



TO: UNC Faculty

FROM: Mary Schuttler, Chair, Faculty Senate

RE: Salary Equity Report on the 2012 Compensation Distribution

DATE: November 28, 2012

The following document was approved by the Faculty Senate on November 26, 2012, and contains details on compensation distribution for the 2012-13 academic year. It will also be available on the Faculty Senate website under Report on UNC Faculty Salaries.

Salary Equity Report on the 2012 Compensation Distribution

This report documents the compensation distribution process used for the salary increases for Fiscal Year 2013 and the results of that process. The report contains the following sections:

Section 1: The Compensation Distribution Process 2012, which provides background, a description of the salary increase process, definitions that assist in understanding the salary data overview, and a series of charts that summarize the effects of the first year of salary increases.

Section 2: UNC Compensation Identity, a document that was presented to and accepted by the Board of Trustees in 2012. This section also includes the most current competitive information about UNC salaries when compared to our peer group and other institutions in the State. The final piece in the section provides UNC's compensation target scenarios for Fiscal Year 2013.

Section 3: The Summary of Compensation Outcomes, details the results of the salary distribution process. The spread sheet provides the faculty positions by CIP code, faculty rank, Fiscal Year 2012 salaries, any inversion increases awarded, promotion increases, the 3% increase, parity adjustments, the Fiscal Year 2013 salary and the parity status of that position when compared to our peer group. Note that the spread sheet is organized by CIP (Classification of Instructional Programs) code. The CIP code is a number used nationally to designate program area, rather than department, which is why faculty may find themselves listed "outside" of their department. The red/shaded bars indicate positions that did not receive salary increases because the position was vacant, the faculty member was retiring, or because the faculty member was ineligible for a raise due to the evaluation score.

Thanks to a significant commitment by our Board of Trustees, the President, and the Senior Vice Presidents, the University was able to fund pay increases for UNC faculty and staff this year.

Overall, there was a 5% compensation pool (\$1,779,000) created for salary increases. Virtually all faculty have been brought up to at least 80% of parity with our peer institutions. The current average faculty salary is now 83.7% of parity, an increase from 81.5% in 2012. The goal of the five-year compensation plan is to raise all faculty salaries to 90% of the average salaries of our peer group.



Section 1: The Compensation Decision Process 2012

Revised 10/10/12

Approved by the Faculty Senate on 11/26/12

Part I

Background

Compensation is a part of the budget approved by the Board of Trustees. In 2012, the University articulated a multi-year compensation identity to guide compensation decisions using the following principles.

1. To fulfill our promise of transformative education to students, we must be competitive in the local and national market for talented faculty and staff.
2. We will be forthright with current and prospective employees about where we fit in the market, so they can make informed career decisions.
3. We will address compensation considerations as a central component of the budget process rather than as an afterthought.

To realize this compensation identity, we will set five-year targets, beginning in FY13, that are intended to move UNC salaries to 90% of the average salaries of institutions in our identified peer group. We begin the first year of the identity plan with our current average faculty salary at 83.7% of our peer group average.

Salary Increase Process

Due to the unusual economic position we found ourselves in as a result of significant funding changes, no pay increases for four years, and the significant slide in our market salary competitiveness, we temporarily suspended the Board Regulations 3-3-701 for faculty salary distribution. After input from the Faculty Senate and Executive Staff of the University, we distributed the available funds (\$1,779,000) in the following manner:

Background - Faculty and Exempt Process

Spreadsheets with employee information (e.g., Years in Rank, FTE, FY13 beginning salary, peer verage adjusted for YIR, % of peers before parity, and an allocation amount based on 5% of employee salaries) were created and distributed to the SVPs and then to AVPs and Deans.

Employees who received at least 'meets expectations' in their most recent evaluation were eligible for parity/equity and maintenance-of-effort pay increases. Funds were allocated to each area based on the total faculty and exempt payroll. Parity and equity decisions were not informed by merit. Base compensation starting points may have been different due to historic lack of merit pay, and compensation gaps were not erased by parity adjustments.

Step 1: Inversion Adjustment (\$150,000)

We identified situations where employees hired in the last four years were brought in at higher salaries than existing employees due to market conditions. Discrepancies were identified centrally and reviewed by the AVPs and deans for implementation. This was likely a one-time occurrence since these circumstances normally will be addressed with annual equity funds.

Step 2: Promotions (\$74,000)

We then made annual promotion adjustments. These adjustments had continued to occur over the last four years so we had only this year's promotions to fund.

Step 3: Maintenance-of-Effort Adjustment (\$885,000)

We then applied a 3% increase to the base salary of all eligible faculty and exempt staff. The determination was made that, since we had gone four years without an increase, all faculty and exempt staff with acceptable evaluations would receive this increase.

Step 4: Parity Adjustment (\$670,000)

In a systematic effort to work toward our compensation identity target of 90% of peer average salary, based on discipline and years in rank at peer institutions for faculty and CUPA data for exempt employees, funds remaining in the 5% pool after completing Step 3 were directed toward bringing faculty and staff up to at least 80% of their disciplinary peer average, adjusted for rank and years in rank for faculty. Once the first parity adjustments were made, any remaining dollars were applied to increasing the percent relative to CUPA averages beyond 80%, beginning with those with percentages in the low 80s, until funds were exhausted.

