UNIVERSITY OF SOUTH CAROLINA AIKEN

Faculty Salary Study, 2010-2011

Conducted in July 2011

University of South Carolina Aiken

Dr. Thomas L. Hallman
Chancellor

University Mission

Founded in 1961, the University of South Carolina Aiken (USCA) is a comprehensive liberal arts institution committed to active learning through excellence in teaching, faculty and student scholarship, research, creative activities and service. In this stimulating academic community, USCA challenges students to acquire and develop the skills, knowledge, and values necessary for success in a dynamic global environment.

The university offers degrees in the arts and sciences and in the professional disciplines of business, education, and nursing. All courses of study are grounded in a liberal arts and sciences core curriculum. USCA also encourages interdisciplinary studies and collaborative endeavors.

Emphasizing small classes and individual attention, USCA provides students with opportunities to maximize individual achievement in both academic and co-curricular settings. The institution challenges students to think critically and creatively, to communicate effectively, to learn independently, and to acquire depth of knowledge in chosen fields. The university values honesty, integrity, initiative, hard work, accomplishments, responsible citizenship, respect for diversity, and cross-cultural understanding.

USC Aiken attracts students of varying ages and diverse cultural backgrounds who have demonstrated the potential to succeed in a challenging academic environment. In addition to serving the Savannah River area, USCA actively seeks student enrollment from all parts of South Carolina as well as from other states and countries.

As a senior public institution of the University of South Carolina, USCA combines the advantages of a smaller institution with the resources of a major university system. Located in beautiful, historic Aiken, South Carolina, USCA is an institution of moderate size (2,500-5,000 students) that offers baccalaureate degrees in a number of disciplines, completion baccalaureate degrees at University of South Carolina regional campuses, and master's degrees in selected programs.

The USCA World Wide Web Home Page is: http://www.usca.edu
The USCA Office of Institutional Effectiveness World Wide Web Home Page is: http://ie.usca.edu

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Contact Information

Office of Institutional Effectiveness
101 Humanities & Social Sciences Building
The University of South Carolina Aiken
471 University Parkway
Aiken, SC 29801

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*Tables with personally identifiable information are provided only to senior administration and are not included in the World Wide Web version of the report.

Executive Summary

In order to examine the distribution and change in faculty salaries and to assist in making fair and equitable adjustments to the compensation structure, the Office of Institutional Effectiveness conducts an annual study of faculty salaries. This document reports the findings of that study for faculty salaries during the 2010-11 academic year. This study is historical in nature by comparing actual salaries against the average salaries of faculty in a broad peer comparison group. In addition to providing the usual comparison of "inequity percentages," this study also includes an examination of the effects of salary compression as well as potential salary inequities related to race and gender. Major findings include:

- The mean salary of all full-time faculty, excluding librarians, at USC Aiken dropped from $55,822 in 2009-10 to $55,525 in 2010-11, for an overall decrease of 0.5%. The mean salary of Full Professors dropped 2.1% to $73,507 from $75,118; the mean salary of Associate Professors dropped 0.04% to $59,533 from $59,555; the mean salary of Assistant Professors rose 0.9%% to $52,277 from $51,814; and the mean salary for Instructors declined 1.5% to $42,329 from $42,966.

- Among all institutions in South Carolina, USC Aiken's 2009-10 faculty salaries ranked #12 for Instructors, #12 for Assistant Professors, #12 for Associate Professors, and #11 for Full Professors.

- The mean inequity percentage, with appropriate adjustments for Full Professors with less than the average time in rank, was -10.0%, indicating that faculty members at USC Aiken are paid less than they would be expected to be paid. Mean inequity percentages varied significantly by faculty rank. The mean salary of Instructors was 7.00% lower than expected. For Assistant Professors the mean inequity percentage was -9.7%. The inequity percentage for Associate Professors was -8.1%. For Full Professors, the inequity percentage was -17.0% (after special adjustments were made for faculty with less than 10 years of service).

- Positive adjustments of faculty salaries to make them fall within a 15% inequity level would require $154,635 in salary and $53,024 in institutionally paid benefits for a total of $207,669 in additional expenditures.

- Although males had a slightly higher average salary than females ($59,406 compared to $51,065), gender was not found to be a significant factor. Differences in salary are due to discrepancies in the representation of males and females in disciplines that have widely different average salaries. On average, females had salaries that were 9.5% below expectation while males had salaries that were 7.9% below expectation.

- There was no evidence of a statistically significant effect of race on the inequity statistic. On average and relative to their expected salaries, both groups of faculty had lower than expected salaries. Nonwhite faculty members had salaries that were 8.3% below expectation and white faculty had salaries that were 10.5% below expectation. There was no evidence of higher level interactions of race with gender or rank.

- The mean compression adjustment inequity percentage in 2010-11 was -10.7, down from -6.1 in 2009-10. Findings indicate that salary inequities related to compression are becoming more widespread and deeper among the disciplines.

Methodology

The methodology of the annual study of faculty salaries at USC Aiken was realigned this year in accord with suggestions made by the Faculty Welfare Committee. The 2011 study of 2010-11 faculty salaries replicates the methodology of last year's study, with several modifications. First, institutions in Florida were added to the group of regional peer institutions. Second, a five year average increment was employed instead of a ten year average in the calculation of a time-adjustment parameter for the peer group average. Third, unlike previous years where a methodology promoted by the American Association of University Professors (AAUP) was employed in which 12-month faculty salaries were converted to "9-month" salaries by multiplying them by 0.8181 , conversions this year changed base salaries to a true 9 month value. Faculty with 11 month contracts had their salaries adjusted by 0.8181 (i.e., 9/11) and faculty with 12 month contracts had their salaries adjusted by 0.75 (i.e., 9/12). Fourth, rank and discipline-specific peer averages were employed to make adjustments to the expected salary due to time in rank as opposed to an overall rank average value. Because the representation of disciplines varies across both time in rank and professorial ranks, this third modification has the effect of changing the model from linear to non-linear within professorial ranks. Fifth, to facilitate the impact of these methodological changes, indices were also calculated using the methodology employed last year. As in the past, the study examines salaries of full-time faculty at USCA using three formulas to address three issues. These issues are: 1) salary competitiveness with similar institutions, 2) salary equity along lines of gender and race/ethnicity, and 3) salary compression due to market forces (McLaughlin & Howard, 2003). The first formula, used in this study to measure competitiveness as well as gender/race inequity, was adapted from one approved by the USCA faculty in the late 1980s and published in the *CUPA Journal* (Botsch & Folsom, 1989). The majority of this study uses this first formula. The second formula was developed as a collaborative endeavor between the Office of Institutional Effectiveness and the Faculty Welfare Committee in 2004-05 to account for salary compression. Based on a recommendation from the Faculty Welfare Committee in 2006-07, an additional calculation for Full Professors with less than the institutional mean years in rank is also provided. The resulting fit of data indicates that this additional calculation may no longer be required.

Comparison Group Institutions

All of the formulae rely upon comparing a faculty member's salary in some way to the salaries of faculty members in their discipline at all public Carnegie Bachelor's and Master's institutions in ten states in the Southeastern United States. These states are Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia. This regional limitation controls for cost of living differences in the Northeast and the West that could serve as a confounding factor in this study. A total of 66 institutions comprised the comparison group:

Appalachian State University (Boone, NC)
Auburn University at Montgomery (Montgomery, AL)
Augusta State University (Augusta, GA)
Austin Peay State University (Clarksville, TN)
Christopher Newport University (Newport News, VA)
Clayton State University (Morrow, GA)
Coastal Carolina University (Conway, SC)
College of Charleston (Charleston, SC)
Columbus State University (Columbus, GA)
Eastern Kentucky University (Richmond, KY)
New College of Florida (Sarasota, FL)
Nicholls State University (Thibodaux, LA)
Norfolk State University (Norfolk, VA)
North Carolina Central University (Durham, NC)
Northern Kentucky University (Highland Heights, KY)
North Georgia College & State University (Dahlonega, GA)
Northwestern State University (Natchitoches, LA)
Radford University (Radford, VA)
Southeastern Louisiana University (Hammond, LA)
Southern University and A&M College (Baton Rouge, LA)

Elizabeth City State University (Elizabeth City, NC)
Fayetteville State University (Fayetteville, NC)
Florida A&M University (Tallahassee, FL)
Florida Gulf Coast University (Fort Myers, FL)
Florida State College at Jacksonville (Jacksonville, FL)
Fort Valley State University (Fort Valley, GA)
Francis Marion University (Florence, SC)
Georgia College & State University (Milledgeville, GA)
Georgia Gwinnett College (Lawrenceville, GA)
Georgia Southwestern State University (Americus, GA)
Grambling State University (Grambling, LA)
Jacksonville State University (Jacksonville, AL)
James Madison University (Harrisonburg, VA)
Kennesaw State University (Kennesaw, GA)
Kentucky State University (Frankfort, KY)
Lander University (Greenwood, SC)
Longwood University (Farmville, VA)
Louisiana State University in Shreveport (Shreveport, LA)
McNeese State University (Lake Charles, LA)
Mississippi University for Women (Columbus, MS)
Mississippi Valley State University (Itta Bena, MS)
Morehead State University (Morehead, KY)
Murray State University (Murray, KY)
Tennessee Technological University (Cookeville, TN)
The Citadel, The Military College of South Carolina (Charleston, SC)
The University of Virginia's College at Wise (Wise, VA)
The University of West Alabama (Livingston, AL)
Troy University (Troy, AL)
University of Louisiana at Monroe (Monroe, LA)
University of Montevallo (Montevallo, AL)
University of North Alabama (Florence, AL)
University of North Carolina at Asheville (Asheville, NC)
University of North Carolina at Charlotte (Charlotte, NC)
University of North Carolina at Pembroke (Pembroke, NC)
University of North Carolina at Wilmington (Wilmington, NC)
University of North Florida (Jacksonville, FL)
University of South Carolina Aiken (Aiken, SC)
University of Tennessee at Chattanooga (Chattanooga, TN)
University of Tennessee at Martin (Martin, TN)
University of West Florida (Pensacola, FL)
University of West Georgia (Carrollton, GA)
Valdosta State University (Valdosta, GA)
Virginia Military Institute (Lexington, VA)
Western Kentucky University (Bowling Green, KY)
Winston-Salem State University (Winston-Salem, NC)
Winthrop University (Rock Hill, SC)

Average 2010-11 salaries of faculty by rank and discipline from this cohort group of similar institutions were obtained from the College and University Professional Association for Human Resources (CUPA-HR) Online Surveys Application in July of 2011. CUPA-HR reports salary data by discipline (2-digit CIP code) and sub-discipline (4-digit CIP code). In almost all instances, USCA faculty members were compared to their regional peers in their specific sub-discipline. When regional data were not available from CUPA-HR for a specific sub-discipline, a wider "net" was cast and faculty members were compared to their sub-discipline peers on a National basis.

Study Population and Salary Data

Individual salaries of USCA full-time faculty members were collected from the Human Resources file on the USC mainframe. For faculty whose pay basis is other than nine months, base salaries were converted to nine-month salaries. Faculty members included in the analysis held academic rank as described in the USCA Faculty Manual (5.2.8) and primarily had responsibilities for teaching or research. For instance, Department Chairs were included in the analysis (minus their administrative supplements), but Deans and senior administrators who hold faculty rank and whose primary duties are not instruction or research were not.

Librarians were also included in this study, but they were treated separately from faculty whose duties primarily involve classroom teaching. The salaries of librarians were compared to those of other librarians at four-year colleges in the South Carolina as reported in the American Library Association Survey Report (Grady, 2011); comparison salaries from South Carolina were used in place of the regional mean salaries in the Southeast because the regional salaries appeared lower than those in the state. Because this data source reports 12-month salaries for librarians by region and institution type, the salaries of USC Aiken librarians were not adjusted to 9-month equivalent salaries.

Although the Deans of the Schools of Nursing, Business, and Education are not included in the overall calculations presented in this study, their salaries appear in Appendix D.

The Modified Botsch Folsom Formula and Competitiveness Comparisons

The formula compares each USCA faculty member's salary to the mean salary of faculty in the same sub-discipline at that rank at institutions in the comparison group after adjusting this mean salary to account for the USCA faculty member's time in rank. The formula generates for each faculty member an "inequity percentage" that represents how far above or below an individual's salary is from the formula-generated expected salary. The intended application of this formula is to address discrepancies between salaries at USCA and faculty salaries at similar institutions with which USCA may compete for faculty.

The formula to generate the inequity percentage was published in Botsch & Folsom (1989, 46). Any modifications to the published formula are noted. [1]

$$\% \text{ Inequity} = \frac{\text{(Faculty Member's Pay)} - \text{TAPGA}}{\text{TAPGA}} \times 100\%$$

TAPGA stands for time adjusted peer group average, and is the peer group average adjusted for time in rank, expressed mathematically as follows:

TAPGA = **PGA** + **YRINC** (**TIMRNK** – **AVTIMRNK**), where

PGA is the peer group average, using the peer comparison group of baccalaureate and master's institutions listed above; these data were obtained from CUPA. [2]

YRINC is the yearly increment for each rank. In accord with recommendations made by the Faculty Welfare Committee last year, this was calculated as the average percentage raise over the past five years (1.4%) multiplied by the PGA. To facilitate the examination of the impact of this methodological change, the yearly increment was also calculated as the average percentage raise over the past ten years (1.7%) multiplied by the average salary at each rank and then rounded to the nearest $100, in accord with the methodology employed last year. These increments appear in Table 1.

Table 1. Yearly Increment by Rank for 2010-11

Rank	Yearly Increment
Instructors	$700
Assistant Professors	$900
Associate Professors	$1,000
Full Professors	$1,300

[1] TAPGA is subtracted from the faculty member's pay, rather than having the faculty member's pay subtracted from TAPGA as is done in Botsch & Folsom (1989). This minor modification to the formula simply changes the sign associated with the difference and thus the sign of the inequity statistic. In the past, a negative inequity percentage indicated a faculty member's salary was above that of peers, while a positive statistic meant the salary was below. This counter-intuitive result could lead to interpretive problems. The minor modification to the formulae addresses this concern resulting in positive values indicating a salary above that which would be expected, and negative values indicating salaries below expectation.

[2] Botsch & Folsom (1989) indicates that this comparison group should be a "national peer group." For reasons noted above, this peer group was limited to ten states in the Southeastern U.S.

TIMRNK is the time in current academic rank including the current year, with a maximum of six for assistant professor and nine for associate professors.[3]

AVTIMRNK is the average time in rank. This is based on an empirical examination of time in rank. For Instructors, the average time of 7 years was calculated from the date of hire as a full-time instructor. Empirical data indicated that Assistants spend an average 4 years at that rank, and Associates spend an average of 7 years in rank before being promoted. This was true for both the current Associate ranked faculty and the time in rank as Associates for the current complement of Full Professors. For Full Professors, the average time of 10 years was calculated from the date of promotion to Full Professor.

