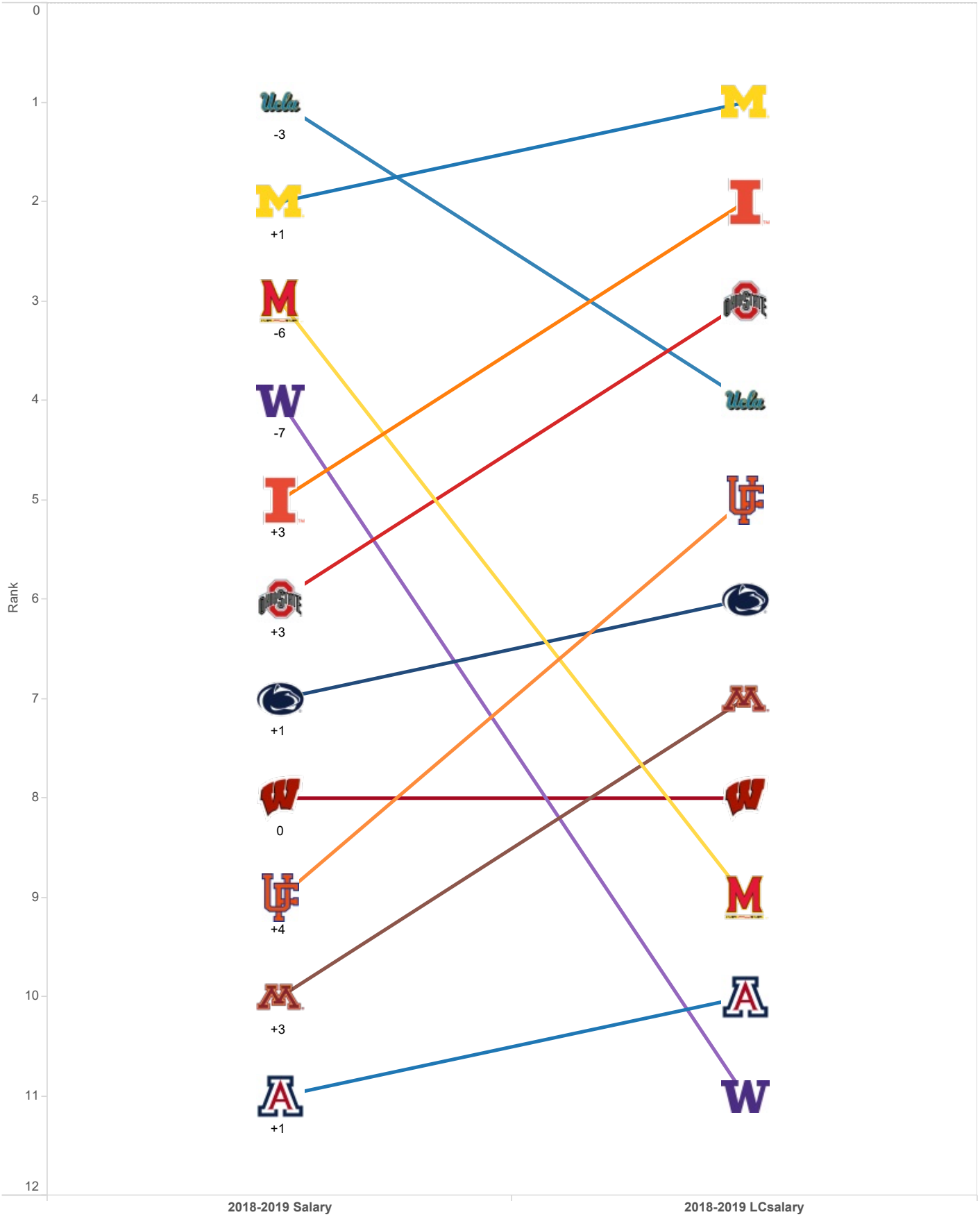
2018-2019 Big Ten Institutions Overall Change in Rank - After Adjust for Living Cost