Part II**Salary Data Overview**

The University uses external competitive market data and internal salary information as elements of individual compensation decisions for faculty and exempt staff. This document is designed to provide definitions and an overview of how the data is gathered and used in compensation decisions.

Definitions

CUPA Data- The College and University Personnel Administrators (CUPA) for the past 30 years has conducted an annual salary survey of salaries for faculty and staff at 4 year higher education institutions. This year 813 institutions participated in the faculty survey. In November each year the institutions report the rank, tenure status, and salary for each of our faculty positions. A CIP code is attached to each position to articulate the home discipline for each faculty member. In January all the data is collected and available for review. Specific salary averages are available for comparison to our UNC positions.

Adjusted CUPA Data- This number is calculated using the CUPA data collected for a position and then adjusting that salary number for years of service. This is a number that we calculate by adding 1% of additional salary for each year of service over the average for the rank in the CUPA data or subtracting 1% for each year under the rank average. The purpose of this calculation is to account for years of service in a consistent way to address internal equity. This is not in policy, but has been a practice used by the last several Provosts to make faculty salary decisions.

Example: CUPA data assumes the average years of service for a full professor is 10 years. A full professor in rank for 12 years at UNC would have 2% added to their CUPA peer average. A full professor in rank at UNC for 8 years would have 2% subtracted from their CUPA peer average.

CIP Codes- Classification of Instructional Programs (CIP Codes) are published by the US Department of Education National Center for Educational Statistics and used to categorize educational disciplines. There are 345 of these four digit codes used to report our faculty data and compare data to other institutions. These codes are reviewed annually by the Deans to assure accuracy prior to submitting our faculty data to CUPA. When we don't have a 4 digit CIP code with necessary peer group salary data, we roll up to the 2 digit code. If there is still no available peer data, we use the CUPA data for the Doctoral granting institutions for parity match.

*Example: 2 digit code 52 Business, Management, and Marketing
4 digit code 5202 Business Administration/Management
5203 Accounting*

Parity- Our relative position in the external market place. We measure parity using CUPA data for our peer group to compare our faculty salaries to our peers. An annual report is provided to the faculty senate that shows the summary data by faculty rank and for administrative positions compared to our peers.

Parity Calculation Example: UNC faculty member makes \$40,000; peer average is \$50,000 for the same rank and discipline

The UNC faculty member's salary is 80% of the peer average.

Equity- The relative position for any individual faculty member compared to other faculty members at UNC. This was addressed specifically this year with money identified to address salary inversions that were created over the last 4 years. It is addressed on an ongoing basis by using the adjusted CUPA data which incorporates years of service in a consistent manner.

Example: If all faculty members were at 80% of their adjusted CUPA peer average for rank and discipline, there would be no equity difference between faculty members.

Peer Group- Since 2008 we have been using a peer group of 10 institutions that was identified by the nonprofit group the National Center for Higher Education Management Systems (NCHEMS). They were selected by the State to do some work comparing higher education funding in Colorado to other parts of the country. As part of this funding comparison, this group was identified and adopted as our primary peer group for several purposes including compensation.

Compensation Identity Plan- The compensation Identity Plan was developed and shared with the Board of Trustees in the spring of 2012. The plan contains compensation principals and articulates the Universities intentions to move our faculty salaries incrementally from the current 83.7% to 90.0% of our NCHEMS peer group average over the next 5 years.

Part III

Summary of First Year Compensation Adjustments

Below are charts depicting CUPA percentages before and after parity adjustments for all faculty (Chart 1) and for faculty by college (Charts 2-6).

Faculty Percent of Parity: Before and After Parity Adjustments

Chart 1

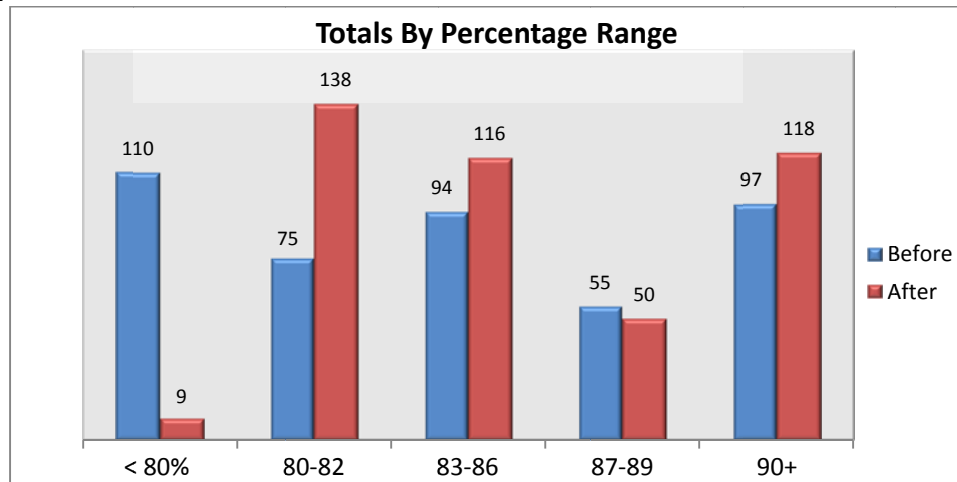


Chart 1 shows that 110 faculty members were below the 80% level prior to parity adjustments; only 9 were below 80% after parity adjustments.

