



U N I V E R S I T Y O F
SOUTH CAROLINA[®]
A I K E N

Faculty Salary Study, 2011-2012
Conducted in June 2012

University of South Carolina Aiken

Dr. Sandra Jordan
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://web.usca.edu>

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

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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 2011-12 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, deans, and administrators, at USC Aiken dropped from \$55,822 in 2010-11 to \$55,525 in 2011-12, 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 2011-12 faculty salaries dropped in rank from #12 to #13 for Instructors and from #12 to #13 for Associate Professors; stayed constant at twelfth place for Assistant Professors, and rose in rank from #11 to #10 for Full Professors.
- The mean inequity percentage for all 2011-12 faculty salaries using the revised Botsch Folsom formula, with appropriate adjustments for Full Professors with less than the average time in rank, was -8.04%, indicating that faculty members at USC Aiken are paid less overall about 8% less than what their peers are being paid. The mean salary of Instructors was 6.92% below the expected salary. For Assistant Professors the mean inequity percentage was -8.82%. The inequity percentage for Associate Professors was -6.82%. For Full Professors, the inequity percentage dropped to -10.28% (after special adjustments were made for faculty with less than 10 years of service).
- Positive adjustments of faculty salaries to fully address compression adjusted inequity would require \$807,722 in salary and \$277,857 in institutionally paid benefits for a total of \$1,085,579 in additional annual expenditures.
- Although males had a slightly higher average salary than females (\$58,471 compared to \$51,499), 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 7.6% below expectation while males had salaries that were 8.4% 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 7.4% below expectation and white faculty had salaries that were 8.4% below expectation. There was no evidence of higher level interactions of race with gender or rank.
- The mean compression adjustment inequity percentage in 2011-12 was -7.84%, up from -10.0% in 2010-11. 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 conducted this year in accord with suggestions made by the Faculty Welfare Committee. The 2012 study of 2011-12 faculty salaries replicates the methodology of last year's study. Like last year, institutions in Florida are included in 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, faculty salaries were converted to "9-month" equivalent salaries (e.g., faculty with 12 month contracts had their salaries adjusted by 0.75). 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 has the effect of making the model non-linear within professorial ranks. To assist in interpretation, both the old linear model and the new non-linear model requested by the Faculty Welfare Committee have been delineated. This year, compression indices were calculated for the first time for faculty who hold the rank of instructor or senior instructor.

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 the 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 given other modifications that have been adopted the last couple of years indicates that this additional calculation may no longer be required; it is nevertheless included in accord with Faculty Welfare Committee's recommendation.

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:

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

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

Average 2011-12 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 May of 2012. 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 peers on a National basis (see Appendix C).

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 (2012) 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 South Carolina as reported in the American Library Association Survey Report (Grady, 2012); 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 and inequity calculations 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 original formula to generate the inequity percentage was published in Botsch & Folsom (1989, p. 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:

$$\text{TAPGA} = \text{PGA} + \text{YRINC} (\text{TIMRNK} - \text{AVTIMRNK}), \text{ where}$$

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 (0.8%) multiplied by the PGA. To facilitate the examination of the impact of this “non-linear” approach to the linear model proposed by the original Botsch Folsom formula, the yearly increment was also calculated as the average percentage raise over the past five years multiplied by the average salary at each rank (collapsing across disciplines) and then rounded to the nearest \$100. These resulting increments appear in Table 1.

Table 1. Yearly Increment by Rank for 2011-12

Rank	Yearly Increment
Instructors	\$300
Assistant Professors	\$400
Associate Professors	\$500
Full Professors	\$600

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 6 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 11 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 2011-12 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 11 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 last year and again this year has an additional effect of changing the model from a linear to a non-linear model. The switch from the use of a 10 year average of percentage raises to a 5 year average adopted by the Faculty Welfare Committee two years ago is having the predicted effect of resulting in a much more variable model year to year. Due to the fact that there have been no legislated increases in salary in 3 of the past 5 years, the annual adjustment about the means for each rank has changed from 2.8% to 0.8% over the past

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.

three annual studies. As a result, the Botsch-Folsom function has become a flatter function at each professorial rank, and what was once a noticeable salary decrease in the predicted values when one was promoted from Associate Professor to Full Professor is now a noticeable increase. Nevertheless, the special “under-mean adjusted” equity calculation was conducted in keeping with expectations of the Faculty Welfare Committee, resulting in downward adjustments of predicted salaries this year.

The special calculation formula is:

$$\text{SpecSal}_{\text{FP}} = \text{BFSal}_{\text{Assoc}} + [(\text{YrsRank}_{\text{FP}} / \text{YrsMean}_{\text{FP}}) \times (\text{MeanSal}_{\text{FP}} - \text{BFSal}_{\text{Assoc}})], \text{ where}$$

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

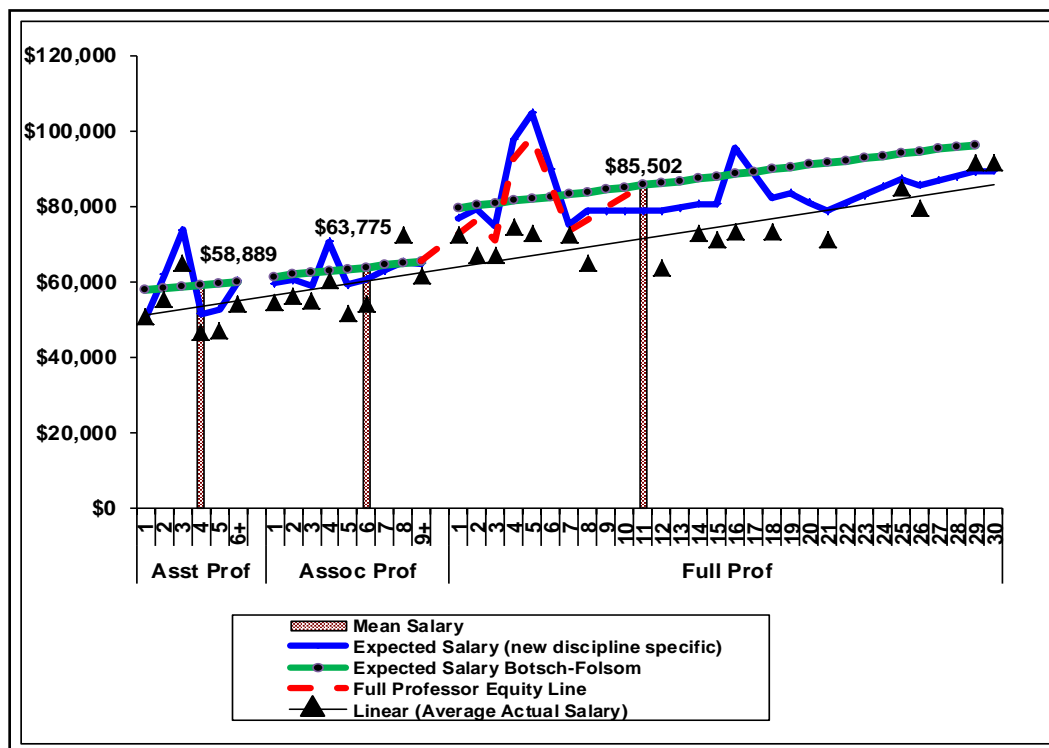
Yrs_{FP} indicates the faculty member’s years in rank as a Full Professor

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 resulting “under-mean adjusted” equity is represented as the dotted red line in Chart 1.

Chart 1. Representation of *Actual* Average Faculty Salaries in Fall 2011 By Time in Rank Compared to Average Botsch Folsom Predicted Salaries



⁴ Prior to the 2009 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 6 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 current peer comparison group, the average starting nine-month salary for a new Assistant Professor of Accounting was \$109,336, which was about 8% higher than the mean salary of \$101,098 for all Assistant Professors in the discipline and almost 9% higher than the mean salary of \$100,492 for all Associate Professors in this discipline. Indeed, the mean salary of Full Professors was just 4% 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 – 2011-12 CUPA Peer Group Mean Salaries (Accounting & Related Services)

52.03 Accounting & Related Svcs	Comparison Group Statistics from CUPA (Based on Reported Average Salaries)		
	N	Average	% of New Asst Prof
Professor	130	\$113,704	104%
Associate Professor	116	\$100,492	91%
Assistant Professor	70	\$101,098	92%
New Assistant Professor	16	\$109,336	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 2011-12 were obtained from AAUP (2012) (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 12 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, 2011-12

Academic Rank	Mean Salary	Percentage of Asst. Professor Salary
Full Professor	\$84,524	147
Assoc. Professor	\$69,021	120
Asst. Professor	\$57,348	100
Instructor	\$46,682	81

Data Source: 11-12 AAUP Report on the Economic Status of the Profession

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 2011-12 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 2011-12 salary study were calculated using the National mean starting salary of \$57,348 for Assistant Professors (see Table 3). In accord with Faculty Welfare requests, compression was calculated for Instructors this year for the first time. The same normative methodology used for other ranks was employed ensuring that the average time in rank of 7 years for instructors was 81% of an Assistant professor's salary.