Botsch Folsom inequity calculations for individual faculty members are listed in Appendices B and D through F. Appendix B lists faculty members in each rank by an anonymous ID number (this number is altered each year); this Appendix is included in the broad release of this study. Appendices D through F contain sensitive information about salaries in a format that personally identifies individuals, and so these Appendices are released only to senior administrators.

Salary Equity Comparisons by Gender and Race/Ethnicity

Potential salary inequities related to gender and race or ethnicity have been examined since the 2004-05 salary study, and these factors are again examined in the 2010-11 study of faculty salaries. The formula described above provides a means to conduct this analysis because it generates an expected salary for each faculty member based on a disciplinary average and time in rank. The resulting inequity percentage represents the difference between the actual salary and expected salary as a proportion of the expected salary, and this percentage thus represents a normalized residual that can provide reasonable comparisons among faculty members across various characteristics.

Given the relatively small numbers of faculty members who are members of a minority racial or ethnic group, the analysis by race or ethnicity is conducted only along the cleavage of white/nonwhite. The inequity rates were submitted to a 2 (gender: male, female) x 2 (race/ethnicity: minority, white) x 4 (rank: instructor, assistant, associate, full professor) analysis of variance. Post-hoc analyses of significant findings for Rank were conducted using Tukey's HSD methodology.

Salary Equity Comparisons for Full Professors with Fewer than 10 Years in Rank

The Faculty Welfare Committee in 2006-07 approved the use of an additional calculation for Full Professors with fewer than the mean number of years in rank. This additional calculation was intended to account for what appeared as a sharp drop in the Botsch Folsom formula expected salary when a faculty member was promoted from Associate Professor to Full Professor. In 2009-10, empirical data suggested that the sharp drop previously seen was likely a statistical artifact resulting from the use of a theoretically derived average of 3 years in rank, rather than the actual average of 7. The use of rank and discipline specific peer averages to make adjustments in rank as opposed to an overall rank average value this year has an additional effect of changing the model from a linear to a non-linear model. Nevertheless, the special "under-mean adjusted" equity

[3] The published formula indicates that any time in current rank at another university should also be credited toward each faculty member, but these data are not consistently tracked for all faculty members and so are not included in this study.

calculation was conducted in keeping with expectations of the Faculty Welfare Committee resulting in relatively small adjustments.

The special calculation formula is:

$SpecSal_{FP} = BFSal_{Assoc} + [(YrsRank_{FP} / YrsMean_{FP}) X (MeanSal_{FP} – BFSal_{Assoc})]$, where

$SpecSal_{FP}$ is the special predicted salary for Full Professors with fewer than the mean number of years in rank at Full Professor.

$BFSal_{Assoc}$ represents the Botsch Folsom expected salary for a faculty member at the Associate Professor level with 9 years in rank as an Associate professor.[4]

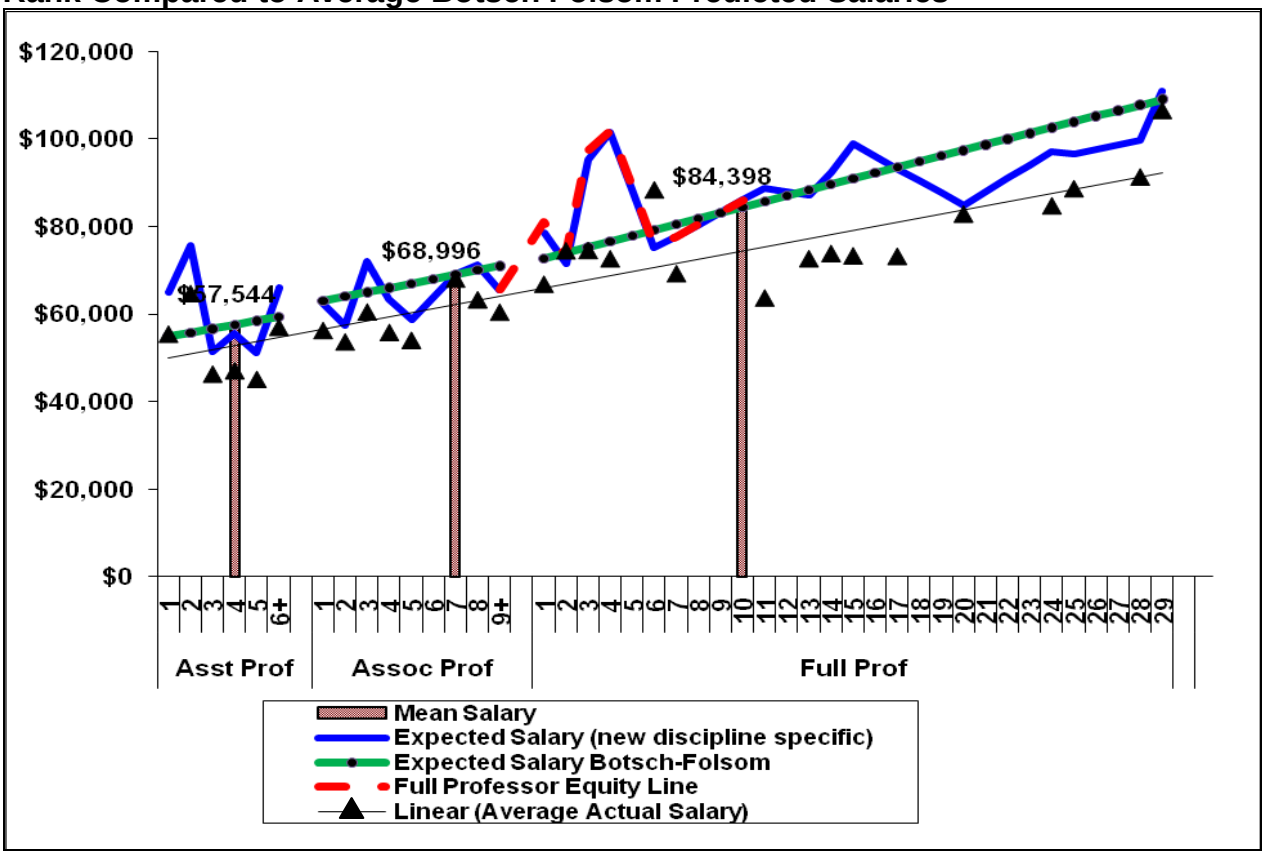
Yrs_{FP} indicates the faculty member's years in rank as a Full Professor

$YrsMean_{FP}$ is the mean years in rank of all USC Aiken Full Professors

$MeanSal_{FP}$ is the mean salary in the peer group in the faculty member's discipline at the rank of Full Professor

The "under-mean adjusted" equity line generated by this formula is represented as the dotted red line in Chart 1.

Chart 1. Representation of *Actual* Average Faculty Salaries in Fall 2010 By Time in Rank Compared to Average Botsch Folsom Predicted Salaries



[4] Prior to last year's study, the maximum was 6 years for Associate Professors. Nine years is based upon empirical data and represents one standard deviation above the mean of 7 years.

Salary Equity Comparisons Using a Compression Adjustment Formula

At the recommendation of the Faculty Welfare Committee, this study examines USCA faculty salaries using a formula to identify salary compression. Salary compression is a broad term that refers to situations in any industry in which the starting salaries of newer employees approach, meet, or exceed employees with greater lengths of service. Salary compression typically occurs in areas where there is a shortage in the labor supply (Knight & Sabot, 1987).

In higher education, this phenomenon is most observable where the starting salaries of new Assistant Professors exceed the mean salaries for Assistant Professors, or when the mean for all Assistant Professors nears or exceeds the mean for Associate Professors in the same discipline. For instance, among the institutions in the 2010-11 peer comparison group, the average starting nine-month salary for a new Assistant Professor of Accounting was $107,950, which was about 2% higher than the mean salary of $105,364 for all Assistant Professors in the discipline and 4% higher than the mean salary of $103,615 for all Associate Professors in this discipline. Indeed, the mean salary of Full Professors was just 11% higher than the mean for new Assistant Professors (see Table 3). Compression among salaries can have detrimental effects on faculty morale, can provide incentives for faculty members to move to another institution, and can pose difficulties in devising equitable ways to compensate faculty members.

Table 2. Salary Compression – 2010-11 CUPA Peer Group Mean Salaries (Accounting & Related Services)

	Comparison Group Statistics from CUPA (Based on Reported Average Salaries)		
52.03 Accounting & Related Srvcs	**N**	**Average**	**% of New Asst Prof**
Professor	151	$119,440	111%
Associate Professor	145	$103,615	96%
Assistant Professor	94	$105,364	98%
New Assistant Professor	20	$107,950	100%

Data Source: CUPA-HR

Typical methods for determining inequities resulting from salary compression at an institution include: cross-sectional comparisons across departments, time series comparisons of junior to senior faculty members, and linear regression of salaries or the logarithm of salaries to mean salaries of assistant professors in a comparison group to determine an expected salary and a residual (Toutkoushian, 1998; Haignere, 2002). The present study relies primarily on a time series comparison of faculty salaries across ranks to a normative ratio of salaries among faculty ranks. Each faculty rank's average salary was compared to that of an Assistant Professor, resulting in an appropriate ratio. While the average Assistant Professors' salary for a discipline is sensitive to market conditions, averaging across disciplines maintains some stability because of the large size of the group. These data for 2010-11 were obtained from AAUP (2011) (see Table 3). The resulting ratios indicate that mean salaries of Associate Professors are 120% of the mean for Assistant Professors and the mean salaries of Full Professors are 147% of the mean for Assistant Professors. The annual ratios have remained within 2 percentage points over the past 6 years, suggesting that this is a relatively stable indicator. These data suggest that on average, an Associate Professor

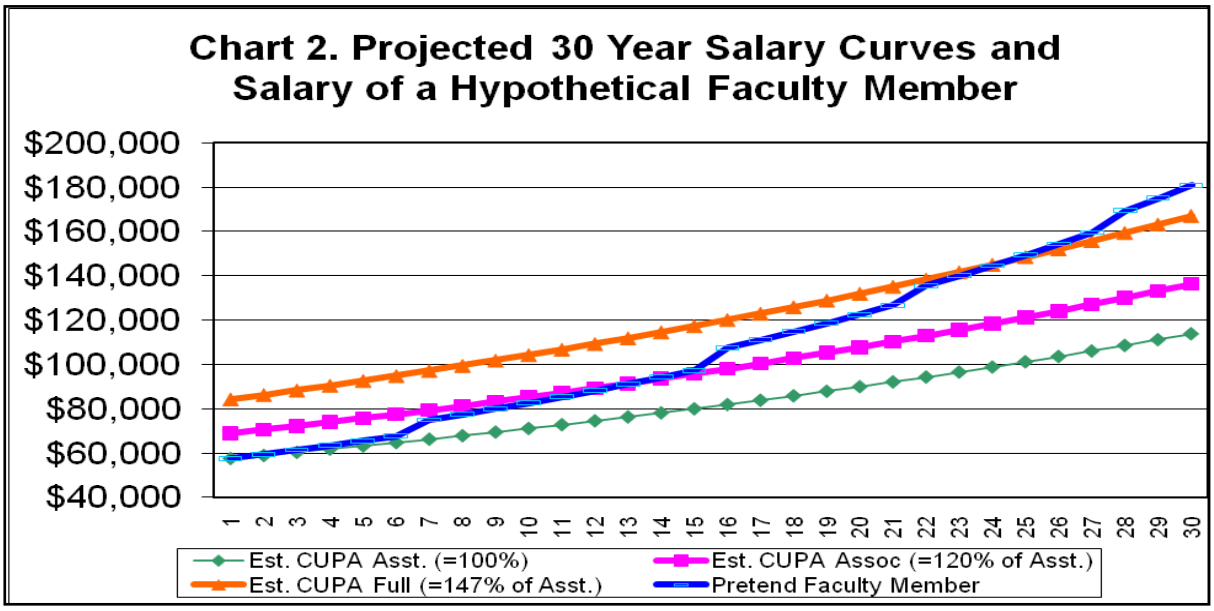
should be paid about 20% more than an Assistant Professor, and a Full Professor should be paid 47% more than an Assistant Professor.

Table 3. Mean Salaries Across Disciplines at Public Baccalaureate Institutions, Nationwide, Fall 2010

Academic Rank	Mean Salary	Percentage of Asst. Professor Salary
Full Professor	$84,398	147
Assoc. Professor	$68,996	120
Asst. Professor	$57,544	100
Instructor	$47,282	82

Data Source: 10-*11 AAUP report on the Economic Status of the Profession*

Increases in salaries were projected over 30 years, assuming that these ratios should remain more or less constant over time and that the average annual cost of living salary increase would be equal to inflation; the 10 year average inflation rate of 2.38% was employed (see Appendix A). The salary of a hypothetical faculty member was then drawn onto these projected salary curves so that salary over his or her career would intersect the curves at the mean salary for rank at appropriate times. This hypothetical faculty member was assumed to have been hired at the CUPA average for Assistant Professors. This is in keeping with recent practice at USCA to hire starting Assistant Professors at or near this value. It was also assumed that the hypothetical faculty member would adhere to a regular promotion schedule, earning the rank of Associate Professor after six years and the rank of Full Professor after another nine years. Normative salary increases of $5000 for promotion to Associate Professor and $7,000 at promotion to Full Professor, and $4667 for post-tenure reviews every 6 years past tenure were included. The best-fit curve, where the hypothetical faculty member's salary intersects an Associate Professor rank's mean salary at 7 years and a Full Professor's mean salary at 10 years in rank, reflects an average annual increase of 3.32%.



Given that salary increases are awarded as percent increases, salaries graphed over time represent logarithmic functions (see Chart 2). As more senior faculty members spend more time at the rank of

professor, their expected compensation will rise significantly above the mean. Since life expectancies and retirement ages will likely increase over time, some artificial caps may be appropriate for long-term planning, as an increasing number of faculty members may spend more than 25 years as Full Professors. To account for this eventuality, the 2011 salary inequity study limits the compression adjustment formula to 163.27% of the Assistant Professor Salary (or approximately 10% more than the normatively calculated Full Professor's average salary).

This normative approach produces an expected ratio between a faculty member's salary at a given point in his or her career and the salary of a starting Assistant Professor in the discipline. In this approach, the ratio accounts for rank as well as years in rank. In the 2010-11 salary study, this ratio was calculated for each year in a faculty member's career, although credit for time in rank at the Assistant level is not awarded beyond six years and at the Associate Professor level is not awarded beyond nine years -- a limitation that parallels the Botsch Folsom formula (Hosch, 2005). Ratios for the 2010-11 salary study were calculated using the National mean starting salary of $57,554 for Assistant Professors (see Table 3). Because compression does not affect faculty in the Instructor rank, this compression adjustment formula was not applied to faculty at the rank of Instructor.