Most colleges saw both a marked decrease in the number of faculty below 80% and a significant increase in the range that is 80% to 82% of CUPA after parity (Charts 2 and 3).

Chart 2

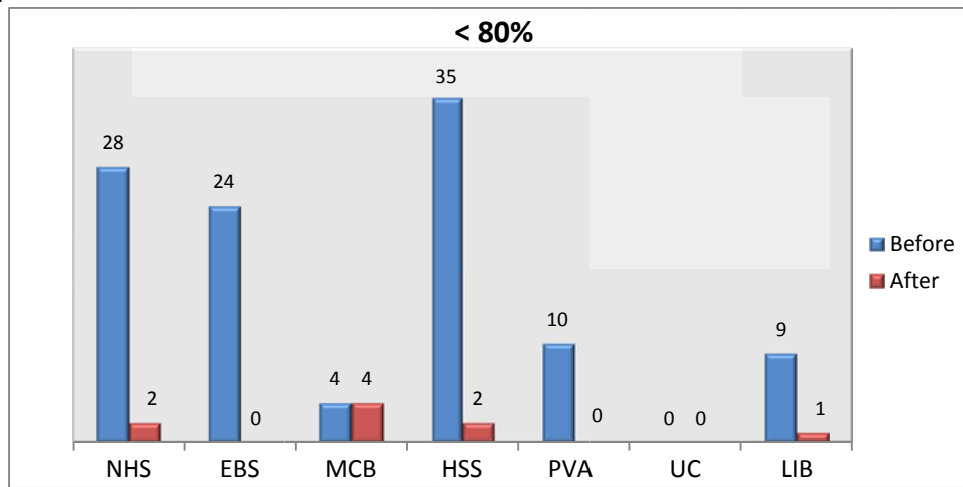
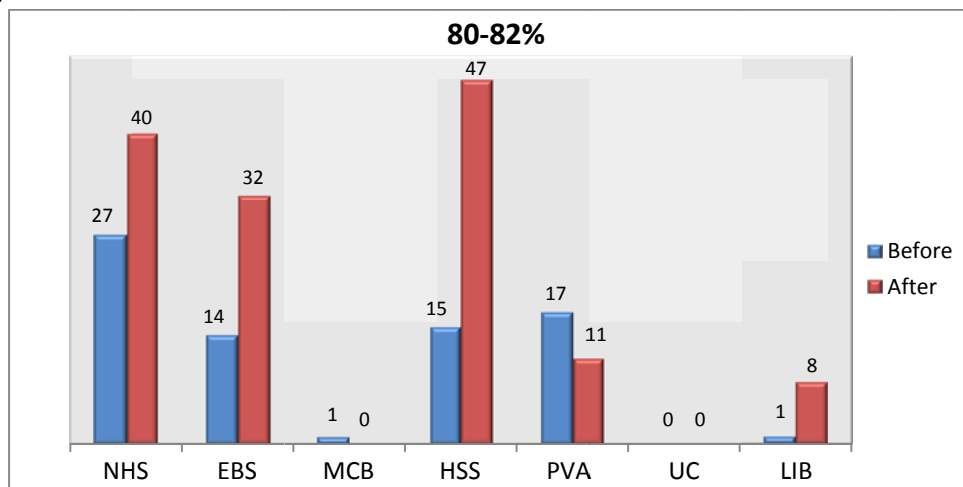
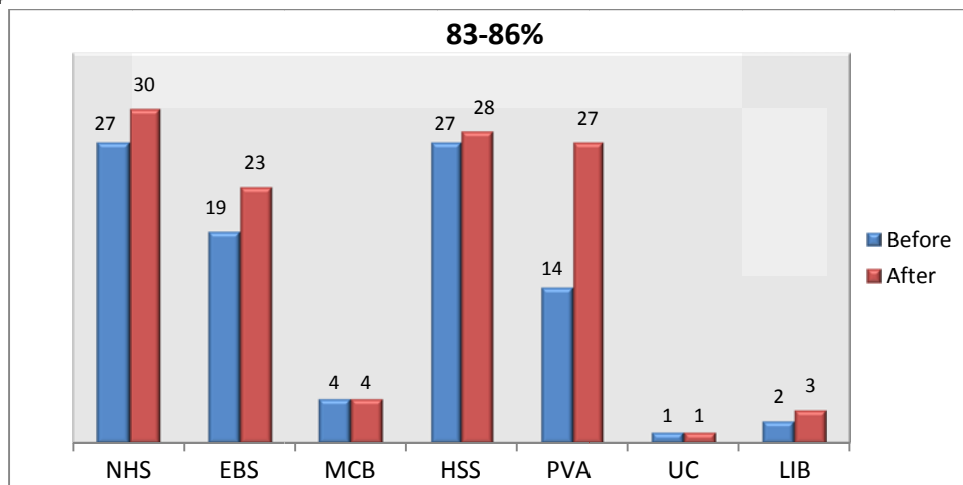


Chart 3



Considerable progress also was made in moving faculty to between 83% and 86% of CUPA (Chart 4).

Chart 4



Charts 5 and 6 show the number of faculty by college between 87% and 90% and 90% and greater of CUPA before and after parity adjustments.