2018-2019 Benchmark Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Michigan	104	131.4	1	136.7	2
Illinois	100	125.6	2	125.6	5
Ohio State	100	121.5	3	121.5	6
UCLA	136	120.7	4	164.1	1
Florida	98	120.6	5	118.2	9
Penn State	102	117.1	6	119.4	7
Minnesota	101	117.0	7	118.1	10
Wisconsin	103	114.9	8	118.3	8
Maryland	114	112.5	9	128.2	3
Arizona	101	109.2	10	110.3	11
Washington	117	108.7	11	127.2	4

2018-2019 Benchmark Institutions Overall Change in Rank - After Adjust for Living Cost



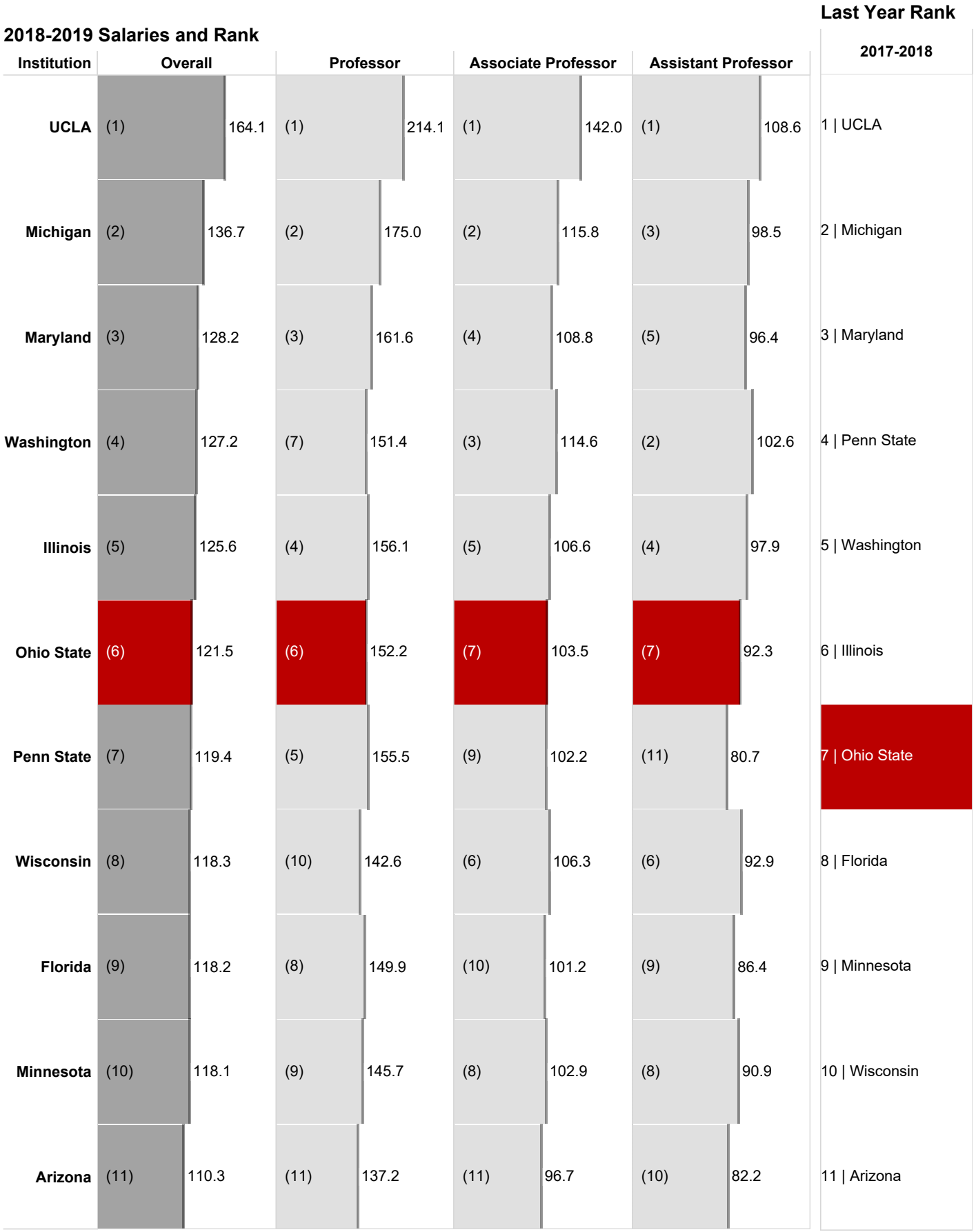
2018-2019 Top 25 Institutions - Overall - Living Cost Adjusted vs Unadjusted