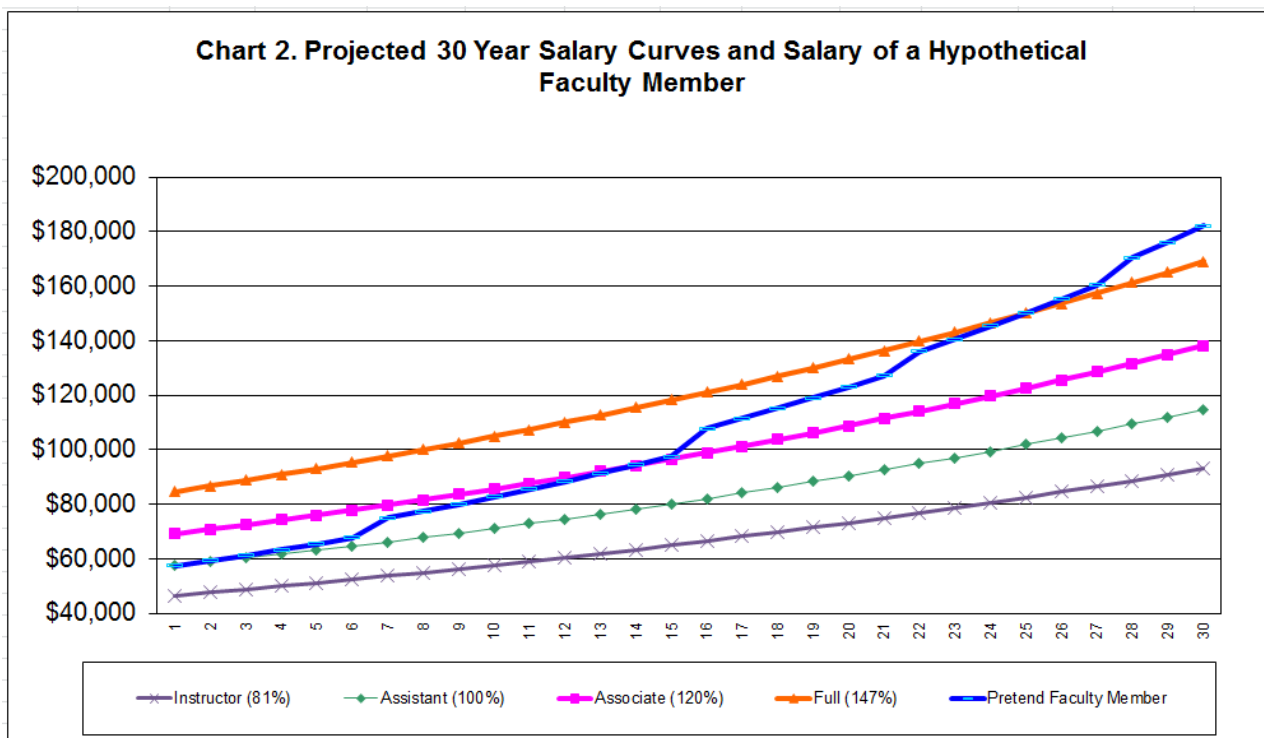
Table 4. Compression Adjustment Percentages By Rank and Years in Rank Used in the 2011-12 Salary Study

Years in Rank	Percent Adjustment of Actual Salary to Mean Assistant Professor Salary			
	Instructor	Assistant Professor	Associate Professor	Full Professor
1	71.59%	100.00%	113.14%	131.28%
2	72.24%	100.91%	114.17%	132.47%
3	72.90%	101.83%	115.21%	133.68%
4	73.56%	102.75%	116.26%	134.89%
5	74.23%	103.69%	117.31%	136.12%
6	74.91%	104.63%	118.38%	137.36%
7	81.00%	104.63%	119.46%	143.53%
8	81.74%	104.63%	120.55%	144.84%
9	82.48%	104.63%	121.64%	146.16%
10	83.23%	104.63%	121.64%	147.49%
11	83.99%	104.63%	121.64%	148.83%
12	84.75%	104.63%	121.64%	150.19%
13	85.52%	104.63%	121.64%	155.82%
14	86.30%	104.63%	121.64%	157.24%
15	87.09%	104.63%	121.64%	158.67%
16	93.98%	104.63%	121.64%	160.11%
17	94.84%	104.63%	121.64%	161.57%
18	95.70%	104.63%	121.64%	163.04%
19	96.57%	104.63%	121.64%	163.04%
20	97.45%	104.63%	121.64%	163.04%
21	98.34%	104.63%	121.64%	163.04%
22	102.76%	104.63%	121.64%	163.04%
23	103.70%	104.63%	121.64%	163.04%
24	104.64%	104.63%	121.64%	163.04%

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.

To illustrate, 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 2.42% 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, in keeping with current practice at USC Aiken. 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 11 years in rank would require an average annual salary increase of 3.35%.



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 2012 salary inequity study limits the compression adjustment formula to 163.04% of the Assistant Professor Salary (or approximately 10% more than the normatively calculated Full Professor's average salary).

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, 2010, and 2011. 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
2011-12	74.9	59.1	52.0	41.7	55.5

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).

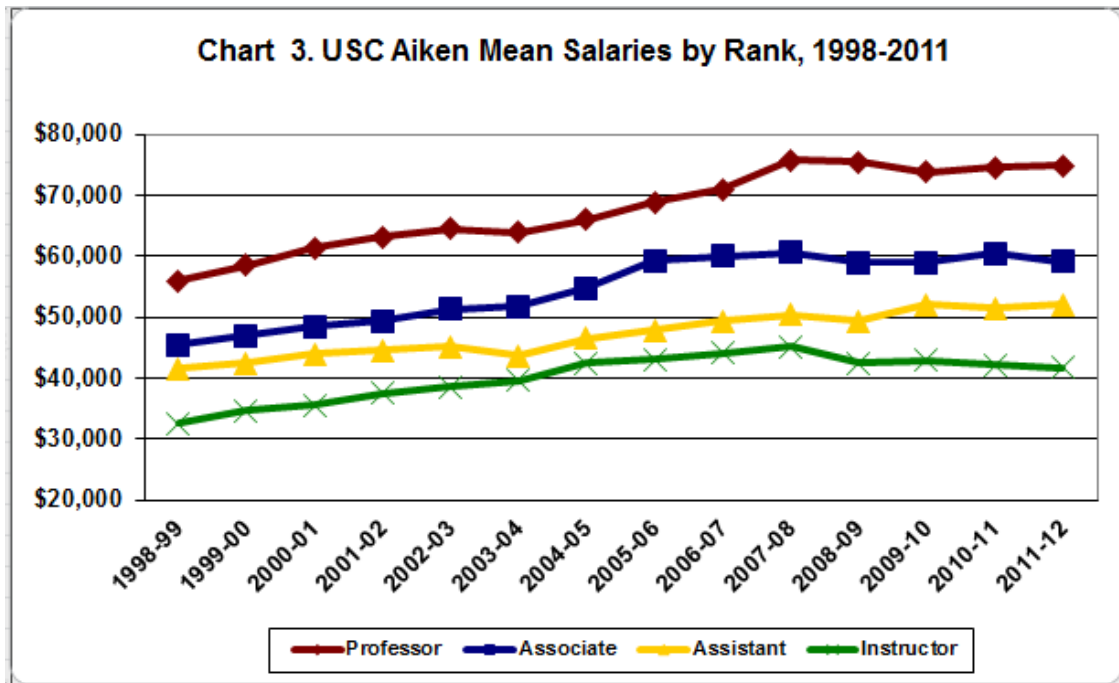


Table 6. 2011-12 Faculty Salaries (\$000) by Rank in South Carolina Institutions

Institution	Class	Full Professor	Associate Prof.	Assistant Prof.	Instructor
U of South Carolina Columbia	I	116.9	80.6	72.1	45.6
Clemson U	I	108.0	79.0	70.3	54.3
Furman U	IIB	95.3	69.0	61.9	--
Wofford C	IIB	83.3	67.4	59.2	49.1
Coastal Carolina U	IIB	84.2	70.5	58.2	46.1
Citadel	IIA	86.4	70.0	57.5	45.0
C of Charleston	IIA	82.3	65.0	59.1	49.2
Presbyterian C	IIB	66.4	63.4	58.5	---
Francis Marion U	IIA	77.9	61.3	54.1	48.4
U of South Carolina Beaufort	III	74.9	60.4	54.4	47.3
U of South Carolina Upstate	IIB	73.7	61.9	52.1	47.0
Converse C	IIB	69.0	55.1	50.4	—
Claflin U	IIB	68.3	62.6	51.7	45.2
U of South Carolina Aiken	IIB	74.9	59.1	52.0	41.7
U of South Carolina Lancaster	III	65.6	58.8	46.0	48.0
Charleston Southern U	IIB	66.4	55.5	51.3	44.6
Lander	IIB	67.8	54.1	48.9	40.3
Coker College	IIB	58.7	51.9	45.7	—
U of South Carolina Sumter	III	69.9	54.3	48.7	35.3
Columbia C	IIB	57.0	52.5	45.0	—
Limestone C	IIB	60.2	50.4	51.1	41.3
U of South Carolina Salkehatchie	III	—	47.1	45.7	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 2011-12 faculty salaries dropped in rank from #12 to #13 for Instructors and from #12 to #13 for Associate Professors; stayed constant at twelfth place for Assistant Professors, and rose in rank from #11 to #10 for Full Professors.

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.

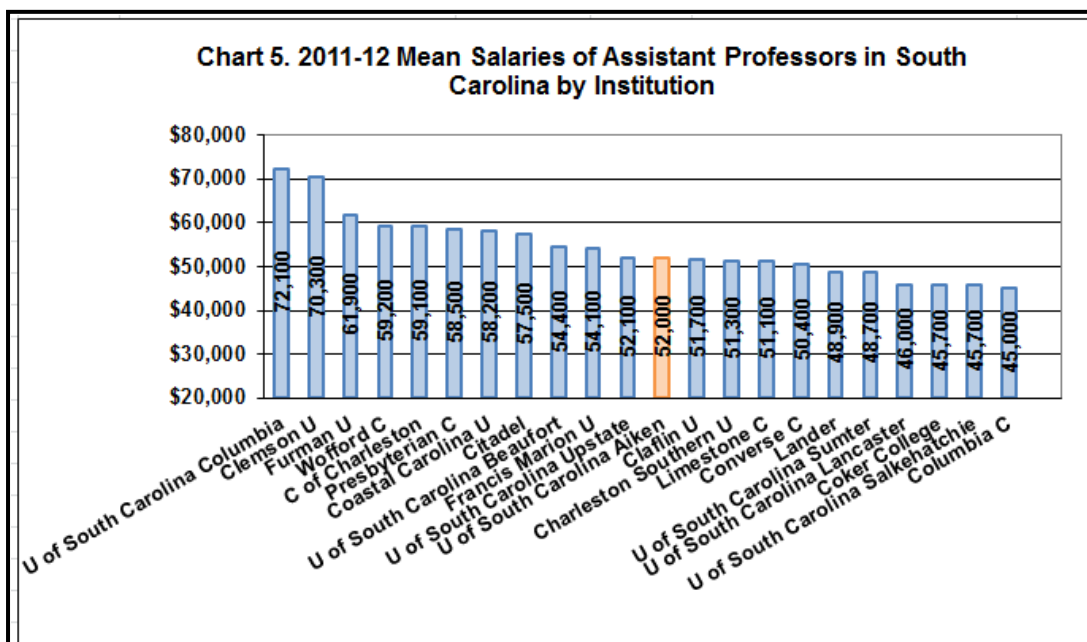
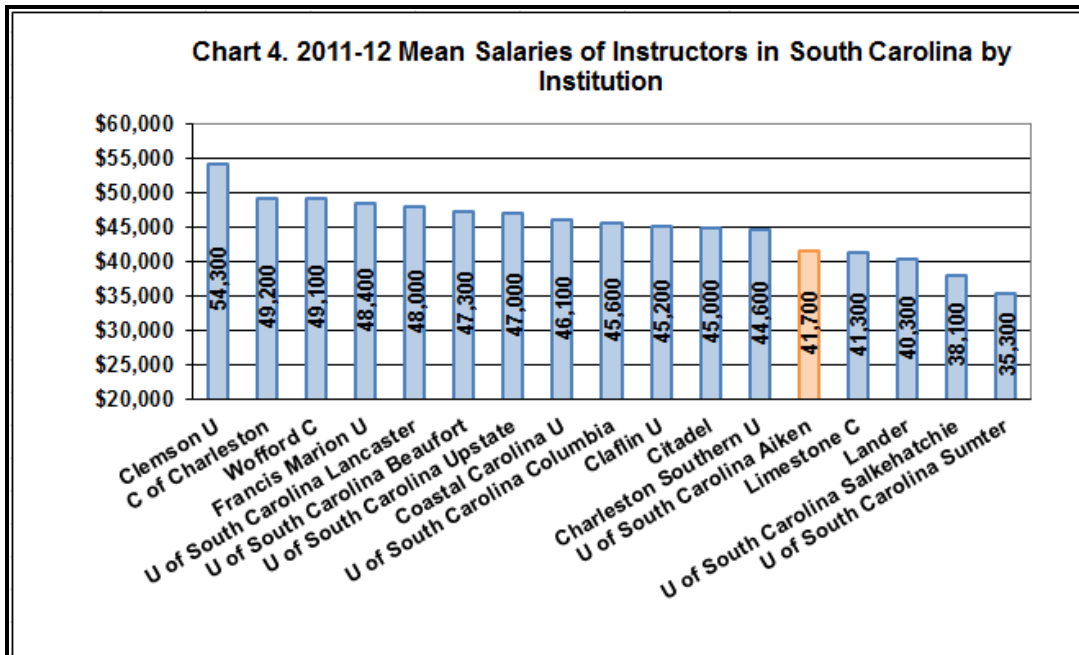