Chart 5

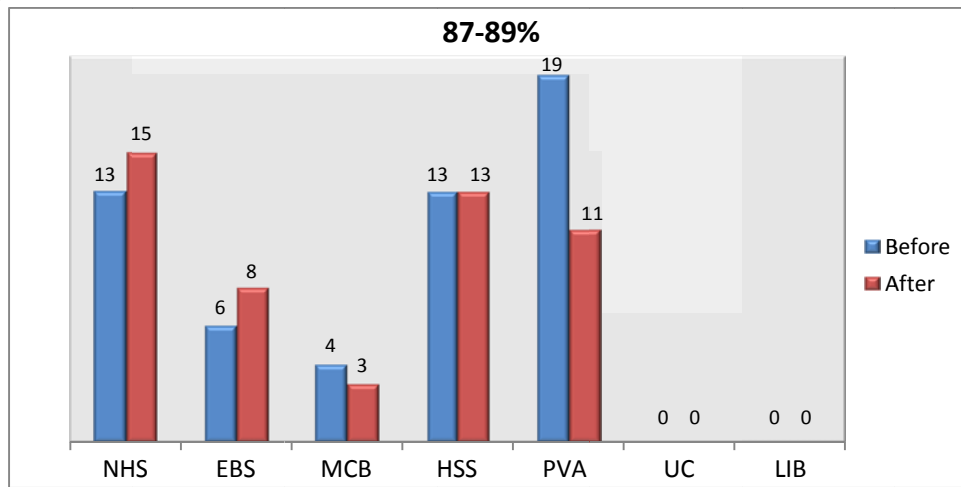
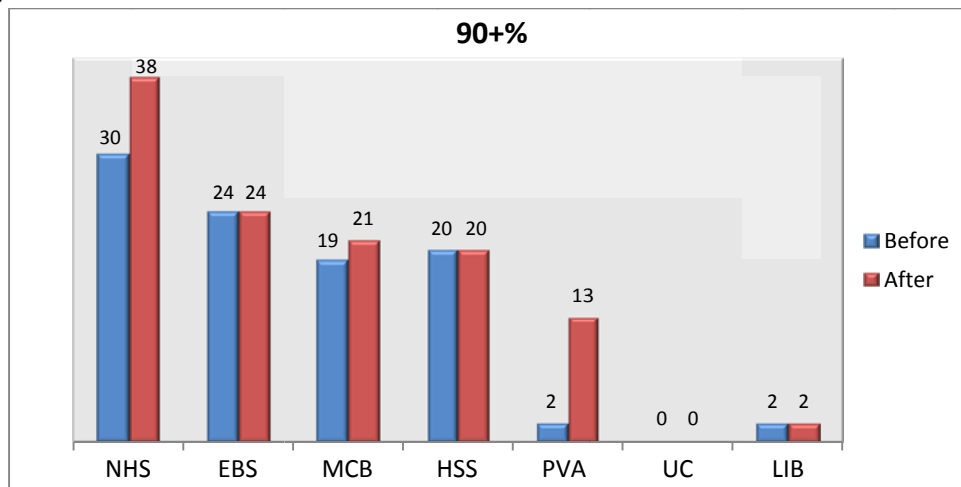


Chart 6



We made significant progress this year in identifying and budgeting funds to move toward our compensation identity target. Our next step is to spend time discussing our distribution philosophy in year two of our compensation identity plan.



Section 2: UNC Compensation Identity

UNC Compensation Identity Report

Prepared by the Faculty Senate Salary Equity Committee on 3/9/12

Background

UNC's FY12 budget process included several campus conversations about total compensation and the balance among various components of compensation such as base pay, insurance benefits, retirement benefits and tuition benefits. The theme that consistently arose in these discussions was our declining competitive position in terms of the base pay portion of total compensation. While this was not surprising, since our employees last received a pay increase in July 2008 (FY09), it is a concern. As we know from past experience, it can take years to recover from the corrosive effects of an extended salary freeze.

UNC has not articulated a clear or consistent direction for compensation. Although our goal, in principle, has been to budget for salary increases annually, in reality, we have often made salary increases one of the first things we forego when we need to cut expenditures. In addition, without a clear UNC compensation identity, employee expectations have been based on individual experiences and perceptions, which vary widely.

As part of our multi-year planning work, we have an opportunity to establish sustainable practices for providing competitive compensation to recruit and retain faculty and staff to deliver on our promise of transformative education to students. Establishing a UNC compensation identity will give us a meaningful way to incorporate competitive compensation targets into our budget and to be forthright with our current and future employees about compensation.

Proposed Compensation Identity

UNC will base compensation decisions on three principles:

1. To fulfill our promise of transformative education to students, we must be competitive in the local and national markets for talented faculty and staff.
2. We will be forthright with current and prospective employees about where we fit in the market so they can make informed career decisions.
3. We will address compensation considerations as a central component of the budget process rather than as an afterthought.

To realize this compensation identity, we will set five-year targets, beginning in FY13, that are intended to move UNC salaries to 90% of the average salary of institutions in our identified peer group.