Institution	Living Cost Index	Salary Adjusted by Index	Rank (Adjusted)	Salary Unadjusted	Rank (Unadjusted)
Virginia	103	136.0	1	140.1	5
Georgia Tech	101	133.8	2	135.2	10
Texas	104	132.8	3	138.1	7
Michigan	104	131.4	4	136.7	9
North Carolina	99	131.0	5	129.7	11
Purdue	94	126.6	6	119.0	19
Illinois	100	125.6	7	125.6	15
Texas A&M	98	122.0	8	119.5	17
Ohio State	100	121.5	9	121.5	16
UC Davis	114	120.8	10	137.7	8
UCLA	136	120.7	11	164.1	1
Florida	98	120.6	12	118.2	22
Connecticut	100*	118.4	13	118.4	20
Penn State	102	117.1	14	119.4	18
Wisconsin	103	114.9	15	118.3	21
UC San Diego	125	114.2	16	142.8	3
UC Berkeley	140	113.8	17	159.3	2
Maryland	114	112.5	18	128.2	13
William & Mary	100*	109.9	19	109.9	23
Clemson	100*	109.5	20	109.5	24
Georgia	100*	109.1	21	109.1	25
Washington	117	108.7	22	127.2	14
UC Irvine	130	107.6	23	139.9	6
Rutgers	121	106.0	24	128.2	12
UC Santa Barbara	159	89.6	25	142.4	4

The Ohio State University
2018-19 Faculty Salary Comparisons

Benchmark Institutions

Benchmark Institutions Overall (Unadjusted)