Chart 6. 2011-12 Mean Salaries of Associate Professors in South Carolina by Institution

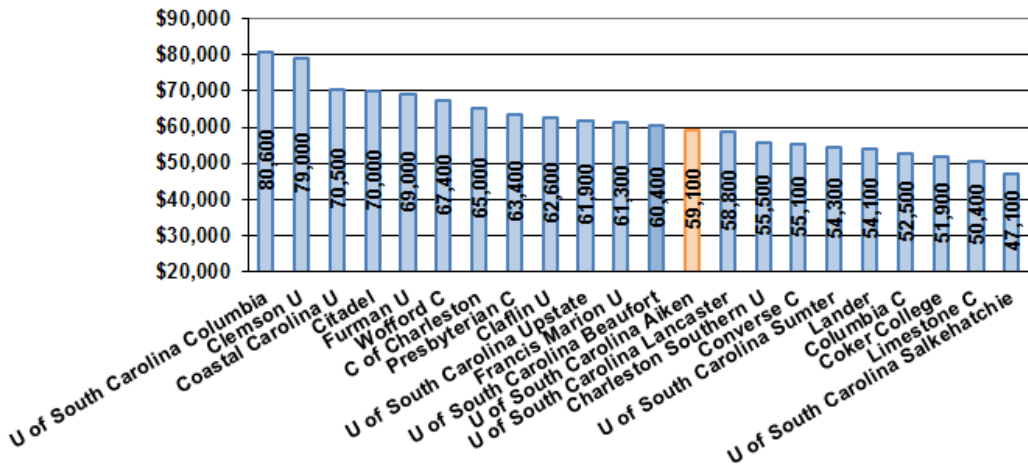
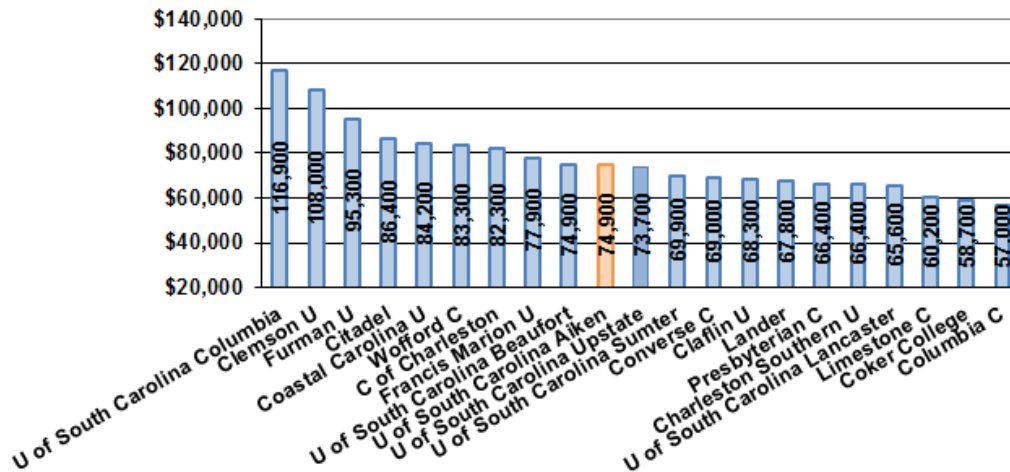


Chart 7. 2011-12 Mean Salaries of Full Professors in South Carolina by Institution



Competitiveness Comparisons

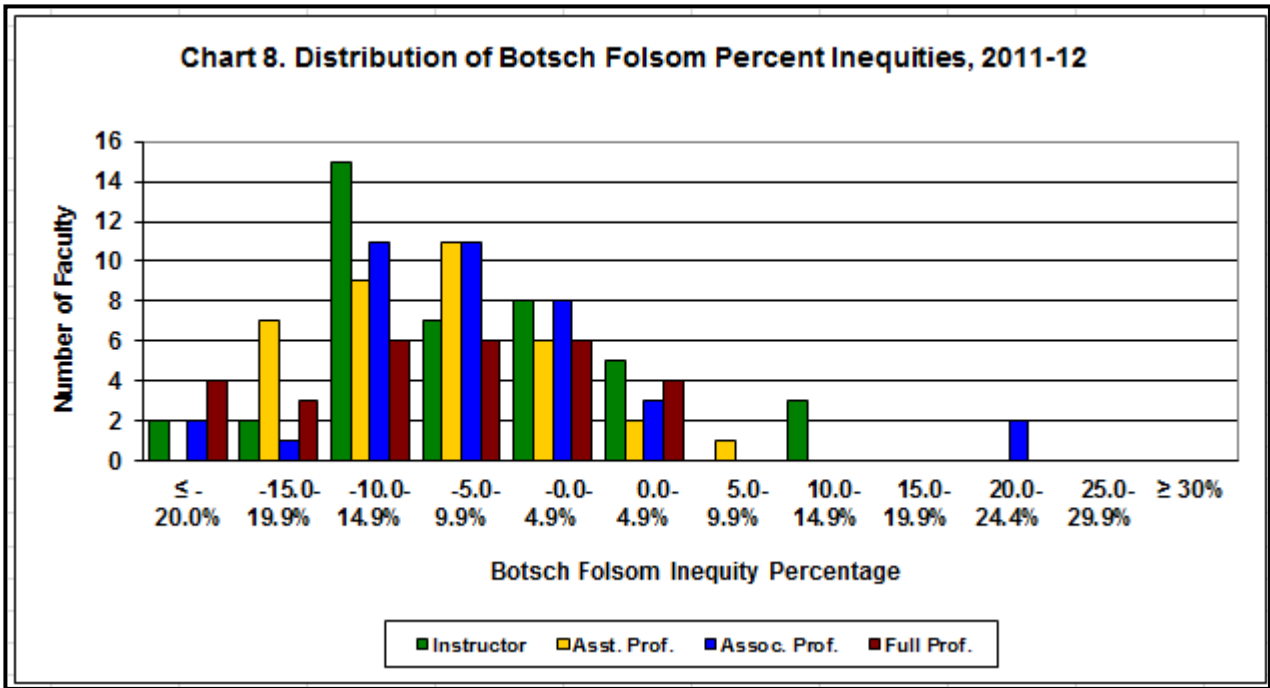
The mean inequity percentage for all 2011-12 faculty salaries using the revised Botsch Folsom formula, with appropriate adjustments for Full Professors with less than the average time in rank, was -8.04%, indicating that faculty members at USC Aiken are paid less overall about 8% less than what their peers are being paid. This represents an improvement over last year; in 2009-10 the Botsch Folsom inequity percentage was -10.0%. The change was due to a combination of retirements, modest merit based adjustments to salaries in the Fall 2011 semester and hiring of new faculty at the peer average.

There was no evidence that the mean inequity percentages vary by faculty rank using the discipline specific peer group average methodology ($F(3,129)=0.802, p.>.49$). The mean salary of Instructors was 6.92% below the expected salary. For Assistant Professors the mean inequity percentage was -8.82%. The inequity percentage for Associate Professors was -6.82%. For Full Professors, the inequity percentage dropped to -10.28% (after special adjustments were made for faculty with less than 10 years of service).