Current Competitive Information

- FY11 faculty salaries are 83.7% of our NCHEMS peer group, down from 83.9% in FY10.
- FY11 staff salaries are 78.6% of our peer group, down from 81.0% in FY10.
- Not reflected in these calculations is the 2.5% reduction in take-home pay experienced by over 50% of our employees since the beginning of FY11 as a result of the “PERA flip.”
- Beginning 1/1/2012, an increase in health insurance cost of \$18 per month for individual and \$47 per month for family coverage was passed on to our faculty and exempt staff.

Historical Competitive Information¹

Faculty by Rank	FY00	FY01	FY02	FY03	FY04	FY05
Professor	N/A	N/A	86.5%	88.4%	87.2%	83.6%
Associate	N/A	N/A	86.5%	90.6%	88.4%	83.7%
Assistant	N/A	N/A	95.7%	93.1%	92.1%	88.6%
Instructor	N/A	N/A	94.8%	96.0%	97.1%	95.8%
Total	N/A	N/A	93.8%	94.8%	95.3%	88.8%

Faculty by Rank	FY06	FY07	FY08	FY09	FY10	FY11
Professor	84.9%	84.5%	81.8%	84.4%	82.2%	79.2%
Associate	83.9%	81.5%	85.4%	86.4%	86.4%	83.8%
Assistant	87.3%	87.1%	84.2%	86.5%	84.6%	82.7%
Instructor	94.3%	98.2%	91.6%	79.4%	90.0%	83.1%
Total	89.4%	86.2%	85.7%	84.1%	83.9%	83.7%

Administrators by Level	FY00	FY01	FY02	FY03	FY04	FY05
President	N/A	72.1%	81.1%	84.7%	79.1%	72.6%
Executive	N/A	92.2%	96.0%	91.7%	91.2%	88.0%
Senior Management	N/A	94.5%	93.9%	96.3%	98.4%	90.9%
Other Administrators	N/A	91.7%	91.2%	92.2%	90.8%	88.4%
Total	N/A	91.4%	92.3%	93.4%	92.7%	88.1%

Administrators by Level	FY06	FY07	FY08	FY09	FY10	FY11
President	87.0%	77.7%	65.4%	64.7%	60.5%	58.3%
Executive	92.1%	89.7%	76.9%	71.4%	78.6%	77.9%
Senior Management	94.9%	83.2%	80.1%	80.6%	80.3%	78.0%
Other Administrators	89.8%	84.3%	83.5%	78.9%	82.3%	79.3%
Total	91.7%	84.1%	79.2%	76.6%	78.4%	76.3%

¹In April 2008 the UNC compensation committee agreed to use peers identified as part of an NCHEMS study for compensation comparisons. For faculty data in this document, NCHEMS peer data has been used for all years, including those years prior to the 2008 adoption. For administrative data, the years prior to 2008 use the old peer group and 2008 on use the NCHEMS peer group.

Local Market Information

2011 CSU Average Faculty Salary \$80,751; 97.5% of Peer

2011 CU Average Faculty Salary \$84,989; 88.7% of Peer

Colorado institutions that gave FY11 salary increases:

- Fort Lewis College 2.0%
- Metro State 2.0%
- Community Colleges 2.5%
- University of Colorado 3.0%
- School of Mines 3.0%

Northern Colorado Consumer Price Index (CPI)

Year	Annual CPI
2001	4.7%
2002	1.9%
2003	1.1%
2004	0.1%
2005	2.1%
2006	3.6%
2007	2.2%
2008	3.9%
2009	-0.6%
2010	1.9%
2011	3.8% ²
Average	2.14%

²2011 data is for only the first half of the year.

Section 3: The Summary of Compensation Outcomes

UNC Compensation Target Scenarios -- FY13

The development of the compensation identity plan and these compensation targets was a collaborative effort across campus. Administrative staff worked with the Faculty Senate, PASC, and CSC to generate possible financial scenarios and discuss the impact on our faculty and staff. There were several common themes in the feedback that we received:

- Support for a multi-year approach to compensation, but some underlying skepticism of our ability to maintain the commitment
- Belief that we are all in this together – it's a commitment to all of our employees.
- Support for a 5% pool this year to show that we are serious about addressing our competitive situation
- Support that some portion of the increase this year be a form of a CPI increase for all employees, with the balance of the pool used to address parity, equity and promotions
- An acknowledgement that we need to continue to identify sustainable cost savings to help achieve the multi-year compensation targets

The following scenarios are options for consideration in support of the UNC Compensation Identity Plan.

Salary Pool Creation Scenarios

Scenario assumptions/calculations:

- Current Denver/Boulder/Greeley CPI estimate is 3.5%.
- 10-year peer average increase is 2.5%.
- Current salary base (Faculty including adjunct, GA/TA, Classified, Exempt) is \$85 million.
- Current UNC salaries average 81.5% of our peer group.