Ohio State - Benchmark Institutions - Unadjusted

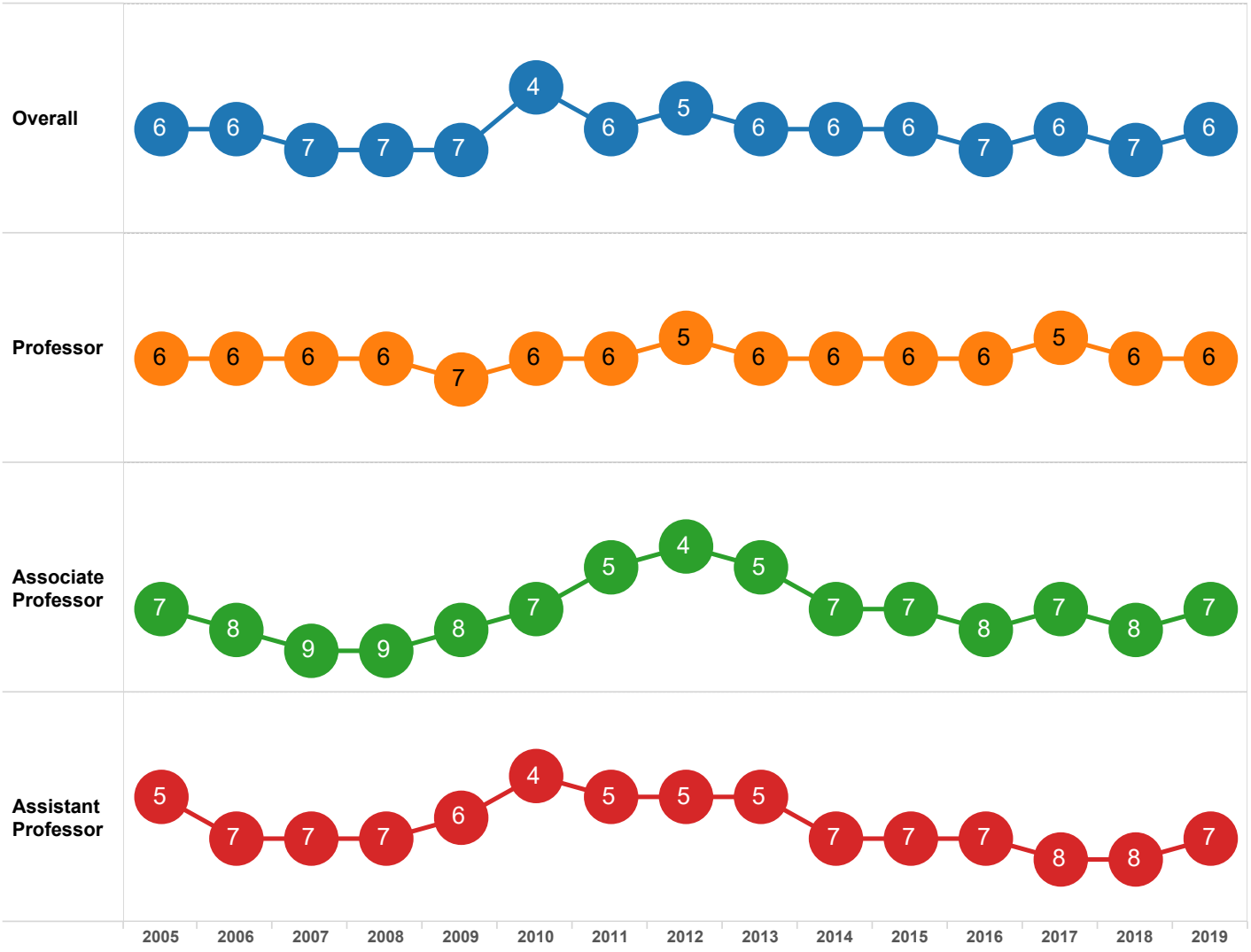
Salary history

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	121.5	152.2	103.5	92.3
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