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

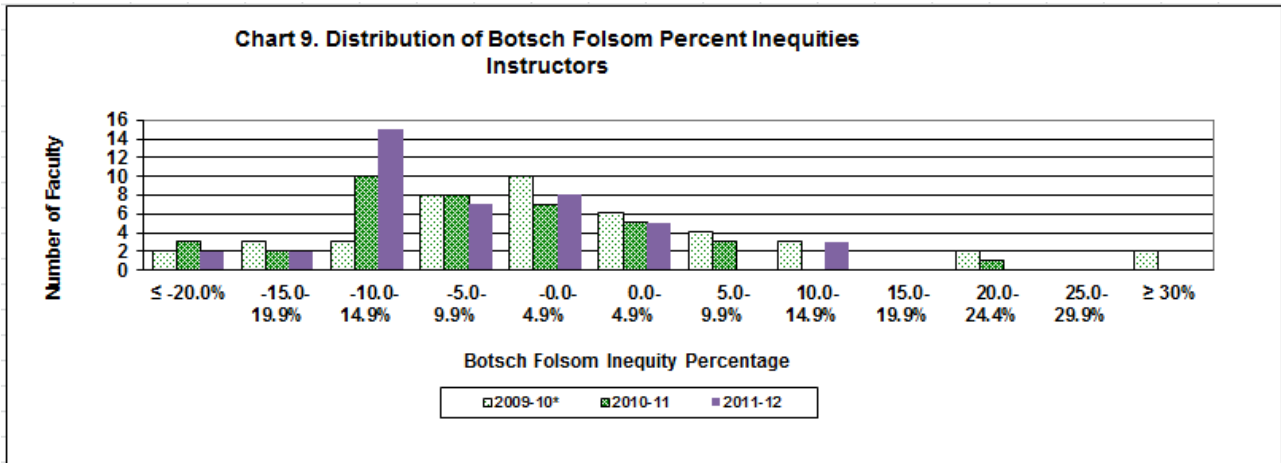
Inequity Ranges	Number of Faculty														
	Instructor			Asst. Prof.			Assoc. Prof.			Full Prof.			Grand Total		
	2008-09*	2009-10	2010-11	2008-09*	2009-10	2010-11	2008-09*	2009-10	2010-11	2008-09*	2009-10	2010-11	2008-09*	2009-10	2010-11
≤ -20.0%	2	3	2					6	2	2	9	4	4	18	8
-15.0-19.9%	3	2	2	1	7	7	2	2	1	4	5	3	10	16	13
-10.0-14.9%	3	10	15	6	11	9	5	6	11	8	8	6	22	35	41
-5.0-9.9%	8	8	7	10	16	11	9	8	11	5	5	6	32	37	35
-0.0-4.9%	10	7	8	12	7	6	10	9	8	6		6	38	23	28
0.0-4.9%	6	5	5	6		2	5	2	3	1	1	4	18	8	14
5.0-9.9%	4	3				1	5	1		1			10	4	1
10.0-14.9%	3		3	2			1			1			7	0	3
15.0-19.9%							1			1			2	0	0
20.0-24.4%	2	1						1	2				2	2	2
25.0-29.9%													0	0	0
≥ 30%	2			1			1	1					4	1	0
Grand Total	43	39	42	38	41	36	39	36	38	29	28	29	149	144	145

*Inequity percentage ranges calculated using previous non-discipline specific methodology

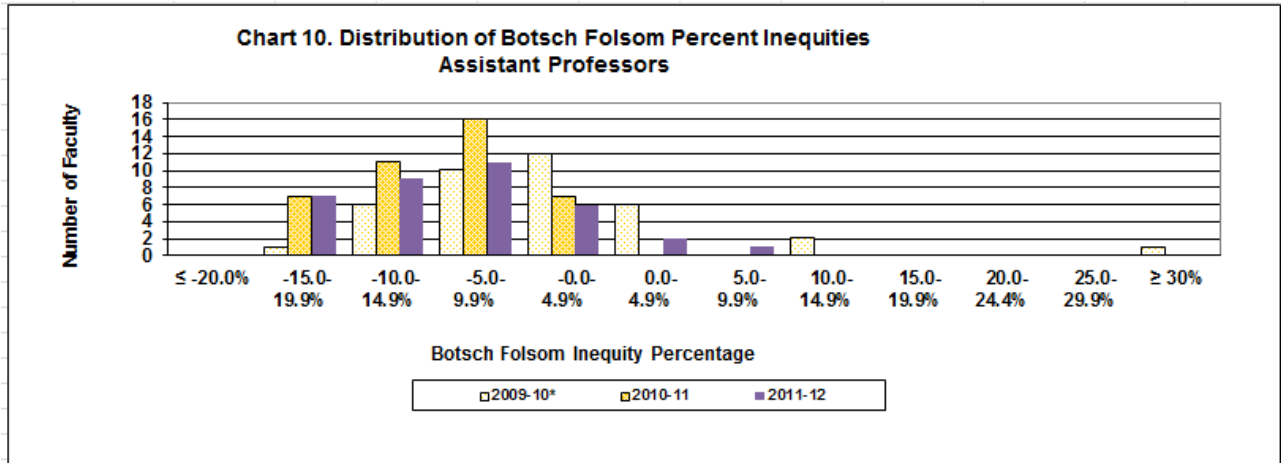


Paid less than expected
Paid more than expected

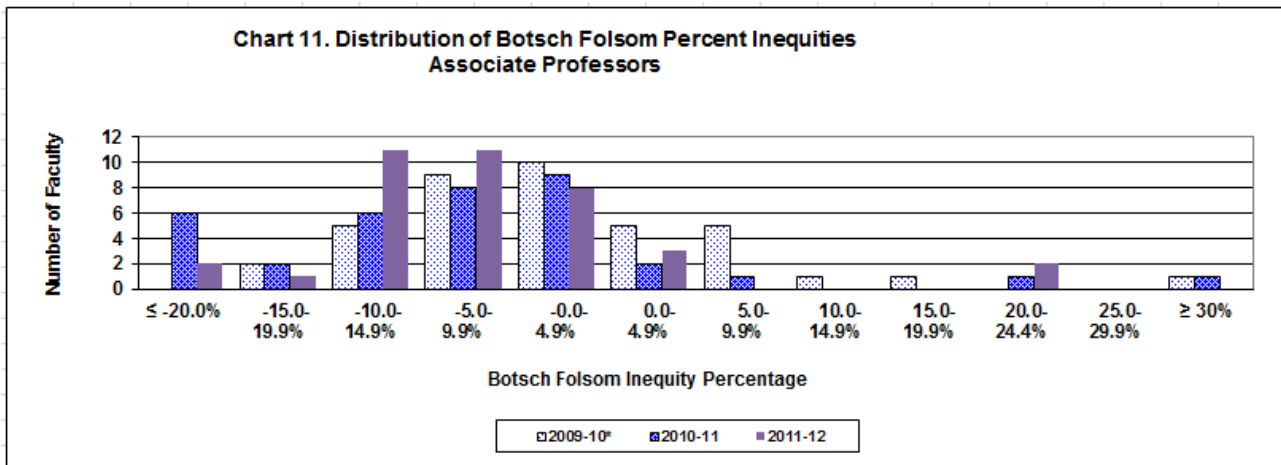
Visual examination of the distribution of inequity percentages by rank (see Chart 8) indicates that the inequities generated by the Botsch Folsom formula have clustered in the -20% to +5% inequity range. This represents a slightly positive shift in the entire distribution from last year. Distributions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



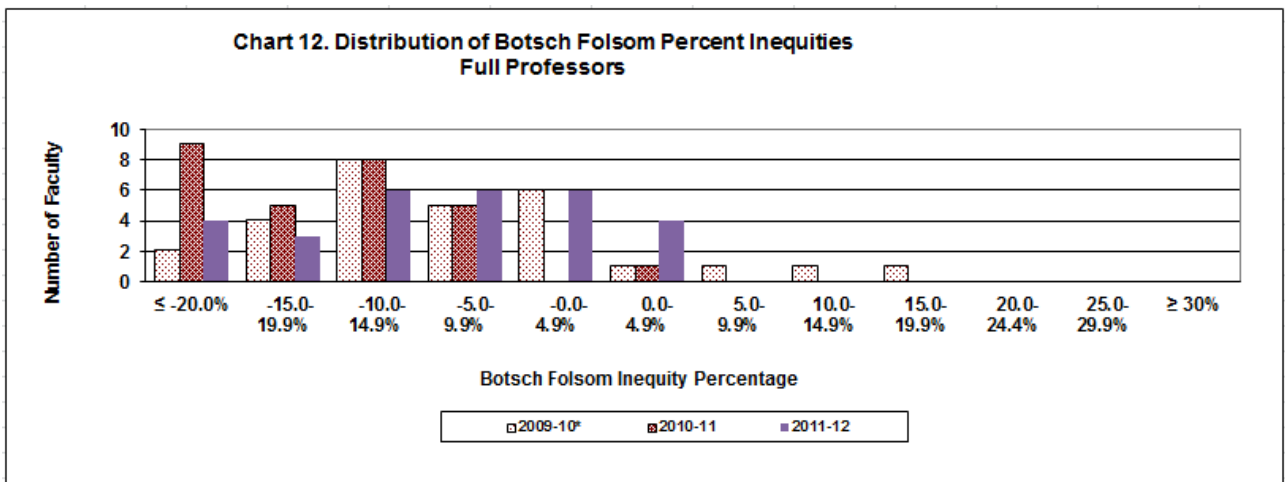
*Inequity percentage ranges calculated using previous non-discipline specific methodology



*Inequity percentage ranges calculated using previous non-discipline specific methodology



*Inequity percentage ranges calculated using previous non-discipline specific methodology



*Inequity percentage ranges calculated using previous non-discipline specific 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 [$F(1,129)=0.002, p.>.96$]. 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

	Rank	Female		Male		Total	
		N	Mean % Ineq	N	Mean % Ineq	N	Mean % Ineq
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%
2011-12	Instructor	26	-6.5%	16	-7.6%	42	-6.9%
	Asst. Prof.	18	-8.0%	18	-9.6%	36	-8.8%
	Assoc. Prof.	14	-6.8%	24	-6.8%	38	-6.8%
	Professor	8	-11.5%	21	-9.8%	29	-10.3%
	Total	66	-7.6%	79	-8.4%	145	-8.0%

Table 9. Average Salaries by Gender and Rank

	Rank	Female		Male		Total	
		N	Average Salary	N	Average Salary	N	Average Salary
2011-12	Instructor	26	\$43,183	16	\$39,389	42	\$41,738
	Asst. Prof.	18	\$50,726	18	\$55,629	36	\$53,178
	Assoc. Prof.	14	\$57,229	24	\$59,273	38	\$58,520
	Professor	8	\$70,239	21	\$74,528	29	\$73,345
	Total	66	\$51,499	79	\$58,471	145	\$55,298

Together, Tables 8 and 9 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

As found over the past two Faculty Salary studies, there was no evidence of a statistically significant effect of race on the inequity statistic calculated using this year’s methodology [$F(1,129) = 0.802, p=.495$]. 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 adopted in 2009 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 2011-12, 38 out of 145 faculty members indicated their ethnicity as ‘other than white’ (26.2%). 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