Scenarios to Achieve 90% of Peer Group within 5 Years

Scenario			FY12	FY13	FY14	FY15	FY16	FY17
#2	All at Once	Annual Increase	-	13.19%	2.50%	2.50%	2.50%	2.50%
		% of Peer	81.5%	90.0%	90.0%	90.0%	90.0%	90.0%
#3	5 - 5 - 5	Annual Increase	-	5.00%	5.00%	5.00%	3.86%	3.86%
		% of Peer	81.5%	83.5%	85.5%	87.6%	88.8%	90.0%
#4	4 x 5	Annual Increase	-	4.55%	4.55%	4.55%	4.55%	4.55%
		% of Peer	81.5%	83.1%	84.8%	86.5%	88.2%	90.0%

5 Year Annual Cost Summary

Scenario		FY13	FY14	FY15	FY16	FY17	Total
#2	All at Once	\$12.9M	\$2.8M	\$2.8M	\$2.9M	\$3.0M	\$24.3M
#3	5 - 5 - 5	\$4.9M	\$5.1M	\$5.4M	\$4.4M	\$4.5M	\$24.3M
#4	4 x 5	\$4.4M	\$4.6M	\$4.9M	\$5.1M	\$5.3M	\$24.3M

Section 3: The Summary of Compensation Outcomes

FY13 Rank *	Years in Rank***	FTE	FY12 Salary	Inversion Increase (c)	Promo Increase (b)	FY13 Beginning Salary (d) = (a+b+c)	College	CIP Code	CIP Code Description	3% MOE (e)	Proposed Parity/ Equity	Final FY13 Proposed Salary (d+e)	Peer Avg Adjusted for Y1R	% of Peers Before Parity	% of Peers After Parity
Associate Professor	9	1	55,692	-	-	55,692	EBS	1302	Bilingual, Multilingual, and Multicultural Education	1,671	1,200	58,563	73,597	78%	80%
Associate Professor	3	1	56,277	-	-	56,277	EBS	1302	Bilingual, Multilingual, and Multicultural Education	1,688	640	58,605	69,351	84%	85%
Professor	2	1	70,364	-	-	70,364	EBS	1302	Bilingual, Multilingual, and Multicultural Education	2,111	2,000	74,475	92,228	79%	81%
Professor	10	1	71,719	-	-	71,719	EBS	1302	Bilingual, Multilingual, and Multicultural Education	2,152	5,830	79,701	100,248	74%	80%
Assistant Professor	5	1	59,000	3,500	-	62,500	EBS	1304	Educational Administration and Supervision	1,875		64,375	60,444	107%	107%
Assistant Professor	2	1	59,000	3,500	-	62,500	EBS	1304	Educational Administration and Supervision	1,875		64,375	58,666	110%	110%
Associate Professor	1	1	61,510	-	3,000	64,510	EBS	1304	Educational Administration and Supervision	1,935		66,445	69,088	96%	96%
Associate Professor	5	1	66,394	4,607	-	71,001	EBS	1304	Educational Administration and Supervision	2,130		73,131	71,967	102%	102%
Associate Professor	4	1	70,000	-	-	70,000	EBS	1304	Educational Administration and Supervision	2,100		72,100	71,247	101%	101%
Professor	1	1	75,626	-	-	75,626	EBS	1304	Educational Administration and Supervision	2,269	440	78,335	87,946	89%	89%
Associate Professor	2	1	53,000	-	-	53,000	EBS	1305	Educational/Instructional Media Design	1,590	440	55,030	61,629	89%	89%
Associate Professor	8	1	61,181	-	-	61,181	EBS	1305	Educational/Instructional Media Design	1,835		63,016	66,190	95%	95%
Professor	2	1	67,351	-	-	67,351	EBS	1305	Educational/Instructional Media Design	2,021	640	70,012	83,789	83%	84%
Associate Professor	17	1	67,994	-	-	67,994	EBS	1305	Educational/Instructional Media Design	2,040		70,034	70,046	100%	100%
Professor	5	1	68,440	-	-	68,440	EBS	1305	Educational/Instructional Media Design	2,053	855	71,348	86,521	81%	82%
Assistant Professor	4	1	58,000	-	-	58,000	EBS	1306	Educational Assessment, Evaluation, and Research	1,740		59,740	61,002	98%	98%
Assistant Professor	4	1	58,000	-	-	58,000	EBS	1306	Educational Assessment, Evaluation, and Research	1,740		59,740	61,002	98%	98%
Associate Professor	8	1	64,535	-	-	64,535	EBS	1306	Educational Assessment, Evaluation, and Research	1,936		66,471	72,453	92%	92%
Associate Professor	1	1	65,602	-	-	65,602	EBS	1306	Educational Assessment, Evaluation, and Research	1,968		67,570	67,529	100%	100%
Professor	2	1	68,763	-	-	68,763	EBS	1306	Educational Assessment, Evaluation, and Research	2,063	440	71,266	80,162	88%	89%
Professor	3	1	79,063	-	-	79,063	EBS	1306	Educational Assessment, Evaluation, and Research	2,372		81,435	81,034	100%	100%
Professor	5	1	61,786	-	-	61,786	EBS	1309	Social and Philosophical Foundations of Education	1,854	2,400	66,040	83,016	77%	80%
Professor	3	1	67,122	-	-	67,122	EBS	1309	Social and Philosophical Foundations of Education	2,014	640	69,776	81,268	85%	86%
Professor	11	1	35,906	-	-	35,906	EBS	1310	Special Education and Teaching	1,077		36,983	97,379	38%	38%
Associate Professor	1	1	38,126	-	-	38,126	EBS	1310	Special Education and Teaching	1,144		39,270	67,946	58%	58%
Assistant Professor	5	1	49,000	1,000	-	50,000	EBS	1310	Special Education and Teaching	1,500	440	51,940	60,185	86%	86%
Assistant Professor	5	1	50,000	-	-	50,000	EBS	1310	Special Education and Teaching	1,500	440	51,940	60,185	86%	86%
Assistant Professor	6	1	50,692	-	-	50,692	EBS	1310	Special Education and Teaching	1,521	640	52,853	60,775	86%	87%
Assistant Professor	6	1	50,692	499	-	51,191	EBS	1310	Special Education and Teaching	1,536	440	53,167	60,775	87%	87%
Associate Professor	0	1	51,191	-	3,000	54,191	EBS	1310	Special Education and Teaching	1,626	640	56,457	67,238	83%	84%
Associate Professor	1	1	52,431	-	3,000	55,431	EBS	1310	Special Education and Teaching	1,663	640	57,734	67,946	84%	85%