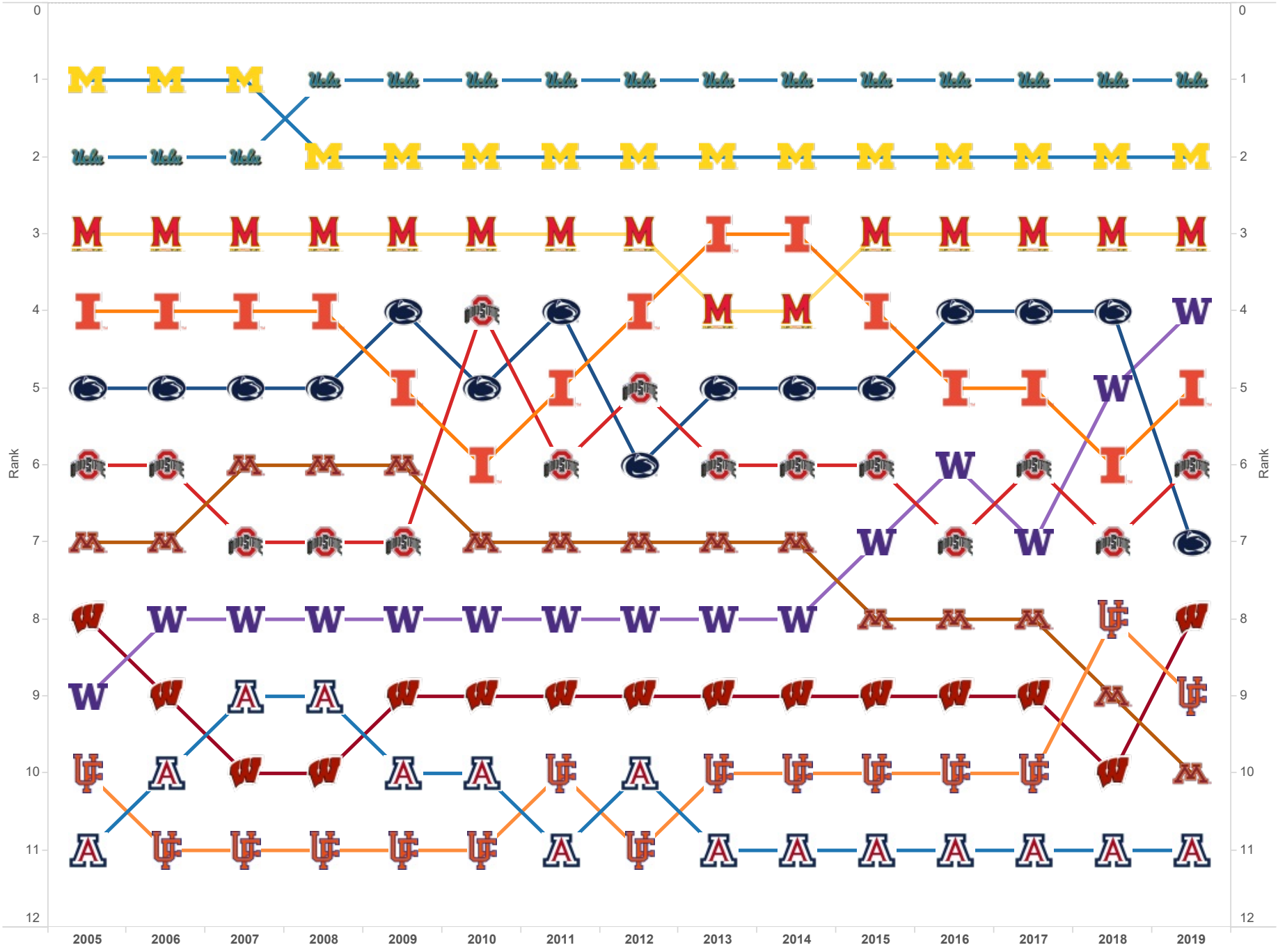
Rank history (change relative to prior year)

Academic Year	Overall	Professor	Associate Professor	Assistant Professor
2018-2019	6 ↑	6	7 ↑	7 ↑
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