Table 4. Compression Adjustment Percentages By Rank and Years in Rank Used in the 2010-11 Salary Study

Years in Rank	Percent Adjustment of Actual Salary to Mean Assistant Professor Salary		
	Assistant Professor	Associate Professor	Full Professor
1	100.00%	113.15%	131.35%
2	100.91%	114.18%	132.55%
3	101.83%	115.23%	133.76%
4	102.76%	116.28%	134.98%
5	103.70%	117.34%	136.21%
6	104.65%	118.41%	137.46%
7	104.65%	119.50%	143.66%
8	104.65%	120.59%	144.97%
9	104.65%	121.69%	146.30%
10	104.65%	121.69%	147.63%
11	104.65%	121.69%	148.98%
12	104.65%	121.69%	150.34%
13	104.65%	121.69%	156.01%
14	104.65%	121.69%	157.44%
15	104.65%	121.69%	158.87%
16	104.65%	121.69%	160.32%
17	104.65%	121.69%	161.79%
18	104.65%	121.69%	163.27%
19	104.65%	121.69%	163.27%
20	104.65%	121.69%	163.27%
21	104.65%	121.69%	163.27%
22	104.65%	121.69%	163.27%
23	104.65%	121.69%	163.27%
24	104.65%	121.69%	163.27%

To generate an expected salary for each faculty member, the CUPA average for Assistant Professors in their sub-discipline was multiplied by the appropriate percentage for their rank and years in rank (see Table 4). This expected salary was then subtracted from a faculty member's adjusted 9-month salary and the resulting difference was divided by the expected salary to produce a compression-adjusted inequity percentage parallel to the Botsch Folsom inequity percentage.

Appendix B presents compression adjustment calculations and percentages for each faculty member by ID# only, and Appendix F provides compression adjustment percent inequities by ID# only. Appendix D and Appendix G (not available in the web version of this study) present the same tables showing Botsch Folsom inequity percentages and compression adjustment inequity percentages for each faculty member with personally identifiable information included.

Overview of USCA Faculty Salaries

As one might expect given the economic realities in South Carolina, there were no legislated increases in salary in 2009 or 2010. The changes in average salaries across ranks are due to the retirement and departure of faculty at the associate and full ranks and the hiring of new faculty at the Assistant Professor and Instructor level. Changes in the distribution of faculty across disciplines also contribute to this difference. It is important to observe that comparisons of mean salaries over time may be confounded by the distribution of faculty among high- and low-paying disciplines as well as by the departure of faculty with extended time in rank. The mean salary of all full-time faculty, excluding librarians, at USC Aiken dropped from $55,822 in 2009-10 to $55,525 in 2010-11, for an overall decrease of 0.5%. The mean salary of Full Professors dropped 2.1% to $73,507 from $75,118; the mean salary of Associate Professors dropped 0.04% to $59,533 from $59,555; the mean salary of Assistant Professors rose 0.9%% to $52,277 from $51,814; and the mean salary for Instructors declined 1.5% to $42,329 from $42,966.

Table 5. Mean Fulltime Teaching Faculty Salaries ($000) by Rank, 9-Month Basis

	Professor	Associate	Assistant	Instructor	All
1999-00	58.5	46.9	42.5	34.6	46.4
2000-01	61.4	48.5	44.0	35.5	48.2
2001-02	63.2	49.3	44.6	37.5	49.6
2002-03	64.5	51.3	45.1	38.5	49.9
2003-04	63.9	51.8	43.6	39.6	49.6
2004-05	66.0	54.8	45.5	44.0	53.0
2005-06	68.8	59.2	47.9	43.0	55.1
2006-07	70.9	60.0	49.3	44.1	55.3
2007-08	75.8	60.6	50.4	45.1	56.3
2008-09	75.5	59.0	49.3	42.5	55.4
2009-10	73.8	59.0	52.0	42.9	55.8
2010-11	74.6	60.5	51.5	42.2	55.7

Faculty salaries are converted to 9-month basis according to CUPA definitions. *Source: AAUP Salary Survey results posted on The Chronicle of Higher Education website*.

Mean faculty salaries at each rank indicate that USC Aiken offers comparable salaries to the leading 4-year teaching institutions in the state. As would be expected, tenured and tenure-track faculty at USC Columbia and Clemson University earn the highest salaries in South Carolina. Faculty at the most selective private universities in the state – Furman University and Wofford College also earned higher mean salaries than faculty at USC Aiken (see Table 6).

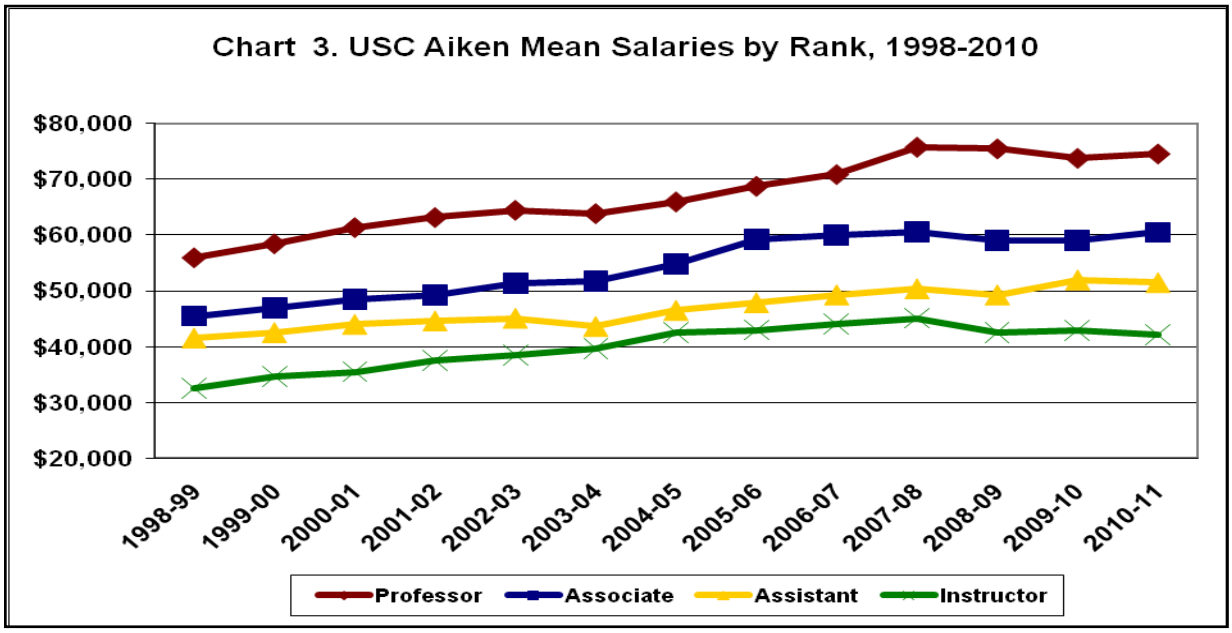


Table 6. 2010-11 Faculty Salaries ($000) by Rank in South Carolina Institutions

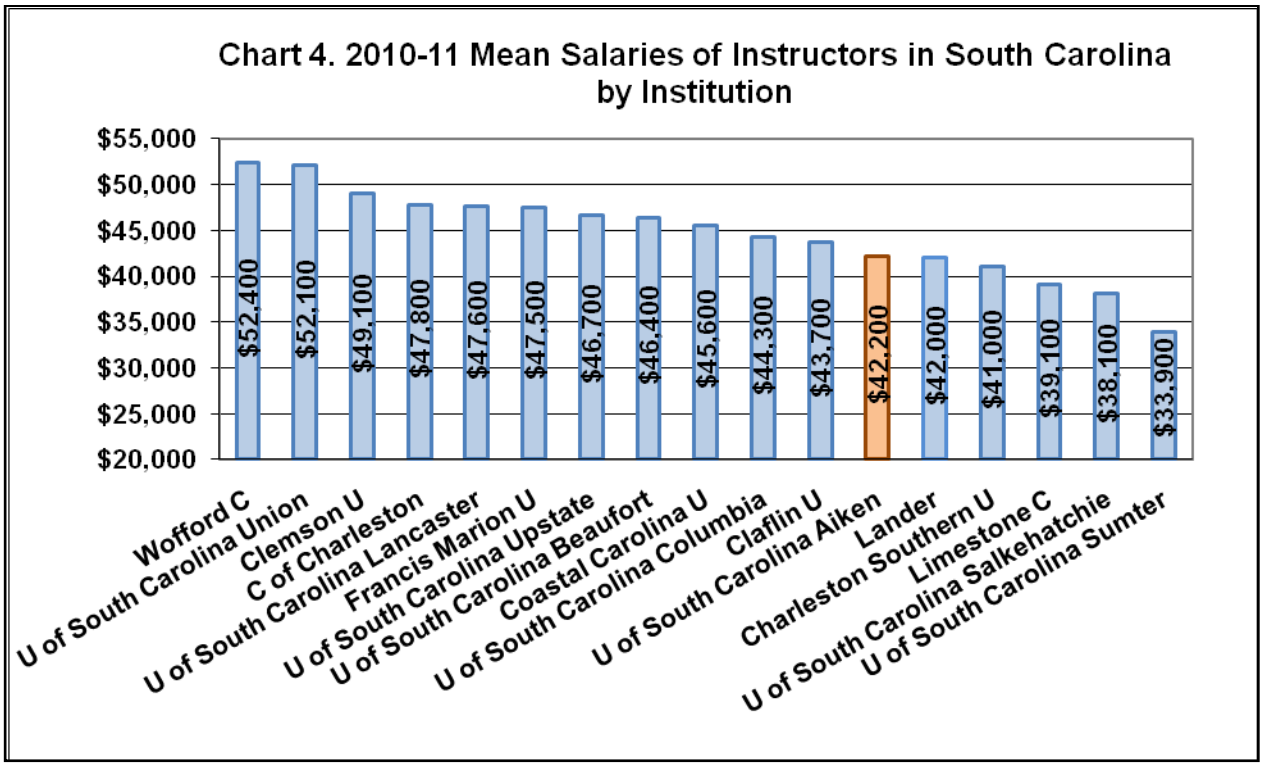
Institution	Class	Full Professor	Associate Prof.	Assistant Prof.	Instructor
U of South Carolina Columbia	I	111.2	78.2	71.3	44.3
Clemson U	I	106.2	76.4	67.7	49.1
Furman U	IIB	95.6	69.1	60.3	---
Citadel	IIA	83.7	68.7	55.7	
Wofford C	IIB	81.4	65.8	59.1	52.4
Coastal Carolina U	IIB	82.6	68.9	56.2	45.6
C of Charleston	IIA	81.1	63.9	59.2	47.8
Presbyterian C	IIB	65.5	61.4	55.2	---
Francis Marion U	IIA	75.7	60.5	53.1	47.5
U of South Carolina Upstate	IIB	74.8	62.6	52.2	46.7
U of South Carolina Beaufort	III	75.7	63.2	50.7	46.4
U of South Carolina Aiken	IIB	74.6	60.5	51.5	42.2
Converse C	IIB	67.7	53.8	50.3	---
Claflin U	IIB	66.8	59.9	51.6	43.7
U of South Carolina Lancaster	III	64.3	56.8	46.9	47.6
Lander	IIB	68.8	52.6	49.5	42.0
U of South Carolina Sumter	III	68.7	56.7	47.0	33.9
Charleston Southern U	IIB	65.5	54.0	47.8	41.0
Limestone C	IIB	62.6	51.2	50.1	39.1
Erskine C	IIB	62.4	50.1	43.7	---
U of South Carolina Union	III	---	---	49.2	52.1
Columbia C	IIB	57.2	50.4	43.9	---
U of South Carolina Salkehatchie	III	---	45.6	45.4	38.1

Source: *The Chronicle of Higher Education* reports online mean faculty salaries by institution collected by the American Association of University Professors (http://chronicle.com/stats/aaup/). Because of data collection anomalies, salaries reported by AAUP differ slightly from those available from the South Carolina Commission on Higher Education and may differ from salaries reported in IPEDS.

Among all institutions in South Carolina, USC Aiken's 2009-10 faculty salaries rose in rank from #13 to #12 for Instructors, dropped in rank from #11 to #12 for Assistant Professors, rose in rank from #13 to #12 for Associate Professors, and rose in rank from #13 to #11 for Full Professors.

Overall mean salaries at USC Aiken in 2010-11 were twelfth highest in the state.

It is important to note that disciplinary distributions may account for a substantial portion of the variation in mean salaries among institutions in the state. Universities with more faculty in high-paying disciplines such as computer science or business may appear to pay higher salaries, when in fact they do not. Institution-by-institution comparisons within the state at a disciplinary level or comparisons that control for years of service are not currently possible due to limitations on the availability of data.



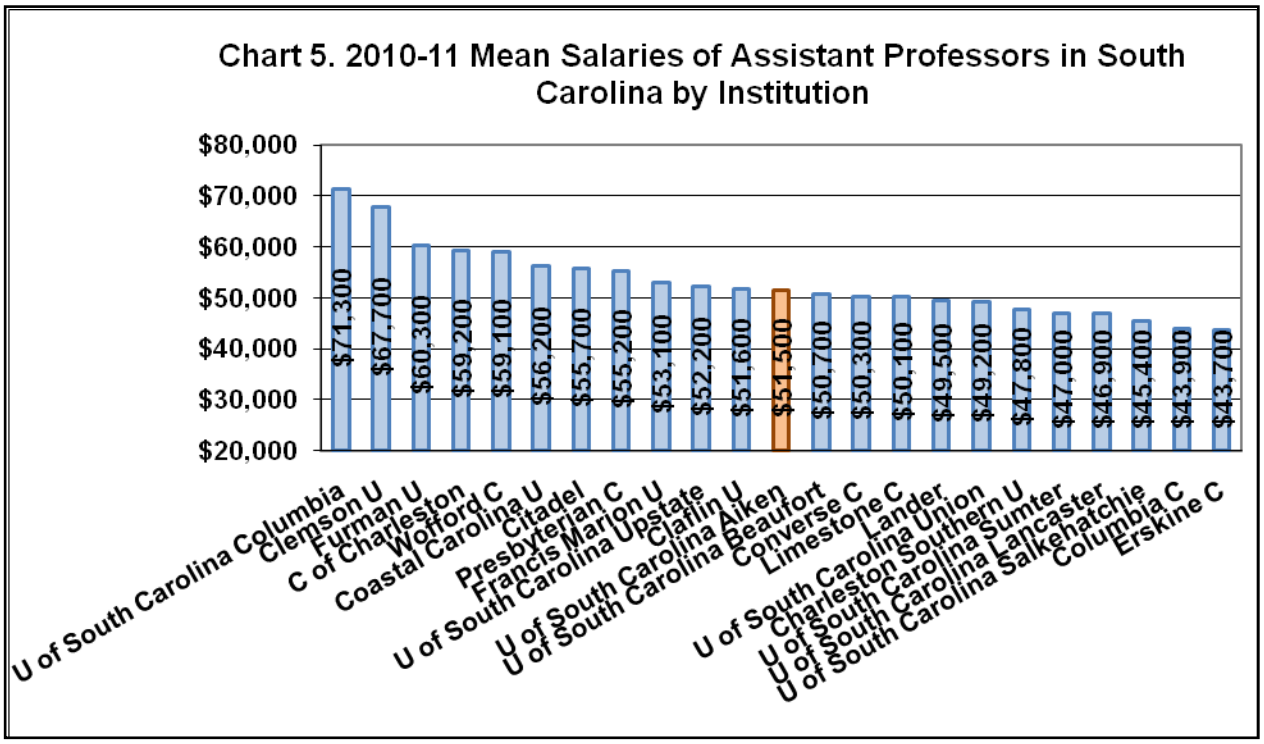


Chart 5. 2010-11 Mean Salaries of Assistant Professors in South Carolina by Institution
$80,000
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$71,300
$67,700
$60,300
$59,200
$59,100
$56,200
$55,700
$55,200
$53,100
$52,200
$51,600
$51,500
$50,700
$50,300
$50,100
$49,500
$49,200
$47,800
$47,000
$46,900
$45,400
$43,900
$43,700
U of South Carolina Columbia
Clemson U
Furman U
C of Charleston
Wofford C
Coastal Carolina U
Citadel
Presbyterian C
Francis Marion U
U of South Carolina Upstate
Claflin U
U of South Carolina Aiken
U of South Carolina Beaufort
Converse C
Limestone C
Lander
U of South Carolina Union
Charleston Southern U
U of South Carolina Sumter
U of South Carolina Lancaster
U of South Carolina Salkehatchie
Columbia C
Erskine C