Associate Professor	3	1	55,418	-	-	55,418	EBS	1310	Special Education and Teaching	1,663	855	57,936	69,361	82%	84%
Associate Professor	4	1	56,743	-	-	56,743	EBS	1310	Special Education and Teaching	1,702	640	59,085	70,069	83%	84%
Associate Professor	6	1	57,913	-	-	57,913	EBS	1310	Special Education and Teaching	1,737	640	60,290	71,485	83%	84%
Associate Professor	1	1	58,000	-	-	58,000	EBS	1310	Special Education and Teaching	1,740		59,740	67,946	88%	88%
Associate Professor	8	1	59,889	-	-	59,889	EBS	1310	Special Education and Teaching	1,797	640	62,326	72,900	85%	85%
Professor	4	1	62,989	-	-	62,989	EBS	1310	Special Education and Teaching	1,890	7,175	72,054	90,630	72%	80%
Professor	5	1	63,435	-	-	63,435	EBS	1310	Special Education and Teaching	1,903	7,500	72,838	91,594	71%	80%
Professor	7	1	68,457	-	-	68,457	EBS	1310	Special Education and Teaching	2,054	3,840	74,351	93,523	75%	80%
Professor	15	1	74,771	-	-	74,771	EBS	1310	Special Education and Teaching	2,243	3,500	80,514	101,236	76%	80%
Professor	19	1	81,580	-	-	81,580	EBS	1310	Special Education and Teaching	2,447	855	84,882	105,092	80%	81%
Professor	19	1	82,643	-	-	82,643	EBS	1310	Special Education and Teaching	2,479	855	85,977	105,092	81%	82%
Instructor	14	1	44,242	-	-	44,242	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,327		45,569	48,085	95%	95%
Assistant Professor	5	1	45,000	3,000	-	48,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,440	640	50,080	59,541	83%	84%
Assistant Professor	5	1	45,000	5,000	-	50,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,500	440	51,940	59,541	86%	87%
Assistant Professor	1	1	46,000	-	-	46,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,380	640	48,020	57,207	83%	84%
Assistant Professor	1	1	48,000	-	-	48,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,440		49,440	57,207	86%	86%
Assistant Professor	4	1	48,000	-	-	48,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,440		49,440	58,958	84%	84%
Assistant Professor	3	1	48,000	-	-	48,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,440	640	50,080	58,374	85%	86%
Assistant Professor	1	1	48,000	-	-	48,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,440		49,440	57,207	86%	86%
Associate Professor	2	1	50,457	584	-	51,041	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,531	3,000	55,572	68,883	76%	81%
Associate Professor	2	1	51,041	-	-	51,041	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,531	2,200	54,772	68,883	76%	80%
Associate Professor	2	1	60,000	-	-	60,000	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,800		61,800	68,883	90%	90%
Professor	5	1	63,315	-	-	63,315	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	1,899	7,100	72,314	90,865	72%	80%
Professor	7	1	67,168	-	-	67,168	EBS	1312	Teacher Education and Professional Development, Specific Levels and Methods	2,015	4,580	73,763	92,778	75%	80%
Instructor	6	1	41,875	-	-	41,875	EBS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,256	855	43,986	55,071	78%	80%
Assistant Professor	4	1	48,000	2,000	-	50,000	EBS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,500	440	51,940	59,427	87%	87%
Assistant Professor	4	1	50,000	-	-	50,000	EBS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,500	440	51,940	59,427	87%	87%
Associate Professor	2	1	52,675	-	-	52,675	EBS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,580	2,540	56,795	71,440	76%	80%
Professor	14	1	57,000	-	-	57,000	EBS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,710		58,710	102,305	57%	57%
Instructor	4	1	42,279	-	-	42,279	EBS	4201	Psychology, General	1,268	855	44,402	53,981	81%	82%
Assistant Professor	4	1	46,000	1,000	-	47,000	EBS	4201	Psychology, General	1,410	1,760	50,170	63,101	77%	80%
Assistant Professor	4	1	47,000	-	-	47,000	EBS	4201	Psychology, General	1,410	1,800	50,210	63,101	77%	80%
Assistant Professor	7	1	48,825	1,257	-	50,082	EBS	4201	Psychology, General	1,502	855	52,439	64,350	80%	81%
Associate Professor	2	1	51,818	-	-	51,818	EBS	4201	Psychology, General	1,555	2,500	55,873	70,178	76%	80%
Associate Professor	5	1	53,479	-	-	53,479	EBS	4201	Psychology, General	1,604	2,500	57,583	72,348	76%	80%
Associate Professor	6	1	58,855	-	-	58,855	EBS	4201	Psychology, General	1,766	640	61,261	73,071	83%	84%
Associate Professor	8	1	60,022	-	-	60,022	EBS	4201	Psychology, General	1,801	640	62,463	74,518	83%	84%
Professor	3	1	65,721	-	-	65,721	EBS	4201	Psychology, General	1,972	6,820	74,513	93,724	72%	80%
Professor	5	1	69,424	-	-	69,424	EBS	4201	Psychology, General	2,083	4,700	76,207	95,739	75%	80%
Associate Professor	6	1	69,822	-	-	69,822	EBS	4201	Psychology, General	2,095		71,917	73,071	98%	98%
Professor	8	1	72,680	-	-	72,680	EBS	4201	Psychology, General	2,180	3,700	78,560	98,762	76%	80%
Professor	13	1	76,531	-	-	76,531	EBS	4201	Psychology, General	2,296	3,700	82,527	103,801	76%	80%
Professor	14	1	77,625	-	-	77,625	EBS	4201	Psychology, General	2,329	3,375	83,329	104,809	76%	80%