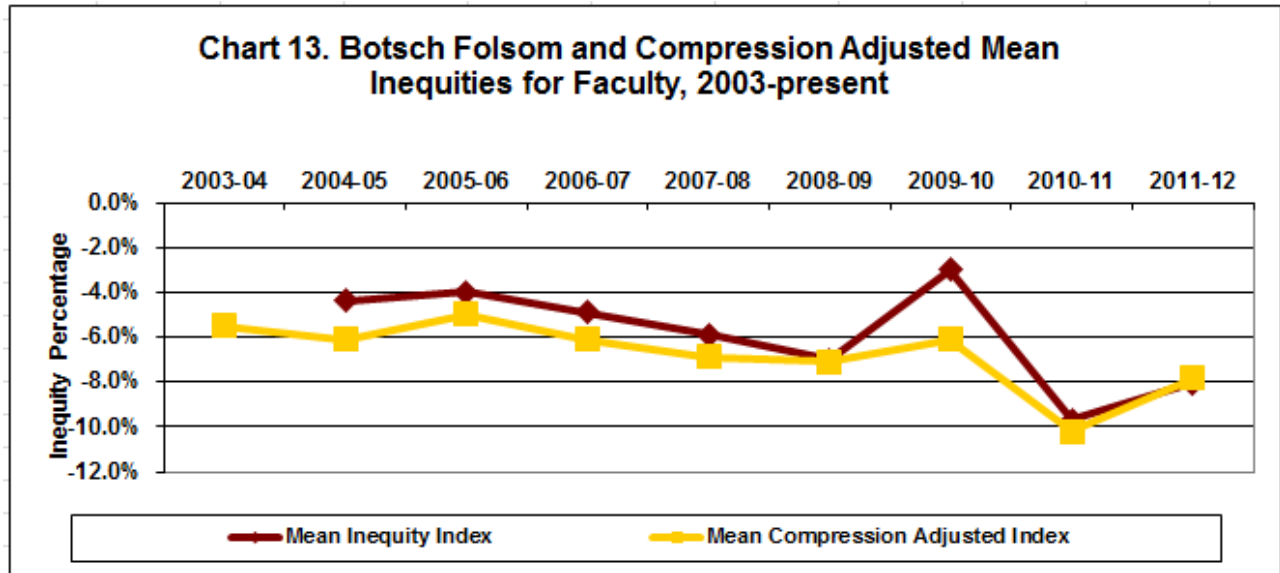
	Rank	White		Nonwhite		Total	
		N	Mean % Ineq	N	Mean % Ineq	N	Mean % Ineq
2009-10	Instructor	32	-2.4%	11	5.4%	43	-0.4%
	Asst. Prof.	27	-3.1%	11	-3.3%	38	-3.2%
	Assoc Prof.	24	-1.9%	15	-2.3%	39	-2.1%
	Professor*	26	-7.8%	3	-8.8%	29	-7.9%
	Total	109	-3.8%	40	-1.0%	149	-3.0%
2010-11	Instructor	29	-8.6%	10	-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%
2011-12	Instructor	30	-7.6%	12	-5.3%	42	-6.9%
	Asst. Prof.	26	-8.1%	10	-10.7%	36	-8.8%
	Assoc Prof.	27	-7.7%	11	-4.6%	38	-6.8%
	Professor	24	-9.9%	5	-12.0%	29	-10.3%
	Total	107	-8.3%	38	-7.4%	145	-8.0%

Table 11. Average Salaries by Race and Rank

	Rank	White		Nonwhite		Total	
		N	Average Salary	N	Average Salary	N	Average Salary
2011-12	Instructor	30	\$42,131	12	\$40,754	42	\$41,738
	Asst. Prof.	26	\$50,670	10	\$59,697	36	\$53,178
	Assoc. Prof.	27	\$57,982	11	\$59,840	38	\$58,520
	Professor	24	\$72,380	5	\$77,977	29	\$73,345
	Total	107	\$54,991	38	\$56,162	145	\$55,298

Compression Adjusted Salary Comparisons

The mean compression adjusted inequity percentage for all faculty in 2011-12 was -7.84%, up from -10.0% last year. Care must be taken when comparing compression adjusted indices across the years since this is the first year Instructors are included in these calculations.



All ranks showed significant drops in the mean compression inequity rates over last year. The 2011-12 mean compression inequity percentage for Instructors was -2.4%. For Assistant Professors, it was -11.23, up slightly from -12.3% in 2010-11. The 2011-12 mean compression adjustment inequity percentage for Associate Professors was -7.78%, up from -8.3% in 2010-11. For Full Professors, the 2011-12 mean compression inequity percentage was -11.59, slightly down from -11.4 in 2010-11. There were significant differences in compression across rank [$F(3,129) = 3.922$, $p = .01$]. Tukey HSD post-hoc analysis indicated no evidence of a difference in compression indices for Assistant Professors, Associate Professors and Full Professors, but Assistant Professors and Full professors were significantly lower than Instructors (Tukey HSD, $p < .05$).

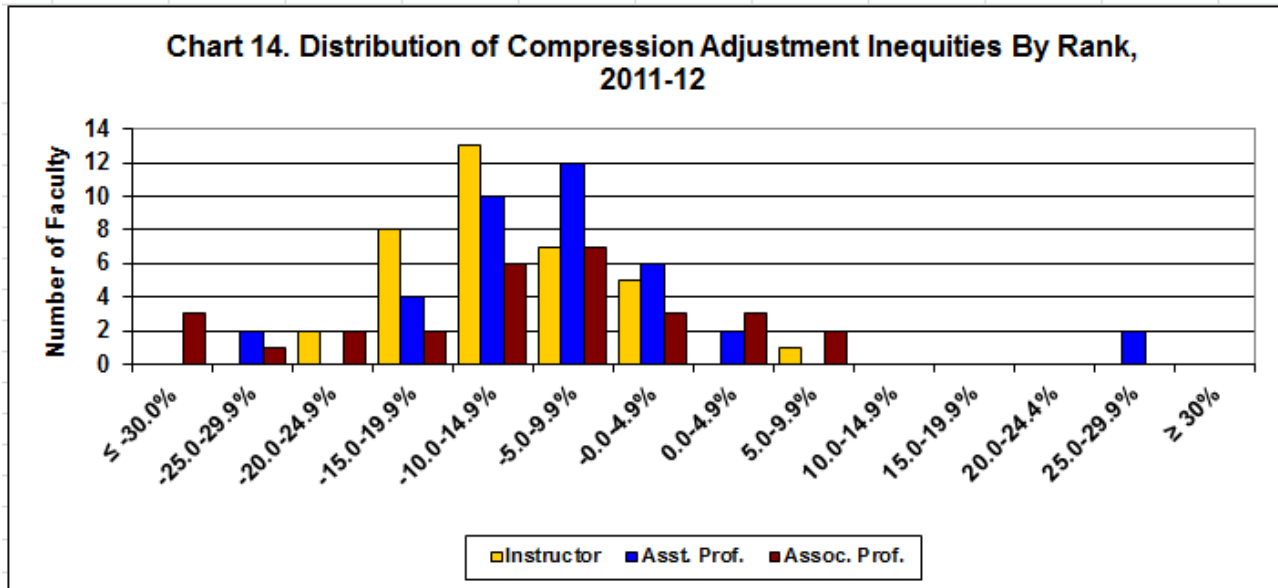
As has been observed in the past, the most significant patterns of compression appeared to correspond to faculty discipline more than rank [$F(27,129) = 9.208$, $p < .001$] (see Table 12). The 2011-12 salaries of 15 faculty members generated compression adjusted inequity percentages that were more than 20% below the expect salary – this is more than double the number of faculty who fell within this range two years ago. The 2011-12 salaries of another 47 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 62 faculty with compression inequities of at least 10% below expected salaries, 26 were in the College of Sciences, 17 were in the College of Humanities and Social Sciences, 11 were in the School of Business, and 7 were in the School of Education. The disciplinary distribution of compression adjustment inequity percentages essentially represents disciplines in which salary compression has occurred in the marketplace, such as business and science fields. Among the salaries in the moderate compression group between 10% and 20% inequity, there was significantly more disciplinary variation.

Table 12. Compression Adjusted Inequity Percentages by Discipline

Discipline	Average Compression Index			
	2011-12	2010-11	2009-10	2008-09
Marketing	-33.05%	-32.83%	-30.90%	-24.80%
Managerial Economics	-25.32%	-27.89%	-28.10%	-29.40%
Finance & Financial Management Services	-28.89%	-32.13%	-22.40%	-25.40%
Computer & Information Sciences and Support Services	-24.73%	-26.13%	-19.60%	-25.00%
Accounting & Related Services	-27.90%	-15.61%	-16.60%	-16.60%
Geography & Cartography	-16.50%	-21.59%	-16.00%	-18.80%
Engineering	-19.21%	-18.16%	-21.00%	-8.50%
Chemistry	-12.64%	-12.79%	-5.50%	-24.70%
Psychology	-14.30%	-14.80%	-11.30%	-15.10%
Music	-9.25%	-10.52%	-11.30%	-11.80%
General Business	-26.35%	-24.70%	0.20%	9.80%
Education	-9.20%	-10.88%	-10.00%	-7.00%
Philosophy	-10.59%	-10.10%	-6.90%	-7.90%
Fine & Studio Art	-10.39%	-8.68%	-8.20%	-7.70%
Anthropology	-1.27%	-4.25%	-15.10%	-10.70%
Biological & Biomedical Sciences	-10.18%	-7.63%	-6.20%	-6.70%
Dramatic/Theatre Arts & Stagecraft	-9.89%	-6.63%	-5.90%	-5.50%
Political Science & Government	-5.89%	-6.81%	-3.10%	-6.10%
Sociology	-3.32%	-7.17%	-5.60%	-3.80%
Geological & Earth Science/Geosciences	-9.01%	-5.25%	-2.40%	-3.00%
English Language & Literature/Letters	-5.67%	-4.40%	-2.90%	-3.40%
Communication, Journalism & Related Programs	-10.42%	-3.36%	-3.10%	2.10%
Nursing	8.50%	-9.96%	-6.00%	-7.30%
History	-3.71%	-4.04%	-1.10%	-3.50%
Mathematics	-3.78%	-0.96%	0.00%	-1.60%
Physics	-4.98%	-2.28%	2.80%	-1.80%
Health & Physical Education / Fitness	-4.77%	3.52%	4.40%	-0.80%
Foreign Languages, Literatures, & Linguistics	3.95%	11.48%	14.80%	9.40%

Table 13. Number of Faculty by Compression Adjusted Inequity Percentage Ranges 2009-present

Compression Inequity Adjustment Percentage	Number of Faculty																	
	Instructor			Asst. Prof.			Assoc. Prof.			Full Prof.			Total					
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12			
≤ -30.0%			4			0			2		0	2	3	3	2	5	7	
-25.0-29.9%			0			0			2		1	2		1	1	2	2	3
-20.0-24.9%			1			2			2		0	2	1	2	4	3	5	
-15.0-19.9%			0	3		8	8		1	5	4	4	2	2	8	15	14	
-10.0-14.9%			4	9		19	13		8	7	10	3	7	6	20	33	33	
-5.0-9.9%			7	16		10	7		12	7	12	6	4	7	34	21	33	
-0.0-4.9%			9	5		2	5		4	10	6	4	7	3	13	19	23	
0.0-4.9%			4	2			0		5	2	2	1	2	3	8	4	9	
5.0-9.9%			6	2			1		4			3	1	2	9	1	9	
10.0-14.9%			4							1		1			1	1	4	
15.0-19.9%			0									3			3	0	0	
20.0-24.4%			1	1											1	0	1	
25.0-29.9%			2								2				0	0	4	
≥ 30%			0						1	1					1	1	0	
Total			42	38	41	36	39	36	38	29	28	29	106	105	145			



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 -18.