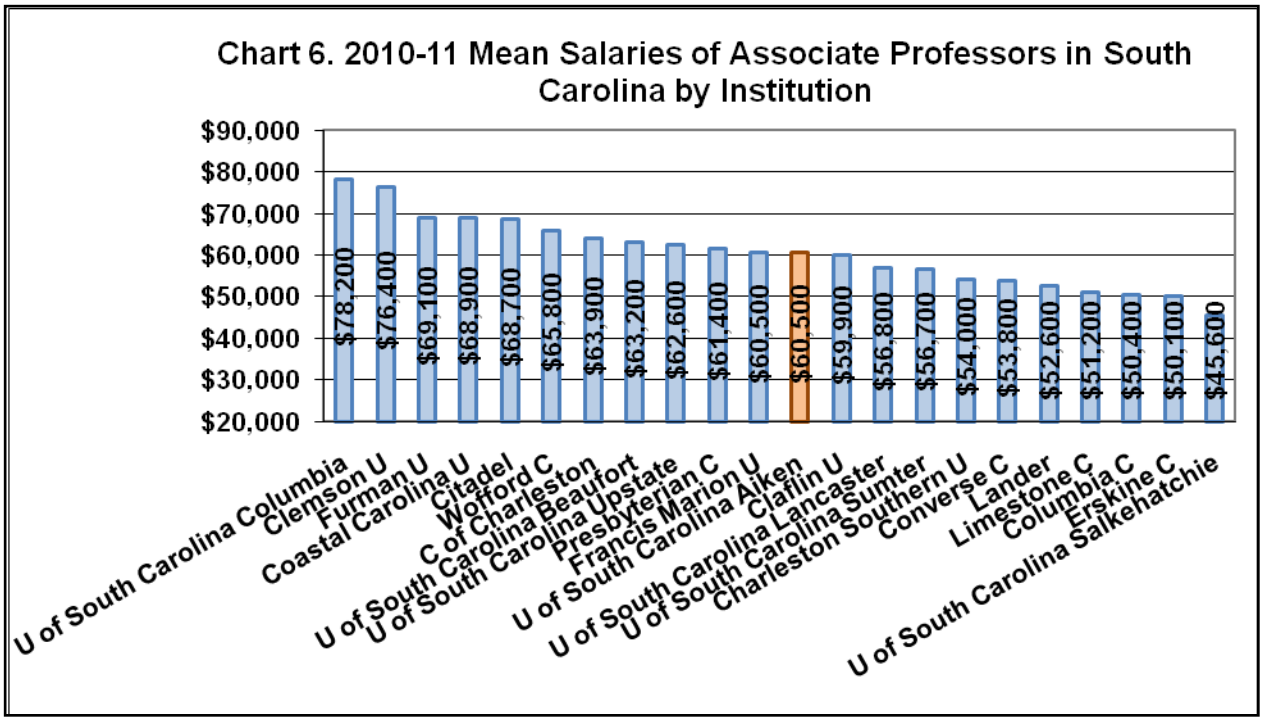
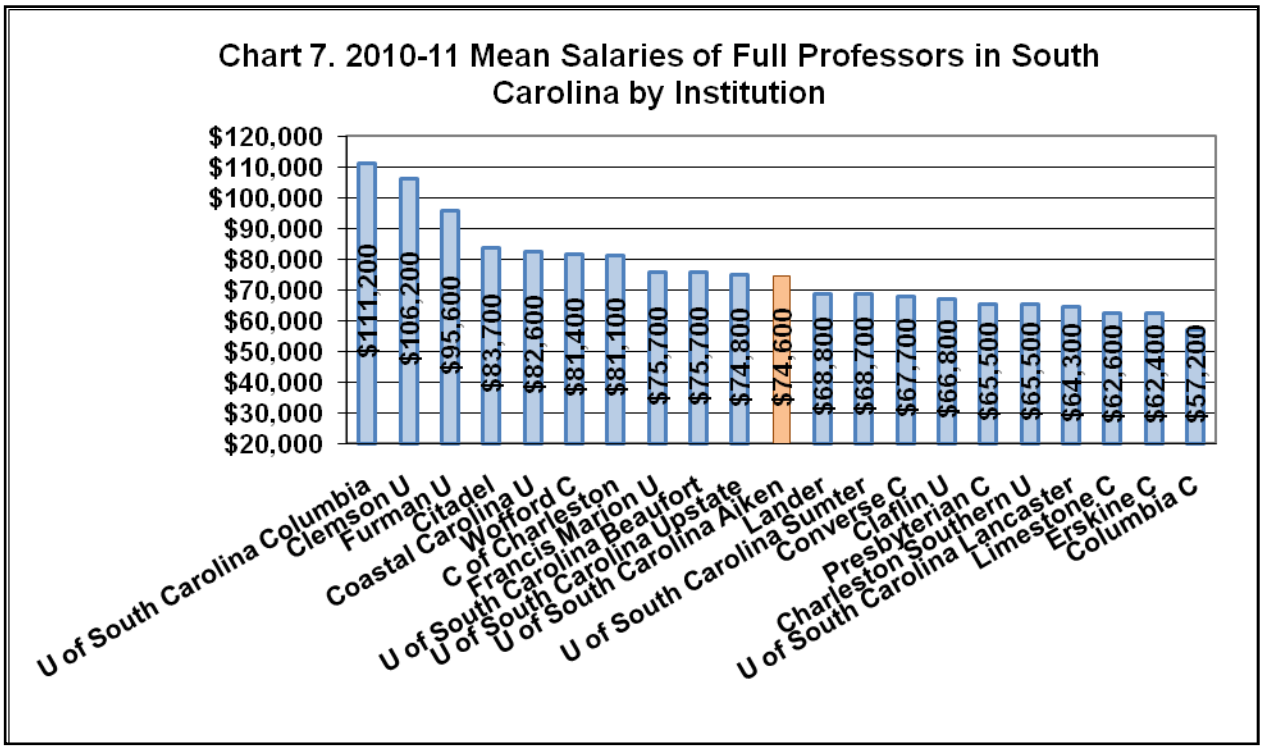


Chart 6. 2010-11 Mean Salaries of Associate Professors in South Carolina by Institution
$90,000
$80,000
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$78,200
$76,400
$69,100
$68,900
$68,700
$65,800
$63,900
$63,200
$62,600
$61,400
$60,500
$60,500
$59,900
$56,800
$56,700
$54,000
$53,800
$52,600
$51,200
$50,400
$50,100
$45,600
U of South Carolina Columbia
Clemson U
Furman U
Coastal Carolina U
Citadel
Wofford C
C of Charleston
U of South Carolina Beaufort
U of South Carolina Upstate
Presbyterian C
Francis Marion U
U of South Carolina Aiken
Claflin U
U of South Carolina Lancaster
U of South Carolina Sumter
Charleston Southern U
Converse C
Lander
Limestone C
Columbia C
Erskine C
U of South Carolina Salkehatchie



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Botsch Folsom Competitiveness Comparisons

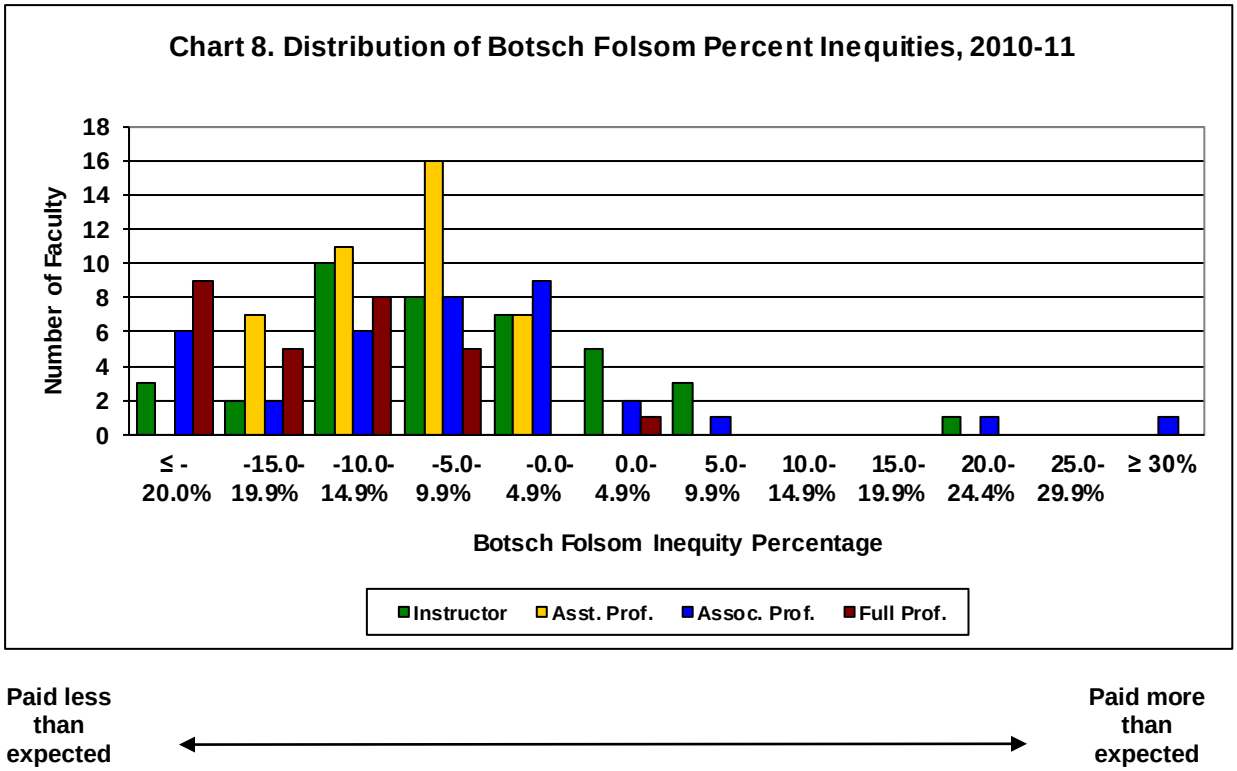
The mean inequity percentage for all 2010-11 faculty salaries using the new Botsch Folsom formula, with appropriate adjustments for Full Professors with less than the average time in rank, was -10.0%, indicating that faculty members at USC Aiken are paid less than they would be expected to be paid based on the formula. This represents a significant departure from previous years. In 2009-10, the Botsch Folsom inequity percentage was -3.0%; in 2008-09, it was -7.0%, and in 2007-08, it was -5.2%. The decrease was not due to the methodological changes adopted this year-- using the methodology employed last year, the overall inequity index reflected only a modest difference with a calculated average inequity of -9.76%. Using paired data analysis, an inequity value of -9.76 falls within a rather narrow 30% confidence interval of -10.0.

Mean inequity percentages varied significantly by faculty rank using the new discipline specific peer group average methodology ($F(3,136)=6.324$, $p.<.05$) and approach significance using the old rank based peer group average methodology ($F(3,136)=2.517$, $p.=.06$). The mean salary of Instructors was 7.00% below the expected salary. For Assistant Professors the mean inequity percentage was -9.7%. The inequity percentage for Associate Professors was -8.1%. For Full Professors, the inequity percentage dropped to -17.0% (after special adjustments were made for faculty with less than 10 years of service) using the new methodology from -7.9% in 2009-10. Post-hoc analyses indicated that the Full Professors had inequity rates that were significantly lower than Instructors, Assistant Professors, and Associate Professors (Tukey HSD test, $p. < .05$) and that Instructors, Assistant Professors and Associate professors did not differ at a statistically significant level.