Ohio State - Benchmark Institutions Rank - Unadjusted



Benchmark Institutions - Overall (Unadjusted) - Change in Rank



The Ohio State University
2018-19 Faculty Salary Comparisons

Top 25 Public Institutions

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

Institution (US News Ranking)	2018-2019 Salaries				2018-2019 Ranks			
	Overall	Professor	Associate Professor	Assistant Professor	Overall	Professor	Associate Professor	Assistant Professor
UCLA (#1)	164.1	214.1	142.0	108.6	1	1	1	2
UC Berkeley (#2)	159.3	201.7	137.7	115.4	2	2	2	1
UC San Diego (#12)	142.8	178.9	123.5	106.3	3	5	3	3
UC Santa Barbara (#5)	142.4	187.5	115.6	100.3	4	3	8	10
Virginia (#3)	140.1	182.7	120.8	93.5	5	4	4	14
UC Irvine (#7)	139.9	178.1	119.8	101.1	6	6	5	9
Texas (#15)	138.1	175.7	115.1	103.6	7	7	9	5
UC Davis (#10)	137.7	173.0	118.7	102.1	8	9	6	7
Michigan (#4)	136.7	175.0	115.8	98.5	9	8	7	11
Georgia Tech (#8)	135.2	169.3	114.1	104.1	10	10	11	4
North Carolina (#5)	129.7	163.3	106.3	101.9	11	12	15	8
Rutgers (#17)	128.2	167.6	109.4	86.2	12	11	12	21
Maryland (#22)	128.2	161.6	108.8	96.4	13	13	13	13
Washington (#20)	127.2	151.4	114.6	102.6	14	17	10	6
Illinois (#13)	125.6	156.1	106.6	97.9	15	14	14	12
Ohio State (#17)	121.5	152.2	103.5	92.3	16	16	18	16
Texas A&M (#24)	119.5	148.0	103.4	92.0	17	20	19	17
Penn State (#20)	119.4	155.5	102.2	80.7	18	15	20	25
Purdue (#17)	119.0	146.1	104.3	91.9	19	21	17	18
Connecticut (#22)	118.4	150.4	101.9	85.6	20	18	21	22
Wisconsin (#15)	118.3	142.6	106.3	92.9	21	22	16	15
Florida (#8)	118.2	149.9	101.2	86.4	22	19	22	20
William & Mary (#10)	109.9	133.3	99.7	83.7	23	23	23	24
Clemson (#24)	109.5	133.2	97.1	85.3	24	24	24	23
Georgia (#13)	109.1	130.0	96.1	90.1	25	25	25	19

Appendix H: Letter to Susan Basso regarding hiring a consultant to assess faculty salaries

Dear Susan,

Thanks for attending FCBC on Wednesday April 17 and outlining for us some of your plans for analyzing faculty salaries. We appreciate your efforts to work on these issues and to bring data to bear on them. We wanted to follow up with you about a couple issues raised.

First, we agree that more analytical effort should be brought to the table when assessing faculty wages. The issues that have emerged in the last couple years – the slow-down in average faculty wage growth; the gender gap in pay; compression; loss of faculty FTEs – do require analysis and benchmarking in order to illustrate forward progress. Our report this year will illustrate that some deans, e.g. the dean of the Fisher College of Business, uses data effectively when setting salaries for faculty members in that department. The Fisher College, of course, is a college that has done very well with respect to the gender gap in pay.

Second, while we agree that it would be useful to have an outside consultant assess salary issues at the university, we don't fully agree with your assessment that the current process is insular and non-technical. We would encourage you to read our FCBC report last year, especially the appendix by Joyce Chen, which constitutes a comprehensive statistical analysis of gender, race, and compression outcomes for faculty across the university. This analysis is cutting edge, so much so, that it has been submitted to a peer reviewed journal. It would be nice to do this work across universities to see how OSU is doing in comparison to other universities, and if the data were available, Joyce has indicated numerous times that she would be happy to do it. Should you retain a consultant, we would encourage you to make the data available to the committee to engage faculty like Joyce, or any other faculty with statistical skills and perhaps some economics, to conduct an analysis based on modern statistical techniques and methods.

Third, as suggested by Dana, it will be important engage this committee in this effort moving forward. You mentioned several times consideration of policies that could be addressed. We have on numerous occasions discussed how specific policies at the university, namely the OAA policy on faculty compensation (https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf) does need a thorough review. We believe that review should be done in conjunction with our committee, not by an outside consultant. We very much like the idea that a consultant can bring outside ideas to the table. But we believe that any policy review and changes should be accomplished with the full assent of the Faculty Compensation and Benefits Committee.

Thanks again for your leadership on this issue. We absolutely agree with the idea that more data and analysis would be good for helping us accomplish our task as the Faculty Compensation and Benefits Committee. We strongly believe that any such effort should be conducted in consultation with FCBC, and that the data and analysis would be fully available for replication by FCBC or its designates.

Sincerely,
Brent Sohngen, Chair of FCBC

Stephanie Schulte, Associate Chair of FCBC
Stephanie Seveau, Chair of FCBC salary subcommittee
Dana Renga, Member of FCBC salary subcommittee
Chris Penrose, Member of FCBC salary subcommittee
John Maharry, Member of FCBC salary subcommittee