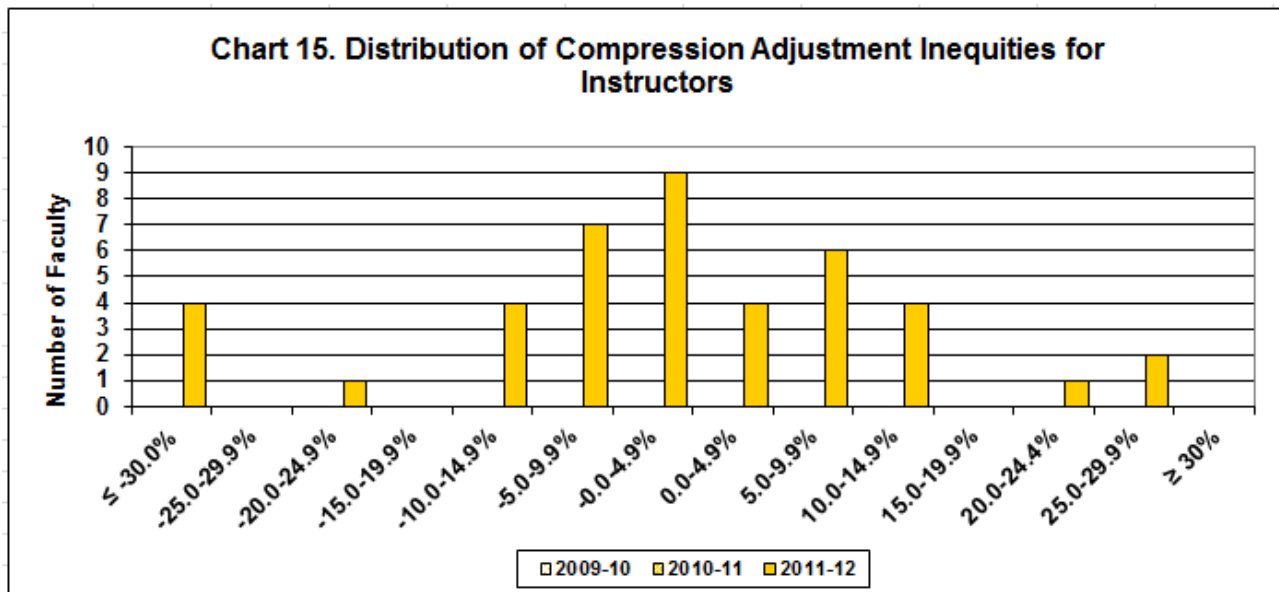


Chart 16. Distribution of Compression Adjustment Inequities for Assistant Professors

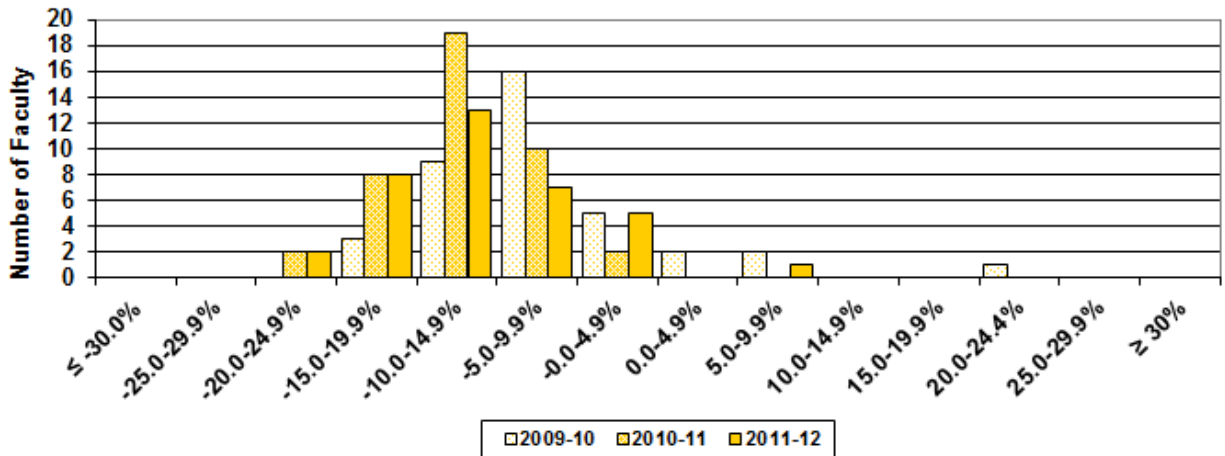


Chart 17. Distribution of Compression Adjustment Inequities for Associate Professors

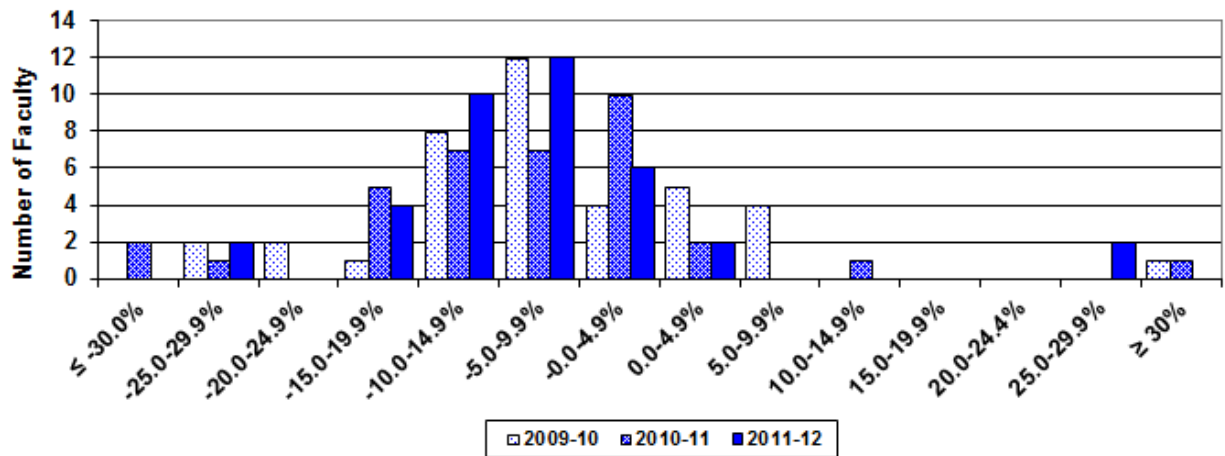
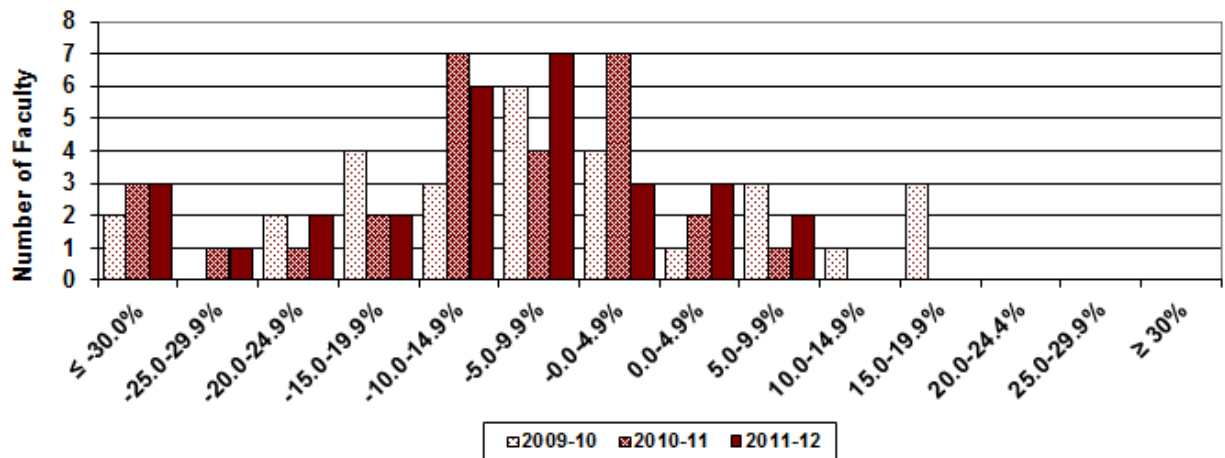


Chart 18. Distribution of Compression Adjustment Inequities for Full Professors



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 adjusted inequity rates to similar levels. Benefits costs were estimated using 34.40% of the salary. In all 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 adjusted inequity amounts are not independent. Addressing compression sensitive inequity levels will have an impact on inequity and vice versa for faculty.