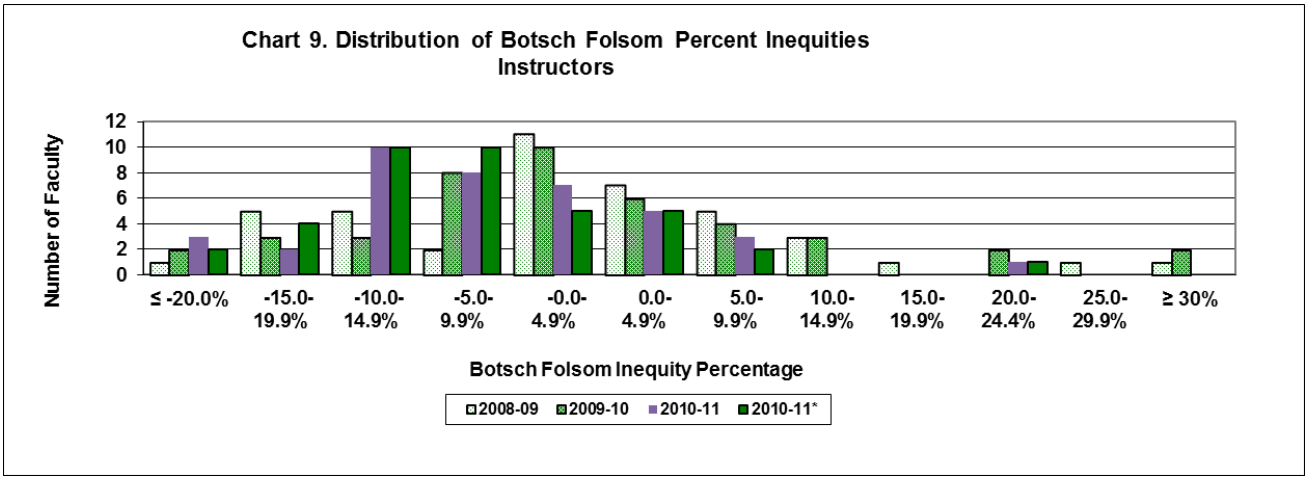
Table 7. Number of Faculty by Botsch Folsom Inequity Percentage Ranges

	Number of Faculty																			
	Instructor				Asst. Prof.				Assoc. Prof.				Full Prof.				Grand Total			
	2008-09	2009-10	2010-11	2010-11*	2008-09	2009-10	2010-11	2010-11*	2008-09	2009-10	2010-11	2010-11*	2008-09	2009-10	2010-11	2010-11*	2008-09	2009-10	2010-11	2010-11*
≤ -20.0%	1	2	3	2	3	0	0	4	13	0	6	7	2	2	9	9	19	4	18	22
-15.0-19.9%	5	3	2	4	1	1	7	7	3	2	2	1	9	4	5	4	18	10	16	16
-10.0-14.9%	5	3	10	10	6	6	11	10	9	5	6	5	4	8	8	5	24	22	35	30
-5.0-9.9%	2	8	8	10	8	10	16	16	5	9	8	8	5	5	5	3	20	32	37	37
-0.0-4.9%	11	10	7	5	14	12	7	4	4	10	9	8	5	6	0	2	34	38	23	19
0.0-4.9%	7	6	5	5	7	6	0	0	0	5	2	3	2	1	1	0	16	18	8	8
5.0-9.9%	5	4	3	2	1	0	0	0	1	5	1	1	0	1	0	2	7	10	4	5
10.0-14.9%	3	3	0	0	0	2	0	0	1	1	0	2	3	1	0	1	7	7	0	3
15.0-19.9%	1	0	0	0	0	0	0	0	1	1	0	1	0	1	0	0	2	2	0	1
20.0-24.4%	0	2	1	1	1	0	0	0	1	0	1	0	0	0	0	1	2	2	2	2
25.0-29.9%	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1
≥ 30%	1	2	0	0	0	1	0	0	0	1	1	0	0	0	0	0	1	4	0	0
Grand Total	42	43	39	39	41	38	41	41	38	39	36	36	30	29	28	28	151	149	144	144

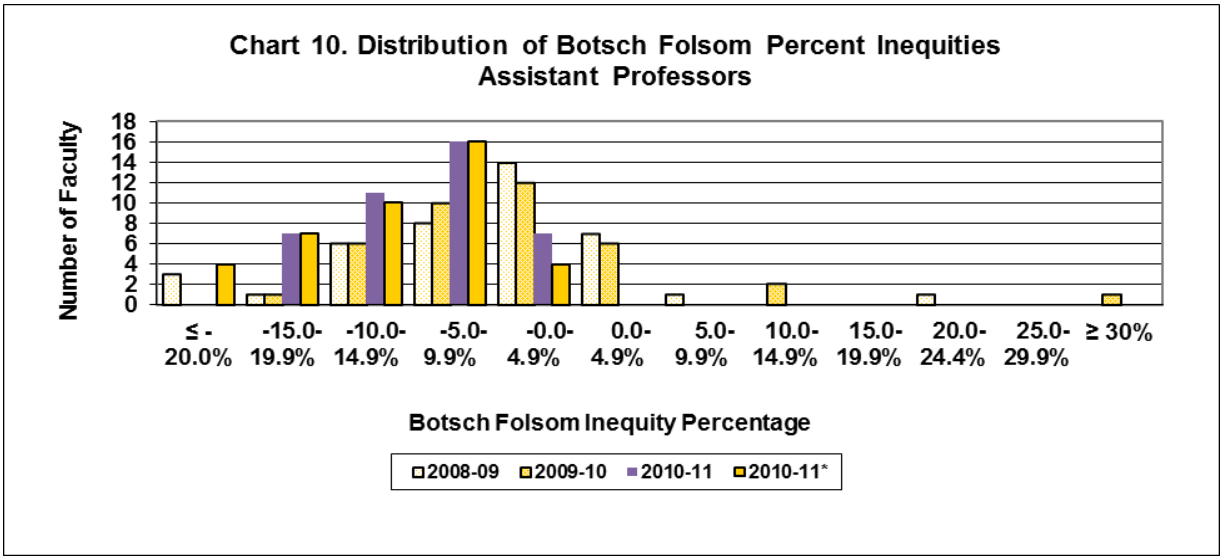
*Inequity percentage ranges calculated using last year's methodology



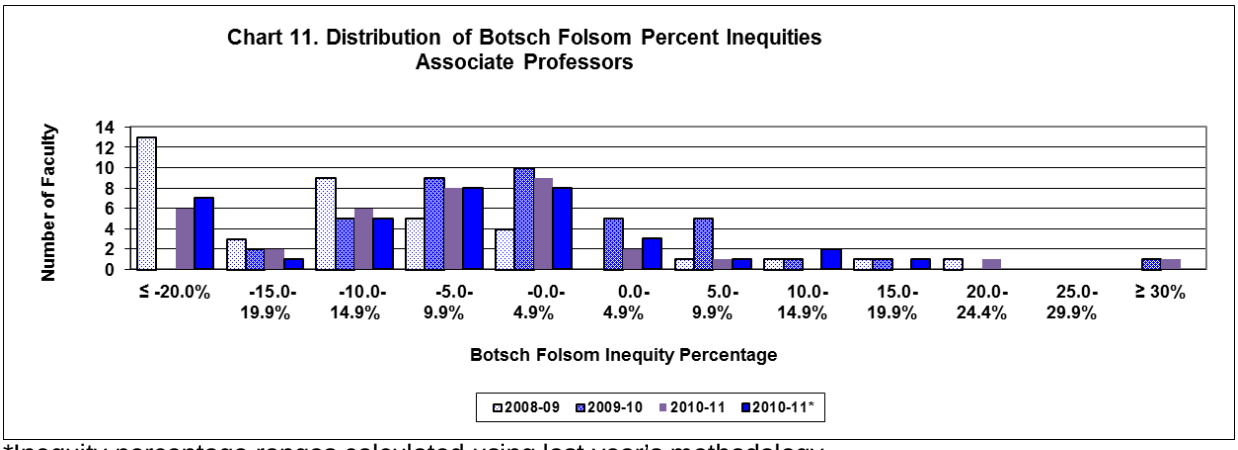
Visual examination of the distribution of inequity percentages by rank (see Chart 8) indicates that the inequities generated by the Botsch Folsom formula have clustered in the -20% to +5% inequity range. This represents a downward shift in the entire distribution from last year when the distribution fell within the -15% to +10% inequity range. Distributions of inequity statistics for academic ranks follow in Charts 9-12.



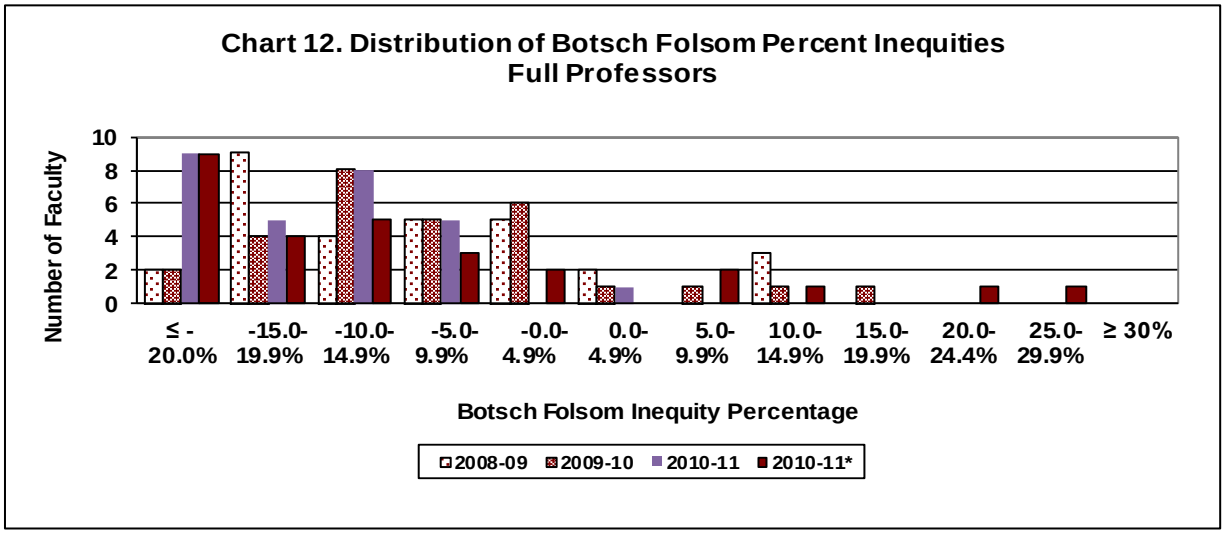
*Inequity percentage ranges calculated using last year's methodology



*Inequity percentage ranges calculated using last year's methodology



*Inequity percentage ranges calculated using last year's methodology



*Inequity percentage ranges calculated using last year's methodology

Gender and Race/Ethnicity Inequity Comparisons

Salary Inequities Related to Gender

Like previous faculty salary inequity studies, the present analysis indicates that there are no consistent patterns of salary inequities related to gender [$F(1,136)=0.393$, $p.>.53$]. Further, no higher level interactions of gender with race or rank were found to be statistically significant. Table 8 shows the new mean Botsch Folsom (adjusted) inequity measures for males and females across ranks for each of the past three years and Table 9 shows the average salaries across ranks for males and females.

Table 8. (Adjusted) Inequity Percentages by Gender and Rank

		Female		Male		Total	
	Rank	N	Mean % Ineq	N	Mean % Ineq	N	Mean % Ineq
2008-09	Instructor	28	-2.9%	14	1.7%	42	-1.4%
	Asst. Prof.	25	-6.1%	16	-4.8%	41	-5.6%
	Assoc. Prof.	11	-13.6%	27	-12.5%	38	-12.8%
	Professor	10	-11.1%	20	-8.4%	30	-9.3%
	Total	**74**	**-6.7%**	**77**	**-7.2%**	**151**	**-7.0%**
2009-10	Instructor	27	-2.2%	16	2.5%	43	-0.4%
	Asst. Prof.	21	-5.7%	17	0.0%	38	-3.2%
	Assoc. Prof.	13	-4.2%	26	-1.0%	39	-2.1%
	Professor	9	-9.5%	20	-7.2%	29	-7.9%
	Total	**70**	**-4.6%**	**79**	**-1.7%**	**149**	**-3.0%**
2010-11	Instructor	26	-6.5%	13	-7.8%	39	-7.0%
	Asst. Prof.	22	-9.8%	19	-9.6%	41	-9.7%
	Assoc. Prof.	12	-9.7%	24	-7.3%	36	-8.1%
	Professor	7	-19.1%	21	-16.3%	28	-17.0%
	Total	**67**	**-9.5%**	**77**	**-7.9%**	**144**	**-10.0%**

Table 9. Average Salaries by Gender and Rank

		Female		Male		Total	
	Rank	N	Average Salary	N	Average Salary	N	Average Salary
2010-11	Instructor	26	$43,945	13	$39,096	39	$42,329
	Asst. Prof.	22	$49,964	19	$54,955	41	$52,277
	Assoc. Prof.	12	$58,340	24	$60,130	36	$59,533
	Professor	7	$68,498	21	$75,177	28	$73,507
	Total	**67**	**$51,065**	**77**	**$59,406**	**144**	**$55,525**

Together, Tables 9 and 10 illustrate that what appears to be an overall salary gap between males and females, is in fact due to other factors. This highlights the importance of taking discipline specific factors into consideration when looking at salaries across gender. Simple comparisons of male and female salaries across professional ranks, such as that which is reported annually to the Professional Women on Campus (PWC) organization, will likely confound important variables, particularly when one considers that there are likely large discrepancies in the representation of males and

females within disciplines that have widely different average salaries. In this case, disciplines in which males are more heavily represented on the USCA campus, showed greater gains in expected salaries than disciplines in which females are represented.

Salary Inequities Related to Race or Ethnicity

Like last year's Faculty Salary Study, there was no evidence of a statistically significant effect of race on the inequity statistic calculated using this year's methodology [$F(1,136) = 0.123$, $p.=.726$] or on the inequity statistic calculated using this year's methodology [$F(1,136) = 0.551$, $p.=.459$]. Both groups of faculty had lower than expected salaries. Trend analysis of faculty salaries by race or ethnicity at USCA is complicated by the recent changes in how race and ethnicity is reported. The new Federal definitions have resulted in a significant increase in the number of minority (i.e., nonwhite) faculty. In 2008-09, only 25 out of 151 faculty members (16.6%) indicated their ethnicity as other than white. In 2009-10, 40 out of 149 faculty members indicated their ethnicity as 'other than white' (32.9%) and this past year, 36 out of 144 faculty members were categorized as "other than white" (25.0%). Further, there was no evidence of higher level interactions of race or ethnicity with gender or rank.

Table 10 shows the mean Botsch Folsom (adjusted) inequity measures for whites and non-whites across ranks for each of the past three years and Table 11 shows the average salaries across ranks for the two levels of race/ethnicity.