Table 14. Annual Cost to Reduce Inequity

Maximum inequity target	Salary	Benefits	Total
within 20%	\$ 47,243	\$ 16,251	\$ 63,494
within 15%	\$ 90,411	\$ 31,102	\$ 121,513
within 10%	\$ 199,509	\$ 68,631	\$ 268,140
within 5%	\$ 418,956	\$ 144,121	\$ 563,077
0%	\$ 962,913	\$ 246,460	\$ 1,209,373

Table 15. Annual Cost to Reduce Compression-adjusted Inequity

Compression-adjusted inequity target	Salary	Benefits	Total
within 20%	\$ 91,846	\$ 31,595	\$ 123,441
within 15%	\$ 160,245	\$ 55,124	\$ 215,369
within 10%	\$ 285,751	\$ 98,298	\$ 384,049
within 5%	\$ 507,449	\$ 174,562	\$ 682,011
0%	\$ 807,722	\$ 277,857	\$ 1,085,579

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Appendix A: Legislated Percent Increases & Inflation 1987-2011

Table A1. Legislated Percent Increases for South Carolina State Employees 1987-2011 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
2011	0.00	0.80	1.50	3.20	2.20	2.42

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 Adjusted Percent Inequity
191	Instructor	21	-11.75	-43.76
165	Instructor	3	-0.20	-32.74
103	Instructor	9	-31.67	-32.18
102	Instructor	6	-36.37	-30.55
147	Instructor	28	-5.01	-22.94
136	Instructor	20	-7.54	-12.04
120	Instructor	9	-12.37	-10.91
159	Instructor	19	-7.22	-10.34
123	Instructor	17	-0.37	-10.11
153	Instructor	25	4.95	-9.91
111	Instructor	5	-11.16	-8.75
106	Instructor	4	-16.40	-8.46
109	Instructor	3	-10.58	-8.00
126	Instructor	9	-10.17	-6.55
105	Instructor	4	-13.30	-6.44
104	Instructor	6	-10.71	-6.32
114	Instructor	5	-10.72	-4.66
112	Instructor	1	-7.19	-4.37
107	Instructor	5	-10.79	-3.27
116	Instructor	1	-14.27	-2.92
115	Instructor	5	-11.02	-2.80
125	Instructor	10	-4.38	-2.72
110	Instructor	4	-16.43	-2.05
108	Instructor	4	-3.29	-1.67
121	Instructor	9	-1.08	-0.31
122	Instructor	4	-6.85	2.20
119	Instructor	1	-4.10	2.66
113	Instructor	3	-5.09	3.39
141	Instructor	9	4.81	4.01
118	Instructor	4	0.10	5.23
152	Instructor	9	10.43	5.41
117	Instructor	1	4.65	6.65
179	Instructor	15	-7.82	7.65
135	Instructor	4	-14.11	8.93
124	Instructor	1	-2.99	9.85
145	Instructor	3	-12.45	11.13
158	Instructor	6	-12.13	11.23
144	Instructor	2	-11.72	12.14
151	Instructor	9	10.15	14.64
142	Instructor	3	14.88	24.08
172	Instructor	2	-0.20	26.76
171	Instructor	1	0.64	27.92

Table B2. Inequity Percentage Comparisons for Assistant Professors
(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Percent Inequity	Compression Adjusted Percent Inequity
235	Asst. Prof.	3	-18.94	-21.03
237	Asst. Prof.	3	-17.95	-20.07
127	Asst. Prof.	6	-17.37	-19.77
236	Asst. Prof.	2	-17.29	-19.34
139	Asst. Prof.	5	-16.95	-19.26
130	Asst. Prof.	4	-15.94	-18.19
137	Asst. Prof.	5	-15.28	-17.64
128	Asst. Prof.	6	-13.92	-16.42
129	Asst. Prof.	6	-13.48	-15.99
133	Asst. Prof.	3	-12.84	-15.09
154	Asst. Prof.	5	-11.53	-13.99
161	Asst. Prof.	4	-11.29	-13.67
146	Asst. Prof.	4	-10.82	-13.21
143	Asst. Prof.	3	-10.78	-13.08
131	Asst. Prof.	5	-10.19	-12.69
132	Asst. Prof.	5	-10.19	-12.69
160	Asst. Prof.	2	-9.80	-12.04
245	Asst. Prof.	7	-9.41	-12.03
134	Asst. Prof.	5	-9.40	-11.92
156	Asst. Prof.	3	-8.97	-11.32
138	Asst. Prof.	6	-8.23	-10.88
148	Asst. Prof.	4	-8.13	-10.59
157	Asst. Prof.	2	-8.10	-10.39
175	Asst. Prof.	2	-6.37	-8.70
163	Asst. Prof.	1	-6.31	-8.56
246	Asst. Prof.	3	-6.09	-8.52
149	Asst. Prof.	4	-5.28	-7.81
140	Asst. Prof.	1	-4.46	-6.76
185	Asst. Prof.	3	-3.43	-5.92
155	Asst. Prof.	2	-2.97	-5.38
192	Asst. Prof.	5	-2.07	-4.80
166	Asst. Prof.	1	-2.41	-4.75
150	Asst. Prof.	4	-1.54	-4.18
186	Asst. Prof.	10	1.03	-1.90
162	Asst. Prof.	1	0.88	-1.54
201	Asst. Prof.	1	8.27	5.67

**Table B3. Inequity Percentage Comparison for Associate Professors
(Personally Identifiable Information Removed)**

ID	Rank	Years in Rank	Percent Inequity	Compression Adjusted Percent Inequity
210	Assoc. Prof.	4	-27.13	-28.91
231	Assoc. Prof.	4	-21.76	-28.89
225	Assoc. Prof.	9	-18.07	-19.21
170	Assoc. Prof.	2	-14.69	-17.24
187	Assoc. Prof.	8	-13.73	-16.50
182	Assoc. Prof.	4	-12.64	-15.39
169	Assoc. Prof.	3	-14.30	-14.48
168	Assoc. Prof.	5	-13.19	-14.25
177	Assoc. Prof.	1	-12.97	-14.02
183	Assoc. Prof.	5	-10.06	-12.38
174	Assoc. Prof.	1	-9.94	-11.97
164	Assoc. Prof.	5	-14.80	-11.70
176	Assoc. Prof.	6	-9.55	-11.02
200	Assoc. Prof.	14	-6.61	-10.74
188	Assoc. Prof.	6	-8.22	-10.68
178	Assoc. Prof.	1	-8.33	-10.39
190	Assoc. Prof.	3	-7.44	-9.76
194	Assoc. Prof.	4	-7.63	-9.22
181	Assoc. Prof.	1	-9.16	-9.20
167	Assoc. Prof.	4	-12.38	-9.10
180	Assoc. Prof.	12	-10.99	-8.88
198	Assoc. Prof.	1	-11.26	-8.04
196	Assoc. Prof.	4	-5.76	-7.38
173	Assoc. Prof.	1	-5.72	-6.11
195	Assoc. Prof.	1	-4.11	-5.53
209	Assoc. Prof.	9	-1.70	-5.31
184	Assoc. Prof.	3	-4.93	-5.20
193	Assoc. Prof.	3	-8.59	-5.09
197	Assoc. Prof.	14	-2.24	-4.62
207	Assoc. Prof.	4	-0.80	-3.93
216	Assoc. Prof.	20	-0.69	-3.41
199	Assoc. Prof.	19	0.66	-2.08
189	Assoc. Prof.	3	-1.30	-1.86
204	Assoc. Prof.	2	0.64	-0.92
206	Assoc. Prof.	19	-0.49	1.79
205	Assoc. Prof.	22	4.13	2.08
242	Assoc. Prof.	8	22.95	26.55
227	Assoc. Prof.	8	23.49	27.47

Table B4. Inequity Percentage Comparison for Full Professors
(Personally Identifiable Information Removed)

ID	Rank	Years in Rank	Percent Inequity	Under mean adjusted Percent Inequity	Compression Adjusted Percent Inequity
233	Professor	4	-38.6	-35.10	-41.58
234	Professor	5	-38.1	-35.15	-41.16
239	Professor	4	-19.3	-20.91	-33.05
241	Professor	1	-4.5	-2.21	-25.32
232	Professor	2	-16.8	-16.38	-20.54
212	Professor	12	-19.1	-19.08	-20.33
220	Professor	16	-14.3	-14.32	-17.07
214	Professor	8	-17.3	-15.10	-16.24
223	Professor	15	-11.8	-11.77	-13.89
226	Professor	18	-11.3	-11.30	-13.79
202	Professor	2	-17.2	-11.70	-12.94
222	Professor	21	-9.6	-9.57	-12.47
229	Professor	16	-30.6	-30.56	-12.22
211	Professor	5	-14.3	-10.44	-10.19
217	Professor	7	-10.5	-7.85	-9.51
203	Professor	2	-10.2	-6.94	-9.29
224	Professor	14	-10.0	-9.99	-9.18
228	Professor	26	-14.2	-14.19	-8.67
213	Professor	3	-12.1	-8.40	-5.96
208	Professor	1	-10.9	-2.95	-5.24
215	Professor	4	-13.5	-7.17	-5.19
219	Professor	3	-7.9	-2.70	-4.56
218	Professor	4	-8.0	-2.57	-4.09
221	Professor	1	-1.1	3.80	-0.17
230	Professor	7	2.9	4.80	0.01
240	Professor	25	-3.4	-3.39	0.72
238	Professor	26	-0.5	-0.50	3.78
244	Professor	30	1.6	1.64	5.35
243	Professor	29	2.0	2.04	6.70

Table B5. Special Inequity Percentage Calculation for Full Professors with Fewer than the Mean Years in Rank

ID	Percent Inequity	Under mean adjusted Percent Inequity
234	-38.1	-35.15
233	-38.6	-35.10
239	-19.3	-20.91
232	-16.8	-16.38
214	-17.3	-15.10
202	-17.2	-11.70
211	-14.3	-10.44
213	-12.1	-8.40
217	-10.5	-7.85
215	-13.5	-7.17
203	-10.2	-6.94
208	-10.9	-2.95
219	-7.9	-2.70
218	-8.0	-2.57
241	-4.5	-2.21
221	-1.1	3.80
230	2.9	4.80

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: 2011-12, 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	93	77,885	79,415	63,228	109,912
Associate Professor	134	60,782	61,248	43,544	73,889
Assistant Professor	156	51,974	52,250	40,638	66,274
New Assistant Professor	21	53,601	54,667	42,000	59,000
Instructor	115	42,896	41,908	32,000	56,000
[11.] COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES					
11.01 General					
Professor	62	103,950	99,289	77,909	150,256
Associate Professor	105	87,864	88,985	63,000	108,823
Assistant Professor	104	76,231	76,928	47,397	94,003
New Assistant Professor ⁵	66	75,916	77,350	43,230	135,000
Instructor ⁶	184	53,712	53,394	30,000	92,383
[13.] EDUCATION					
13.01 General					
Professor ⁷	633	106,404	100,316	50,709	189,636
Associate Professor	72	62,562	61,715	47,757	72,036
Assistant Professor	92	54,675	55,689	47,092	71,534
New Assistant Professor	20	52,175	50,000	45,000	63,500
Instructor	40	46,561	45,940	34,685	60,900
[14.] ENGINEERING⁸					
14.01 General					
Professor	200	-----	-----	-----	-----
Associate Professor	143	86,554	87,187	46,701	119,532
Assistant Professor	177	73,891	76,397	39,439	90,422
New Assistant Professor	18	72,108	75,235	45,000	85,000
Instructor	45	-----	-----	-----	-----

⁵ 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.

⁶ Comparative salaries for 11.01 Computer and Information Sciences and Support Services 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.

⁷ Comparative salaries for 13.01 Education 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.

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 all CUPA Survey participating institutions.

Code/Title	N	Average	Median	Minimum	Maximum
[16.] FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS					
16.01 Linguistic, Comp & Rel Studies & Sv					
Professor	50	75,119	73,746	63,201	97,749
Associate Professor	67	60,289	61,759	51,120	71,967
Assistant Professor	55	49,227	47,750	39,340	60,500
New Assistant Professor ⁹	71	52,136	51,000	27,000	73,333
Instructor	57	40,272	39,594	33,825	46,254
[23.] ENGLISH LANGUAGE AND LITERATURE/LETTERS					
23.01 General					
Professor	282	74,528	72,529	57,622	110,478
Associate Professor	308	57,614	56,712	45,062	71,472
Assistant Professor	340	49,090	48,297	38,500	67,261
New Assistant Professor	59	48,202	49,111	40,000	60,000
Instructor	280	38,894	39,867	29,992	55,448
[26.] BIOLOGICAL AND BIOMEDICAL SCIENCES					
26.01 General					
Professor	246	78,223	75,056	50,362	107,783
Associate Professor	257	60,474	60,396	50,700	74,000
Assistant Professor	235	52,492	52,110	43,330	71,476
New Assistant Professor	42	51,415	50,834	41,000	58,922
Instructor	114	43,260	43,023	33,833	54,726
[27.] MATHEMATICS AND STATISTICS					
27.01 Mathematics					
Professor	250	77,353	75,331	59,677	99,566
Associate Professor	239	62,325	62,641	48,800	80,631
Assistant Professor	233	53,677	53,785	42,024	63,952
New Assistant Professor	45	53,536	52,000	40,500	66,000
Instructor	216	41,592	41,325	33,835	71,689
[31.] PARKS, RECREATION, LEISURE AND FITNESS STUDIES					
31.05 Health & Physical Education/Fitness					
Professor	69	79,695	78,298	62,773	100,661
Associate Professor	72	62,718	62,110	47,925	79,264
Assistant Professor	118	53,868	52,817	43,000	73,333
New Assistant Professor	18	54,699	52,632	48,000	70,000
Instructor	70	44,547	44,247	30,900	51,172
[38.] PHILOSOPHY AND RELIGIOUS STUDIES					
38.01 Philosophy					
Professor	50	78,914	76,966	49,772	127,918
Associate Professor	47	58,844	56,196	48,529	75,785
Assistant Professor	46	50,615	50,273	38,500	58,558
New Assistant Professor ¹⁰	59	54,529	52,625	38,000	74,134
Instructor	13	41,458	40,000	36,600	47,000
[40.] PHYSICAL SCIENCES					
40.05 Chemistry					
Professor	141	80,392	77,466	52,573	118,689
Associate Professor	149	61,584	61,282	45,924	71,746
Assistant Professor	178	53,515	52,535	42,024	65,167
New Assistant Professor	35	54,245	54,700	42,500	65,500
Instructor	63	43,114	42,176	33,039	57,373

⁹ Comparative salaries for 16.01 Linguistic, Comp & Rel Studies & Svcs 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 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.

Code/Title	N	Average	Median	Minimum	Maximum
40.06 Geological & Earth Sci/Geosciences					
Professor	58	77,997	78,189	56,276	94,693
Associate Professor	42	61,887	61,717	50,124	89,784
Assistant Professor	36	53,169	52,830	47,470	61,000
New Assistant Professor ¹¹	60	61,557	60,000	47,840	89,750
Instructor	11	44,648	42,473	39,213	52,225
40.08 Physics					
Professor	95	84,481	83,857	65,064	127,193
Associate Professor	90	65,891	66,011	48,800	86,644
Assistant Professor	84	56,587	56,731	43,458	73,520
New Assistant Professor ¹²	88	62,103	61,220	41,500	95,333
Instructor	25	47,790	46,528	37,904	56,096
[42.] PSYCHOLOGY					
42.01 General					
Professor	232	78,096	77,351	50,377	101,313
Associate Professor	207	61,313	59,754	48,128	75,292
Assistant Professor	216	52,046	52,238	42,500	65,903
New Assistant Professor ¹³	193	57,526	55,200	41,000	97,167
Instructor	28	41,944	41,153	31,019	52,000
[45.] SOCIAL SCIENCES					
45.02 Anthropology					
Professor	29	80,947	84,459	60,945	91,074
Associate Professor	27	61,269	59,775	53,505	92,430
Assistant Professor	39	51,705	52,015	44,333	61,314
New Assistant Professor ¹⁴	54	56,820	55,135	40,000	72,000
Instructor ¹⁵	49	41,621	40,086	33,167	68,230
45.07 Geography & Cartography					
Professor	26	81,887	77,640	57,358	101,141
Associate Professor	43	63,035	63,543	47,798	74,206
Assistant Professor	41	54,887	52,154	46,219	67,500
New Assistant Professor ¹⁶	49	59,208	57,500	45,000	82,320
Instructor ¹⁷	68	44,034	44,118	33,500	54,747
45.10 Political Science & Government					
Professor	118	78,842	75,722	51,373	106,461
Associate Professor	129	63,217	64,646	46,865	77,524
Assistant Professor	152	51,580	51,303	41,293	68,333
New Assistant Professor	34	51,295	50,000	41,000	65,000
Instructor	20	44,697	42,963	34,500	69,530

¹¹ Comparative salaries for 40.06 Geological & Earth Sci/Geosciences 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.

¹² Comparative salaries for 40.08 Physics 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 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.

¹⁴ Comparative salaries for 45.02 Anthropology 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.

¹⁵ Comparative salaries for 45.02 Anthropology 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.

¹⁶ Comparative salaries for 45.07 Geography & Cartography 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.

¹⁷ Comparative salaries for 45.07 Geography & Cartography 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	100	78,788	77,134	61,567	130,508
Associate Professor	99	59,400	57,753	46,371	69,629
Assistant Professor	94	50,852	50,500	42,500	61,982
New Assistant Professor	16	48,745	48,631	40,000	63,000
Instructor	36	41,364	39,939	32,000	57,000
[50.] VISUAL AND PERFORMING ARTS					
50.05 Dramatic/Theatre Arts & Stagecraft					
Professor	51	75,580	72,903	56,105	88,193
Associate Professor	83	59,046	61,070	42,300	69,830
Assistant Professor	87	48,176	47,602	39,470	60,000
New Assistant Professor	15	48,674	48,000	43,000	58,000
Instructor	30	40,669	41,000	30,000	52,250
50.07 Fine & Studio Art					
Professor	138	72,631	73,730	59,488	95,706
Associate Professor	153	57,886	57,448	41,259	69,611
Assistant Professor	160	49,704	49,548	35,132	58,737
New Assistant Professor	25	50,394	50,000	44,000	60,000
Instructor	39	41,101	40,572	31,173	55,558
50.09 Music					
Professor	195	72,060	71,027	53,978	103,471
Associate Professor	218	58,617	56,949	40,373	86,803
Assistant Professor	209	49,961	49,947	37,646	62,121
New Assistant Professor	42	49,841	49,718	41,951	58,000
Instructor	65	44,138	42,310	33,000	70,136
[51.] HEALTH PROFESSIONS AND RELATED CLINICAL SCIENCES					
51.38 Nursing, Nursing Admin, Nursing Rsrch and Clinical Nursing					
Professor	91	85,069	84,100	56,300	120,000
Associate Professor	172	69,348	69,344	58,783	118,000
Assistant Professor	426	56,781	56,781	45,752	74,658
New Assistant Professor	66	57,719	56,680	47,000	71,000
Instructor	217	54,276	54,373	41,787	72,000
[52.] BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES					
52.01 General¹⁸					
Professor	309	138,699	118,202	59,764	218,942
Associate Professor	298	107,566	93,688	49,631	182,229
Assistant Professor	249	101,977	97,732	43,210	160,968
New Assistant Professor ¹⁹	99	86,619	71,864	42,285	160,000
Instructor	76	51,756	55,267	35,000	80,000
52.03 Accounting & Related Svcs					
Professor	130	113,704	115,298	76,930	160,957
Associate Professor	116	100,492	103,357	63,532	135,960
Assistant Professor	70	101,098	103,164	56,000	175,000
New Assistant Professor	16	109,336	113,671	54,000	175,000
Instructor	64	56,973	58,245	39,294	107,000

¹⁸ Comparative salaries for 52.01 General Business Professor, Associate Professor, 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.

¹⁹ Comparative salaries for 52.01 General Business 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 all CUPA Survey participating institutions.

Code/Title	N	Average	Median	Minimum	Maximum
52.06 Managerial Economics					
Professor	49	96,708	96,587	77,168	114,490
Associate Professor	27	80,173	80,378	40,776	99,889
Assistant Professor	27	86,700	86,500	57,320	115,765
New Assistant Professor ²⁰	36	86,262	83,500	60,000	115,081
Instructor	11	46,308	48,000	32,500	55,400
52.08 Finance & Financial Mgt Svcs					
Professor	67	118,118	107,531	87,893	195,284
Associate Professor	59	103,535	100,291	60,000	153,597
Assistant Professor	39	96,415	96,374	54,568	154,675
New Assistant Professor	6	89,167	92,500	60,000	110,000
Instructor ²¹	104	62,339	58,051	39,550	95,000
52.14 Marketing					
Professor	75	109,618	106,907	72,577	147,339
Associate Professor	70	96,438	92,655	65,665	143,475
Assistant Professor	65	92,518	92,700	55,257	123,399
New Assistant Professor ²²	11	98,867	100,000	70,000	132,500
Instructor	23	56,224	55,000	37,500	73,572
[54.] HISTORY GENERAL					
54.01 History					
Professor	189	76,151	73,922	59,687	125,519
Associate Professor	208	58,582	58,157	48,461	70,917
Assistant Professor	208	49,767	50,247	38,420	60,044
New Assistant Professor	37	50,271	50,735	32,000	60,000
Instructor	57	38,142	38,669	29,911	49,228

²⁰ Comparative salaries for 52.06 Managerial Economics 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.

²¹ Comparative salaries for 52.08 Finance & Financial Mgt Svcs 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.

²² 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)

Appendix G: Cost Analysis to Address Inequity only

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

Appendix H: Cost Analysis to Address Compression Adjusted Inequity

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

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