Table 10. (Adjusted) Inequity Percentages by Race and Rank

		White		Nonwhite		Total	
	Rank	N	Mean % Ineq	N	Mean % Ineq	N	Mean % Ineq
2008-09	Instructor	36	-2.2%	6	3.2%	42	-1.4%
	Asst. Prof.	36	-5.6%	5	-5.5%	41	-5.6%
	Assoc Prof.	25	-13.7%	13	-11.0%	38	-12.8%
	Professor*	29	-10.1%	1	>12.5%	30	-9.3%
	Total	**126**	**-7.2%**	**25**	**-5.5%**	**151**	**-7.0%**
2009-10	Instructor	32	-2.4%	11	5.4%	43	-0.4%
	Asst. Prof.	27	-3.1%	11	-3.3%	38	-3.2%
	Assoc Prof.	24	-1.9%	15	-2.3%	39	-2.1%
	Professor*	26	-7.8%	3	-8.8%	29	-7.9%
	Total	**109**	**-3.8%**	**40**	**-1.0%**	**149**	**-3.0%**
2010-11	Instructor	29	-8.6%	10	-2.3%	39	-7.0%
	Asst. Prof.	30	-8.9%	11	-11.9%	41	-9.7%
	Assoc Prof.	24	-9.3%	12	-5.7%	36	-8.1%
	Professor	25	-16.0%	3	-25.7%	28	-17.0%
	Total	**108**	**-10.5%**	**36**	**-8.3%**	**144**	**-10.0%**

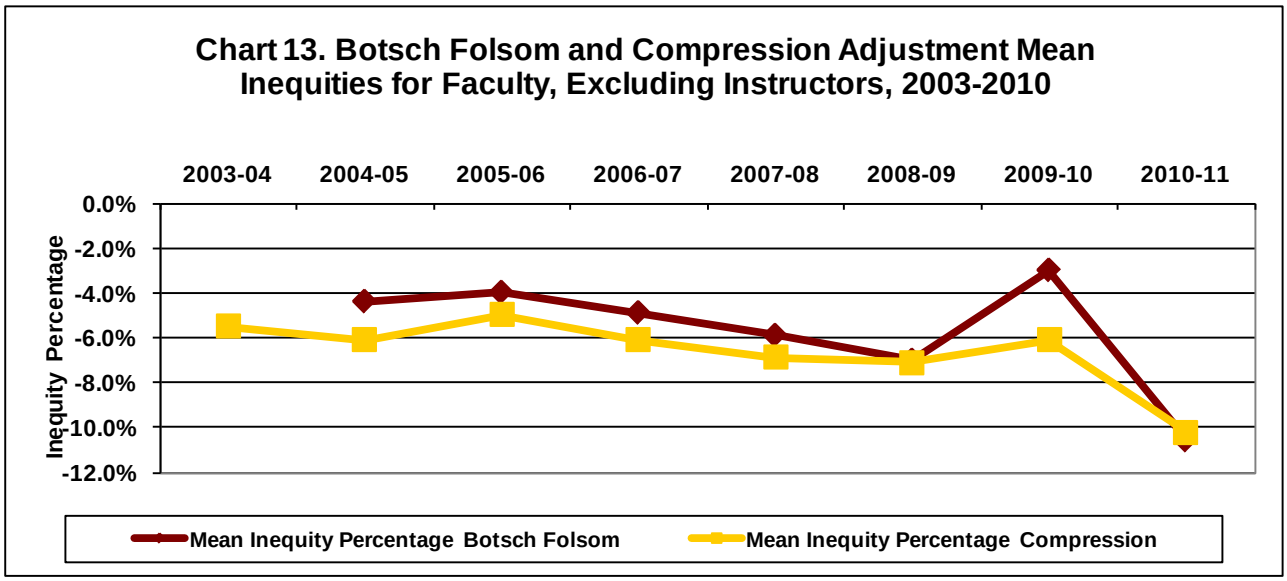
* Data confuted to protect personally identifiable information

Table 11. Average Salaries by Race and Rank

		White		Nonwhite		Total	
	Rank	N	Average Salary	N	Average Salary	N	Average Salary
2010-11	Instructor	29	$42,811	10	$40,930	39	$42,329
	Asst. Prof.	30	$50,224	11	$57,875	41	$52,277
	Assoc. Prof.	24	$58,698	12	$61,205	36	$59,533
	Professor	25	$72,946	3	$78,179	28	$73,507
	Total	**108**	**$55,376**	**36**	**$55,970**	**144**	**$55,525**

Compression Adjustment Salary Comparisons

The mean compression adjustment inequity percentage for all Assistant Professors, Associate Professors, and Full Professors in 2010-11 was -10.7%, down from -6.1% in 2009-10 (Instructors are not included in the compression adjustment calculations).



All ranks showed significant drops in the mean compression inequity rates over last year. The 2010-11 mean compression inequity percentage for Assistant Professors was -12.3, down from -6.6% in 2009-10. The 2010-11 mean compression adjustment inequity percentage for Associate Professors was -8.3%, down from -5.7% in 2009-10. For Full Professors, the 2010-11 mean compression inequity percentage was -11.4, down from -6.4% in 2009-10. There were significant differences in compression across rank [$F(2,50) = 10.470$, $p.<.001$]. Tukey HSD post-hoc analysis indicated no evidence of a difference in compression indices for Assistant Professors and Full Professors, but both groups were significantly higher than Associate Professors (Tukey HSD, $p.<.05$).

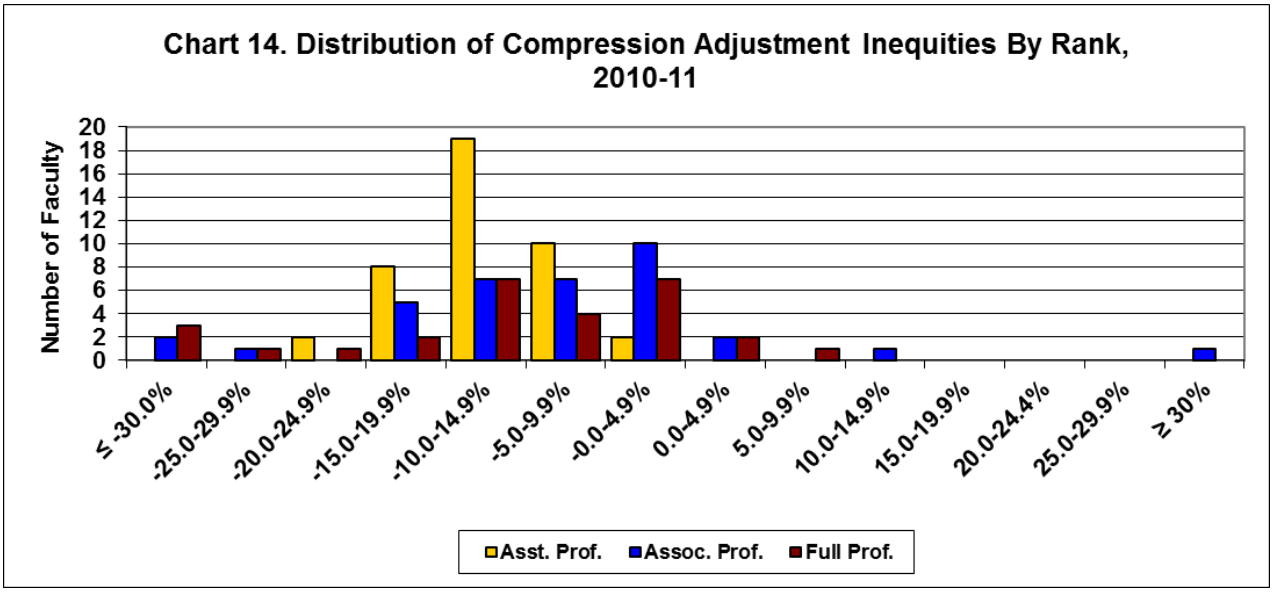
As has been observed in the past, the most significant patterns of compression appeared to correspond to faculty discipline more than rank [$F(27,50) = 9.208$, $p.<.001$]. The 2010-11 salaries of 11 faculty members generated compression adjustment inequity percentages that were more than 20% below the expect salary – this is almost doubled the number of faculty who fell within this range last year. The 2010-11 salaries of another 36 faculty members produced compression adjustment inequity percentages that were between 10% and 20% below expected values. Faculty members with the largest compression-related inequities were again largely restricted to just a few disciplines; of the 47 faculty with compression inequities of at least 10% below expected salaries, 19 were in the College of Sciences, 10 were in the School of Business, 10 were in the School of Education, and 8 were in the College of Humanities and Social Sciences;. This disciplinary distribution of compression adjustment inequity percentages essentially represents disciplines in which salary compression has occurred in the marketplace, such as business and technology-related fields. Among the salaries in the moderate compression group between 10% and 20% inequity, there was significantly more disciplinary variation.

Table 12. Compression Adjustment Inequity Percentages by Discipline

Discipline	Average Compression Index		
	2010-11	2009-10	2008-09
Marketing	-32.83%	-30.90%	-24.80%
Finance & Financial Management Services	-32.13%	-22.40%	-25.40%
Managerial Economics	-27.89%	-28.10%	-29.40%
Computer & Information Sciences and Support Services	-26.13%	-19.60%	-25.00%
General Business	-24.70%	0.20%	9.80%
Engineering	-18.16%	-21.00%	-8.50%
Geography & Cartography	-16.60%	-16.00%	-18.80%
Accounting & Related Services	-15.61%	-16.60%	-16.60%
Chemistry	-14.63%	-5.50%	-24.70%
Psychology	-14.30%	-11.30%	-15.10%
Geological & Earth Science/Geosciences	-13.42%	-2.40%	-3.00%
Education	-11.77%	-10.00%	-7.00%
Sociology	-11.29%	-5.60%	-3.80%
Music	-10.52%	-11.30%	-11.80%
Philosophy	-10.10%	-6.90%	-7.90%
Biological & Biomedical Sciences	-9.79%	-6.20%	-6.70%
Dramatic/Theatre Arts & Stagecraft	-9.37%	-5.90%	-5.50%
Fine & Studio Art	-8.68%	-8.20%	-7.70%
Communication, Journalism & Related Programs	-8.63%	-3.10%	2.10%
History	-8.26%	-1.10%	-3.50%
Health & Physical Education / Fitness	-7.39%	4.40%	-0.80%
English Language & Literature/Letters	-6.69%	-2.90%	-3.40%
Political Science & Government	-5.96%	-3.10%	-6.10%
Anthropology	-4.25%	-15.10%	-10.70%
Mathematics	-4.24%	0.00%	-1.60%
Physics	-2.28%	2.80%	-1.80%
Nursing	-0.10%	-6.00%	-7.30%
Foreign Languages, Literatures, & Linguistics	2.96%	14.80%	9.40%

Table 13. Number of Faculty by Compression Adjustment Inequity Percentage Ranges 2008-09, 2009-10, and 2010-11

Compression Inequity Adjustment Percentage	Number of Faculty											
	Asst. Prof.			Assoc. Prof.			Full Prof.			Total		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
≤ -30.0%						2	3	2	3	3	2	5
-25.0-29.9%	2			2	2	1	1		1	5	2	2
-20.0-24.9%			2	2	2			2	1	2	4	3
-15.0-19.9%	3	3	8	1	1	5	3	4	2	7	8	15
-10.0-14.9%	13	9	19	6	8	7	6	3	7	25	20	33
-5.0-9.9%	13	16	10	9	12	7	2	6	4	24	34	21
-0.0-4.9%	6	5	2	11	4	10	3	4	7	20	13	19
0.0-4.9%	3	2		4	5	2	5	1	2	12	8	4
5.0-9.9%		2		2	4		4	3	1	6	9	1
10.0-14.9%						1	2	1		2	1	1
15.0-19.9%	1						1	3		2	3	0
20.0-24.4%		1								0	1	0
25.0-29.9%				1						1	0	0
≥ 30%					1	1				0	1	1
Total	**41**	**38**	**41**	**38**	**39**	**36**	**30**	**29**	**28**	**109**	**106**	**105**

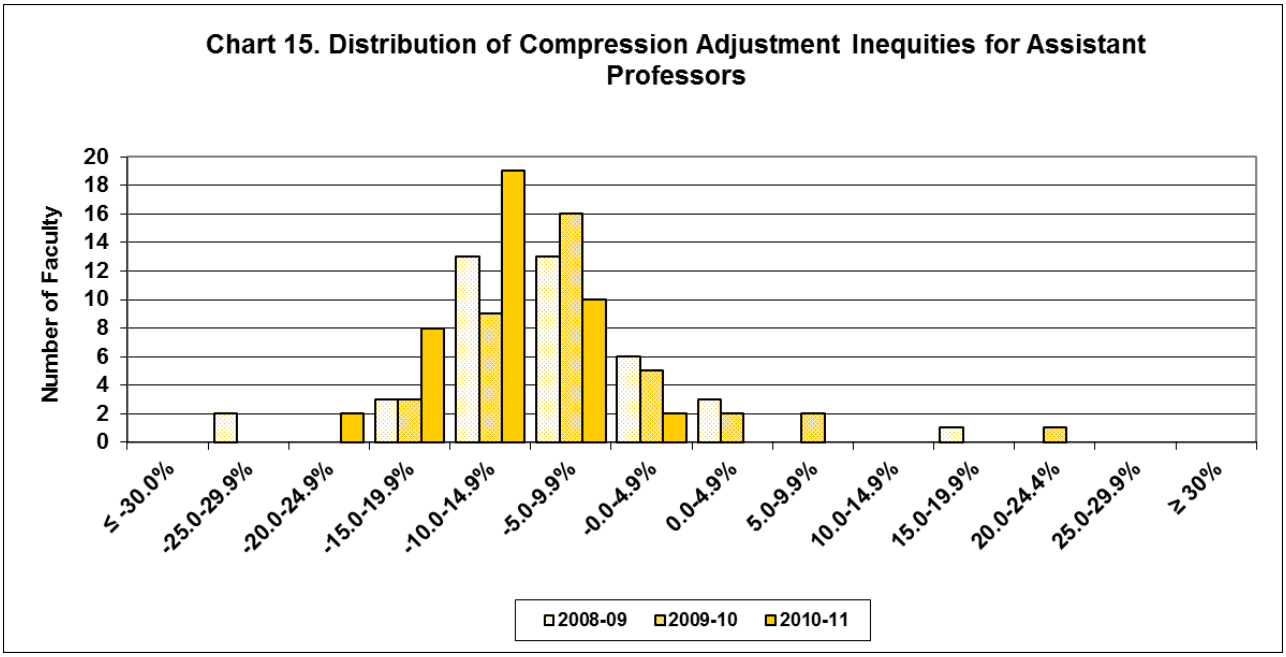


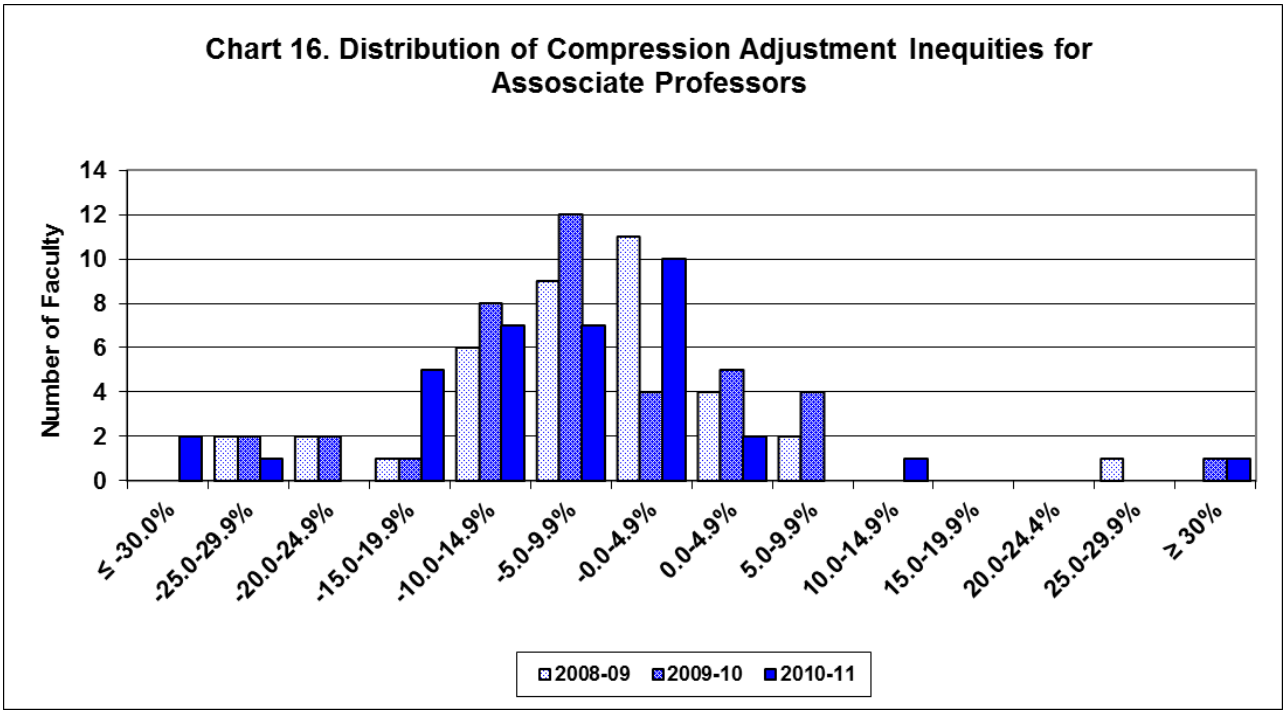
Paid less than expected ⟷ **Paid more than expected**

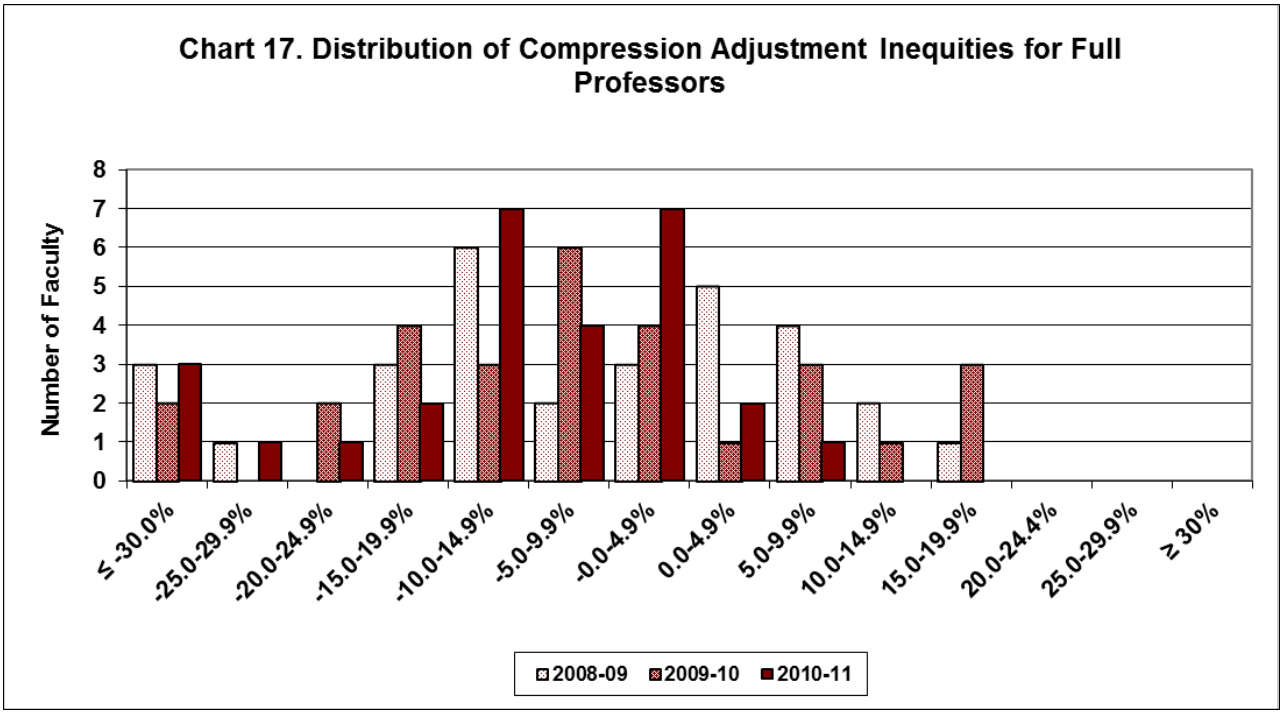
As was observed in other recent faculty salary studies, the inequity percentages generated by the compression adjustment formula appear to fall into the semblance of normal distributions by rank. It is significant to observe that application of the compression adjustment formula would necessarily shift funds available to address salary inequities toward compressed disciplines and leave less money for adjustments in disciplines that have not experienced significant salary compression. A sustained application of the formula, without checks or limits, could dramatically increase average faculty salaries in these compressed disciplines and could increase the disparity

between faculty in different disciplines at the same rank, essentially promoting salary inequities across disciplines or making them less comparable (McLaughlin & Howard, 2003).

Distributions of compression inequities for each professorial rank follow in Charts 15 -17.







Salary Adjustment Impact

In 2010-11, the Faculty Welfare Committee recommended that the costs associated with moving to various levels of inequity be calculated. In accord with that recommendation, Table 14 shows the cost associated with reducing the maximum inequity to levels within 20%, 15%, 10%, 5%, and 0%. Table 15 shows the cost associated with reducing the maximum compression to similar levels. Benefits costs were estimated using 34.29% of the salary. In both cases, calculations include only the costs associated with salary increases for individuals with negative indices. Faculty members with positive indices, regardless of size, are assumed to have no salary adjustment. It should be noted that inequity and compression are not independent. Addressing compression levels will have an impact on inequity and vice versa for faculty with ranks of Full, Associate, and Assistant Professor. Solely addressing compression however will have no impact on faculty at the rank of Instructor.

Table 14. Cost to Reduce Inequity

Inequity Level	Salary	Benefits	Total
within 20%	$ 80,466	$ 27,592	$ 108,058
within 15%	$ 154,635	$ 53,024	$ 207,659
within 10%	$ 306,374	$ 105,056	$ 411,430
within 5%	$ 567,406	$ 194,564	$ 761,970
0%	$ 896,414	$ 307,380	$ 1,203,794

Table 15. Cost to Reduce Compression

Compresion Level	Salary	Benefits	Total
within 20%	$ 71,420	$ 24,490	$ 95,910
within 15%	$ 128,104	$ 43,927	$ 172,031
within 10%	$ 245,999	$ 84,353	$ 330,352
within 5%	$ 449,640	$ 154,182	$ 603,822
0%	$ 717,333	$ 245,973	$ 963,306

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Appendix A: Legislated Percent Increases & Inflation 1987-2010

Table A1. Legislated Percent Increases for South Carolina State Employees 1987-2010 and Inflation Rates with 5- and 10-Year Moving Averages

Year	Legislated Percent Increase	5 Year Average Increase	10 Year Average Increase	Annual Inflation	5 Year Average	10 Year Average
1987	3.00	--	--	3.60	--	--
1988	4.00	--	--	4.10	--	--
1989	6.00	--	--	4.80	--	--
1990	4.50	--	--	5.40	--	--
1991	0.00	3.50	--	4.20	4.42	--
1992	2.00	3.30	--	3.00	4.30	--
1993	0.00	2.50	--	3.00	4.08	--
1994	4.36	2.17	--	2.60	3.64	--
1995	3.56	1.98	--	2.80	3.12	--
1996	3.40	2.66	3.08	3.00	2.88	3.65
1997	2.50	2.76	3.03	2.30	2.74	3.52
1998	4.50	3.66	3.08	1.60	2.46	3.27
1999	4.00	3.59	2.88	2.20	2.38	3.01
2000	3.00	3.48	2.73	3.40	2.50	2.81
2001	2.00	3.20	2.93	2.80	2.46	2.67
2002	1.00	2.90	2.83	1.60	2.32	2.53
2003	0.00	2.00	2.83	2.30	2.46	2.46
2004	3.00	1.80	2.70	2.70	2.56	2.47
2005	4.00	2.00	2.74	3.40	2.56	2.53
2006	3.00	2.20	2.70	3.20	2.64	2.55
2007	3.00	2.60	2.75	2.80	2.88	2.60
2008	1.00	2.80	2.40	3.80	3.18	2.82
2009	0.00	2.20	2.00	-0.40	2.56	2.56
2010	0.00	1.40	1.70	1.60	2.20	2.38

Appendix B: Inequity Percentage Comparisons By Individual (Personally Identifiable Information Removed)

Table B1. Inequity Percentage Comparisons for Instructors
(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Percent Inequity	Compression Adjustment Percent Inequity
212	Instructor	5	-36.2	--
235	Instructor	8	-35.5	--
209	Instructor	20	-20.8	--
210	Instructor	19	-15.9	--
221	Instructor	3	-15.3	--
205	Instructor	27	-14.3	--
222	Instructor	8	-13.9	--
207	Instructor	4	-13.7	--
219	Instructor	3	-13.3	--
215	Instructor	3	-12.3	--
227	Instructor	14	-11.8	--
226	Instructor	5	-11.5	--
218	Instructor	10	-11.4	--
206	Instructor	8	-11.1	--
223	Instructor	4	-10.2	--
237	Instructor	2	-10.0	--
238	Instructor	4	-9.8	--
220	Instructor	18	-9.0	--
211	Instructor	3	-8.9	--
233	Instructor	5	-8.9	--
225	Instructor	1	-8.7	--
232	Instructor	2	-8.0	--
239	Instructor	5	-7.4	--
259	Instructor	4	-5.3	--
224	Instructor	3	-4.8	--
241	Instructor	9	-3.7	--
240	Instructor	16	-2.9	--
231	Instructor	3	-2.7	--
243	Instructor	24	-1.4	--
236	Instructor	8	-1.1	--
260	Instructor	1	-0.7	--
242	Instructor	2	2.1	--
228	Instructor	8	2.5	--
208	Instructor	1	3.2	--
230	Instructor	8	3.3	--
217	Instructor	2	3.7	--
261	Instructor	3	5.2	--
204	Instructor	8	9.4	--
213	Instructor	2	21.6	--

Table B2. Inequity Percentage Comparisons for Assistant Professors

(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Actual Salary (9-Month)	CUPA Average	Botsch Folsom % Inequity	Compression Adjustment Percent Inequity
188	Asst. Prof.	5			-18.5	-20.3
169	Asst. Prof.	2			-17.4	-20.4
138	Asst. Prof.	2			-16.4	-19.4
186	Asst. Prof.	3			-16.0	-18.7
191	Asst. Prof.	4			-16.0	-18.3
201	Asst. Prof.	4			-16.0	-18.3
179	Asst. Prof.	1			-15.1	-18.7
190	Asst. Prof.	3			-14.4	-17.1
168	Asst. Prof.	6			-14.1	-15.6
172	Asst. Prof.	2			-12.4	-15.6
252	Asst. Prof.	5			-12.4	-14.3
176	Asst. Prof.	5			-12.2	-14.2
178	Asst. Prof.	4			-12.0	-14.4
198	Asst. Prof.	5			-12.0	-13.9
195	Asst. Prof.	6			-11.9	-13.4
167	Asst. Prof.	6			-10.8	-12.4
193	Asst. Prof.	4			-10.4	-12.8
170	Asst. Prof.	3			-10.2	-13.0
183	Asst. Prof.	4			-9.8	-12.3
203	Asst. Prof.	4			-9.8	-12.3
197	Asst. Prof.	3			-9.7	-12.6
173	Asst. Prof.	3			-9.5	-12.4
171	Asst. Prof.	1			-8.9	-12.7
192	Asst. Prof.	4			-8.9	-11.3
472	Asst. Prof.	2			-8.5	-11.9
185	Asst. Prof.	5			-8.4	-10.4
182	Asst. Prof.	5			-8.4	-10.4
174	Asst. Prof.	2			-8.4	-11.8
199	Asst. Prof.	6			-7.8	-9.4
194	Asst. Prof.	3			-7.2	-10.1
187	Asst. Prof.	6			-6.9	-8.6
189	Asst. Prof.	3			-6.5	-9.4
137	Asst. Prof.	7			-6.1	-7.8
200	Asst. Prof.	1			-5.0	-9.0
181	Asst. Prof.	3			-4.3	-7.4
202	Asst. Prof.	1			-4.3	-8.3
180	Asst. Prof.	2			-4.3	-7.8
177	Asst. Prof.	1			-1.9	-6.0
184	Asst. Prof.	2			-1.9	-5.5
175	Asst. Prof.	4			-1.8	-4.4
196	Asst. Prof.	9			-1.2	-3.0

Table B3. Inequity Percentage Comparison for Associate Professors

(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Actual Salary (9-Month)	CUPA Average	Botsch Folsom Percent Inequity	Compression Adjustment Percent Inequity
158	Assoc. Prof.	3			-27.1	-30.2
135	Assoc. Prof.	1			-24.2	-16.2
254	Assoc. Prof.	3			-23.7	-32.1
141	Assoc. Prof.	3			-23.4	-14.4
147	Assoc. Prof.	13			-22.4	-10.5
162	Assoc. Prof.	24			-22.2	-10.3
160	Assoc. Prof.	8			-16.5	-4.2
149	Assoc. Prof.	7			-16.0	-16.6
157	Assoc. Prof.	4			-13.4	-27.9
154	Assoc. Prof	3			-13.0	-2.8
139	Assoc. Prof.	11			-13.0	-8.9
165	Assoc. Prof.	4			-12.7	-10.9
142	Assoc. Prof.	4			-12.5	-15.6
143	Assoc. Prof.	2			-12.4	-15.0
145	Assoc. Prof.	3			-9.6	-8.3
156	Assoc. Prof.	4			-9.2	-12.8
146	Assoc. Prof.	8			-8.9	-9.0
134	Assoc. Prof.	8			-8.4	-18.2
151	Assoc. Prof.	5			-8.0	-8.9
256	Assoc. Prof.	5			-7.9	-11.1
140	Assoc. Prof.	2			-6.5	-10.5
136	Assoc. Prof.	13			-6.0	-6.9
144	Assoc. Prof.	2			-4.8	-4.9
253	Assoc. Prof.	19			-4.3	-2.3
153	Assoc. Prof.	16			-3.4	-4.9
155	Assoc. Prof.	3			-3.3	-9.4
150	Assoc. Prof.	2			-2.3	-4.6
164	Assoc. Prof.	18			-1.6	-0.6
166	Assoc. Prof.	3			-1.3	-7.6
161	Assoc. Prof.	19			-0.7	-4.1
251	Assoc. Prof.	18			-0.6	0.1
159	Assoc. Prof.	21			1.3	1.6
163	Assoc. Prof.	2			2.0	-1.4
148	Assoc. Prof.	1			6.8	-1.1
152	Assoc. Prof.	7			15.1	14.8
255	Assoc. Prof.	7			23.0	27.1

Table B4. Inequity Percentage Comparison for Full Professors

(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Actual Salary (9-Month)	CUPA Average	Botsch Folsom Percent Inequity	Under mean adjusted Botsch Folsom Percent Inequity	Compression Adjustment Percent Inequity
127	Professor	3			-37.6	-37.8	-41.2
244	Professor	4			-37.6	-37.7	-40.7
121	Professor	15			-31.8	-31.8	-11.3
112	Professor	11			-28.4	-28.4	-25.0
132	Professor	25			-25.2	-25.2	-11.0
245	Professor	3			-19.3	-25.1	-32.8
118	Professor	17			-23.9	-23.9	-14.5
128	Professor	1			-15.5	-22.6	-22.0
250	Professor	7			-21.2	-20.7	-17.0
248	Professor	15			-18.2	-18.2	-17.6
123	Professor	29			-17.7	-17.7	-1.8
125	Professor	1			-21.5	-17.3	-13.5
114	Professor	13			-16.7	-16.7	-10.7
247	Professor	14			-16.1	-16.1	-6.8
113	Professor	20			-14.4	-14.4	-11.3
133	Professor	7			-12.8	-13.4	-11.2
116	Professor	4			-12.2	-12.8	-8.9
119	Professor	24			-12.8	-12.8	-0.1
117	Professor	2			-10.1	-12.0	-5.8
115	Professor	3			-13.6	-11.8	-4.2
126	Professor	20			-10.7	-10.7	-4.8
246	Professor	1			-6.4	-10.1	-6.9
129	Professor	6			-9.5	-9.9	-4.9
130	Professor	25			-9.6	-9.6	3.2
122	Professor	28			-8.4	-8.4	5.1
120	Professor	3			-5.4	-6.7	-4.6
249	Professor	2			-3.0	-6.0	-2.0
124	Professor	6			1.8	1.3	3.3

Table B5. Inequity Percentage Comparison for Librarians

(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Actual Salary (12-Month)	ALA Average	Botsch Folsom Percent Inequity	Compression Adjustment Percent Inequity
268					-10.9	--
269					-10.9	--
267					-10.0	--
265					-1.3	--

Table B7. Special Inequity Percentage Calculation for Full Professors with Fewer than the Mean Years in Rank

ID	Percent Inequity	Under mean adjusted Percent Inequity
127	-37.6	-37.8
244	-37.6	-37.7
245	-19.3	-25.1
128	-15.5	-22.6
250	-21.2	-20.7
125	-21.5	-17.3
133	-12.8	-13.4
116	-12.2	-12.8
117	-10.1	-12.0
115	-13.6	-11.8
246	-6.4	-10.1
129	-9.5	-9.9
120	-5.4	-6.7
249	-3.0	-6.0
124	1.8	1.3

Appendix C: CUPA-HR National Faculty Salary Survey: Multi-Discipline Report

Focus Institution: University of South Carolina - Aiken
Comparison Group: Southeastern Peer for Faculty Salary Study
Year: 2010-11, See pp. 5-6 above for comparison group institutions
Statistics: Weighted
N - Number of Persons. However, statistics will not display when the Number of Institutions is less than 5.

Code/Title	N	Average	Median	Minimum	Maximum
[09.] COMMUNICATION, JOURNALISM AND RELATED PROGRAMS					
09.01 Communication & Media Studies					
Professor	96	79,022	79,932	61,189	132,232
Associate Professor	144	61,112	62,393	49,240	71,144
Assistant Professor	196	51,655	52,169	40,638	61,919
New Assistant Professor[5]	126	54,183	53,249	26,000	85,237
Instructor	141	43,761	44,940	35,644	54,910
[11.] COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES					
11.01 General					
Professor	88	108,713	103,532	77,909	151,060
Associate Professor	112	91,600	92,005	63,000	110,245
Assistant Professor	110	78,363	79,746	54,436	95,195
New Assistant Professor[6]	61	74,985	73,000	53,000	111,818
Instructor	41	58,270	59,537	43,744	72,329
[13.] EDUCATION[7]					
13.01 General					
Professor	626	105,326	98,021	51,029	148,382
Associate Professor	662	74,377	72,363	44,264	131,372
Assistant Professor	108	54,502	54,295	46,757	70,784
New Assistant Professor	17	57,826	57,500	51,000	82,000
Instructor	180	45,059	44,375	23,000	86,691
[14.] ENGINEERING[8]					
14.01 General					
Professor	51	96,916	95,123	59,433	150,432
Associate Professor	40	78,184	77,697	54,358	119,232
Assistant Professor	127	73,580	74,281	43,701	87,158
New Assistant Professor	16	72,025	76,000	60,000	82,000
Instructor	--	--------	--------	--------	--------

[5] Comparative salaries for 09.01 Communication & Media Studies New Assistant Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.
[6] Comparative salaries for 11.01 Computer and Information Sciences and Support Services New Assistant Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.
[7] Comparative salaries for 13.01 Education Professor, Associate Professor and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.
[8] Comparative salaries for 14.01 Engineering did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

Code/Title	N	Average	Median	Minimum	Maximum
[16.] FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS					
16.01 Linguistic, Comp & Rel Studies & Sv					
Professor	55	75,949	73,426	57,987	103,550
Associate Professor	67	59,658	60,863	49,147	74,763
Assistant Professor	84	50,022	50,908	43,414	58,772
New Assistant Professor[9]	79	51,667	50,683	41,050	67,000
Instructor	69	38,956	39,387	31,698	45,678
[23.] ENGLISH LANGUAGE AND LITERATURE/LETTERS					
23.01 General					
Professor	307	75,926	74,184	56,492	107,477
Associate Professor	326	58,523	57,997	44,992	70,204
Assistant Professor	374	49,287	48,246	39,110	63,460
New Assistant Professor	53	50,071	49,651	39,000	60,000
Instructor	369	38,272	38,774	29,433	55,000
[26.] BIOLOGICAL AND BIOMEDICAL SCIENCES					
26.01 General					
Professor	253	79,614	75,423	49,375	110,085
Associate Professor	274	62,011	60,054	48,617	79,226
Assistant Professor	262	53,221	52,997	40,629	71,476
New Assistant Professor	43	53,092	53,955	40,000	62,000
Instructor	131	44,017	42,950	32,591	58,916
[27.] MATHEMATICS AND STATISTICS					
27.01 Mathematics					
Professor	292	80,149	78,528	58,045	99,047
Associate Professor	250	62,039	62,949	48,800	71,809
Assistant Professor	240	54,270	54,080	41,200	65,373
New Assistant Professor	33	55,988	56,000	40,000	67,000
Instructor	235	42,061	41,899	31,521	71,689
[31.] PARKS, RECREATION, LEISURE AND FITNESS STUDIES					
31.05 Health & Physical Education/Fitness					
Professor	68	79,763	79,478	61,542	101,434
Associate Professor	68	63,438	63,037	46,500	82,264
Assistant Professor	125	52,890	51,485	43,776	75,000
New Assistant Professor	27	53,212	51,385	43,000	75,000
Instructor	71	44,078	45,000	30,000	49,706
[38.] PHILOSOPHY AND RELIGIOUS STUDIES					
38.01 Philosophy					
Professor	60	85,318	78,619	55,589	127,918
Associate Professor	59	62,248	61,685	43,539	92,408
Assistant Professor	60	50,796	50,847	38,900	60,954
New Assistant Professor	9	50,222	51,000	45,000	54,000
Instructor[10]	70	40,175	39,651	28,125	56,493
[40.] PHYSICAL SCIENCES					
40.05 Chemistry					
Professor	159	86,027	84,200	55,826	123,178
Associate Professor	161	64,013	63,557	47,289	85,850
Assistant Professor	199	54,426	53,208	41,200	73,901
New Assistant Professor	34	57,457	56,000	43,000	77,500
Instructor	67	45,796	43,118	32,100	60,724

[9] Comparative salaries for 16.01 Linguistic, comp & Rel Studies & Srvcs New Assistant Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[10] Comparative salaries for 38.01 Philosophy Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

Code/Title	N	Average	Median	Minimum	Maximum
40.06 Geological & Earth Sci/Geosciences					
Professor	76	87,595	81,515	63,780	126,612
Associate Professor[11]	528	73,054	73,263	33,463	110,085
Assistant Professor	58	56,972	55,600	40,692	89,775
New Assistant Professor	7	53,786	52,000	47,500	65,000
Instructor	14	46,371	45,625	33,300	60,336
40.08 Physics					
Professor	127	88,124	88,209	57,558	129,396
Associate Professor	118	67,602	66,040	50,241	86,354
Assistant Professor	108	55,909	55,602	43,000	74,771
New Assistant Professor	22	57,347	56,000	46,000	76,000
Instructor	31	48,381	47,383	38,732	56,853
[42.] PSYCHOLOGY					
42.01 General					
Professor	272	87,519	80,386	49,390	143,305
Associate Professor	227	62,945	61,755	44,951	84,809
Assistant Professor	240	52,854	52,168	40,248	73,005
New Assistant Professor[12]	177	56,078	54,000	41,895	122,700
Instructor	42	45,950	42,625	30,000	65,850
[45.] SOCIAL SCIENCES					
45.02 Anthropology[13]					
Professor	38	84,814	86,364	59,262	119,336
Associate Professor	40	62,882	61,183	53,941	71,375
Assistant Professor	38	51,628	52,363	42,500	60,825
New Assistant Professor	30	54,716	53,701	42,000	70,000
Instructor	50	39,533	38,071	30,000	63,000
45.07 Geography & Cartography[14]					
Professor	340	90,627	87,083	55,800	154,913
Associate Professor	54	65,768	64,492	51,951	80,316
Assistant Professor	52	55,446	52,942	46,219	67,500
New Assistant Professor	38	55,598	54,900	42,000	86,000
Instructor	75	42,408	42,537	31,010	54,747
45.10 Political Science & Government					
Professor	146	81,210	78,132	50,366	119,495
Associate Professor	138	63,733	63,266	42,752	75,908
Assistant Professor	159	51,932	50,832	40,866	69,080
New Assistant Professor	27	51,504	53,000	40,000	67,000
Instructor	32	43,776	42,832	34,500	56,005

[11] Comparative salaries for 40.06 Geological & Earth Sci/Geosciences Associate Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[12] Comparative salaries for 42.01 Psychology New Assistant Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[13] Comparative salaries for 45.02 Anthropology New Assistant Professor and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[14] Comparative salaries for 45.07 Geography & Cartography Professor, New Assistant Professor and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

Code/Title	N	Average	Median	Minimum	Maximum
45.11 Sociology					
Professor	109	83,616	78,026	63,139	126,128
Associate Professor	134	61,042	58,850	45,020	73,705
Assistant Professor	107	52,101	50,976	38,529	66,720
New Assistant Professor	15	55,685	54,000	40,000	80,000
Instructor	49	40,677	39,346	32,333	57,000
[50.] VISUAL AND PERFORMING ARTS					
50.05 Dramatic/Theatre Arts & Stagecraft					
Professor	50	76,162	77,187	55,005	90,772
Associate Professor	89	59,677	60,249	44,300	78,955
Assistant Professor	94	48,181	48,077	39,792	57,890
New Assistant Professor	13	48,734	47,333	41,000	56,000
Instructor	37	41,805	42,052	32,267	52,250
50.07 Fine & Studio Art					
Professor	141	72,657	73,015	58,764	100,849
Associate Professor	158	58,556	58,420	41,259	70,118
Assistant Professor	190	48,962	48,803	38,007	57,593
New Assistant Professor	28	50,179	49,846	38,000	60,000
Instructor	50	41,943	42,378	32,767	55,558
50.09 Music					
Professor	204	73,377	72,388	52,920	103,471
Associate Professor	229	58,629	57,015	44,310	86,803
Assistant Professor	211	49,081	48,532	37,353	58,887
New Assistant Professor	40	47,449	47,692	29,000	58,000
Instructor	82	43,960	41,663	28,860	70,136
[51.] HEALTH PROFESSIONS AND RELATED CLINICAL SCIENCES					
51.38 Nursing, Nursing Admin, Nursing Rsrch and Clinical Nursing					
Professor	92	87,775	84,812	66,923	121,978
Associate Professor	142	70,425	69,369	52,300	110,000
Assistant Professor	387	57,050	57,698	46,580	71,416
New Assistant Professor	22	55,945	56,547	43,094	67,200
Instructor	210	54,988	54,760	41,787	71,450
[52.] BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES					
52.01 General[15]					
Professor	269	142,847	121,191	57,217	218,203
Associate Professor	25	79,660	75,942	68,000	102,952
Assistant Professor	217	102,087	94,801	40,595	158,251
New Assistant Professor	23	97,381	86,920	51,000	160,833
Instructor	10	51,826	49,390	33,000	76,091
52.03 Accounting & Related Srvcs					
Professor	151	119,440	115,298	89,188	224,323
Associate Professor	145	103,615	105,261	64,346	130,465
Assistant Professor	94	105,364	99,734	50,733	150,020
New Assistant Professor	20	107,950	111,000	50,000	148,750
Instructor	98	59,687	61,974	39,294	74,756

[15] Comparative salaries for 52.01 General Business Professor, Assistant Professor, New Assistant Professor, and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

Code/Title	N	Average	Median	Minimum	Maximum
52.06 Managerial Economics[16]					
Professor	58	104,776	98,360	67,529	147,080
Associate Professor	46	81,869	84,089	65,613	101,304
Assistant Professor	28	81,024	77,864	66,777	93,488
New Assistant Professor	25	80,534	75,000	51,158	105,000
Instructor	39	54,398	52,393	41,324	91,000
52.08 Finance & Financial Mgt Srvcs[17]					
Professor	96	119,598	106,118	75,050	215,683
Associate Professor	85	110,703	109,506	63,300	155,496
Assistant Professor	65	101,916	95,000	69,651	154,675
New Assistant Professor	39	122,882	115,020	60,000	190,000
Instructor	95	58,409	55,337	36,835	159,285
52.14 Marketing					
Professor	87	114,830	111,468	74,712	178,802
Associate Professor	93	97,863	97,648	59,703	122,549
Assistant Professor	74	92,998	92,500	53,648	126,813
New Assistant Professor[18]	60	101,617	103,000	44,000	141,385
Instructor	44	61,331	60,623	43,500	83,500
[54.] HISTORY GENERAL					
54.01 History					
Professor	199	76,158	74,350	59,410	119,542
Associate Professor	222	59,826	59,509	44,366	74,507
Assistant Professor	246	49,878	49,080	40,166	60,957
New Assistant Professor	51	51,338	51,397	43,000	63,864
Instructor	69	40,039	39,767	29,067	78,851

[16] Comparative salaries for 52.06 Managerial Economics New Assistant Professor and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[17] Comparative salaries for 52.08 Finance & Financial Mgt Srvcs New Assistant Professor and Instructor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

[18] Comparative salaries for 52.14 Marketing New Assistant Professor did not appear in the Southeastern peer group report from CUPA-HR. Reported statistics were calculated using data from a National peer group of public institutions.

Appendix D: Salary Inequity Calculations (Personal Information Included)

(Tables in Appendix D are not provided in the World Wide Web version of this study in order to protect personally identifiable information)

Appendix E: Compression Adjustment Salary Inequities

(Tables in Appendix E are not provided in the World Wide Web version of this study in order to protect personally identifiable information)

Appendix F: Inequity Percentage Comparisons

(Tables in Appendix F are not provided in the World Wide Web version of this study in order to protect personally identifiable information)

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