Professor	21	1	98,495	-	-	98,495	EBS	4201	Psychology, General	2,955		101,450	111,864	91%	91%
Assistant Professor	4	0.6	35,287	-	-	35,287	EBS	4228	Counseling Psychology	1,059		36,346	56,432	107%	107%
Assistant Professor	6	1	50,082	2,000	-	52,082	EBS	4228	Counseling Psychology	1,562		53,644	57,549	93%	93%
Assistant Professor	6	1	50,082	2,000	-	52,082	EBS	4228	Counseling Psychology	1,562		53,644	57,549	93%	93%
Assistant Professor	5	1	51,000	700	-	51,700	EBS	4228	Counseling Psychology	1,551		53,251	56,990	93%	93%
Assistant Professor	5	1	51,000	700	-	51,700	EBS	4228	Counseling Psychology	1,551		53,251	56,990	93%	93%
Assistant Professor	5	1	51,000	700	-	51,700	EBS	4228	Counseling Psychology	1,551		53,251	56,990	93%	93%
Assistant Professor	3	1	51,000	250	-	51,250	EBS	4228	Counseling Psychology	1,538		52,788	55,873	94%	94%
Assistant Professor	2	1	51,000	-	-	51,000	EBS	4228	Counseling Psychology	1,530		52,530	55,314	95%	95%
Associate Professor	4	1	55,763	-	-	55,763	EBS	4228	Counseling Psychology	1,673	855	58,291	69,681	82%	84%
Professor	4	1	65,122	-	-	65,122	EBS	4228	Counseling Psychology	1,954	2,900	69,976	87,901	76%	80%
Professor	4	1	65,217	-	-	65,217	EBS	4228	Counseling Psychology	1,957	2,800	69,974	87,901	76%	80%
Professor	7	1	71,210	-	-	71,210	EBS	4228	Counseling Psychology	2,136	855	74,201	90,707	81%	82%
Professor	8	1	73,075	-	-	73,075	EBS	4228	Counseling Psychology	2,192	855	76,122	91,642	82%	83%
Professor	15	1	77,341	-	-	77,341	EBS	4228	Counseling Psychology	2,320	855	80,516	98,188	81%	82%
Professor	14	1	77,809	-	-	77,809	EBS	4228	Counseling Psychology	2,334	855	80,998	97,252	82%	83%
Professor	16	1	78,232	-	-	78,232	EBS	4228	Counseling Psychology	2,347	855	81,434	99,123	81%	82%
Professor	16	1	78,799	-	-	78,799	EBS	4228	Counseling Psychology	2,364	855	82,018	99,123	82%	83%
Professor	17	1	85,509	-	-	85,509	EBS	4228	Counseling Psychology	2,565		88,074	105,910	83%	83%
Professor	7	1	89,887	-	-	89,887	EBS	4228	Counseling Psychology	2,697		92,584	90,707	102%	102%
Professor	12	1	76,264	-	-	76,264	EBS	4299	Psychology, Other	2,288	855	79,407	95,382	82%	83%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	0501	Area Studies	-	256	48,256	61,190	78%	79%
Professor	8	1	70,627	-	-	70,627	HSS	0501	Area Studies	2,119	10,256	83,002	103,478	70%	80%
Professor	22	1	81,398	-	-	81,398	HSS	0501	Area Studies	2,442		83,840	118,261	71%	71%
Assistant Professor	5	1	46,500	-	-	46,500	HSS	0502	Ethnic, Cultural Minority, and Gender Studies	1,395		47,895	55,841	86%	86%
Lecturer	3	1	30,000	-	-	30,000	HSS	0901	Communication and Media Studies	900	618	31,518	39,078	79%	81%
Assistant Professor	1	1	44,824	-	1,000	45,824	HSS	0901	Communication and Media Studies	1,375	256	47,455	56,801	83%	84%
Associate Professor	9	1	55,733	933	-	56,666	HSS	0901	Communication and Media Studies	1,700	256	58,622	70,720	83%	83%
Associate Professor	7	1	56,726	-	-	56,726	HSS	0901	Communication and Media Studies	1,702	256	58,684	69,360	84%	85%
Professor	5	1	60,664	4,620	-	65,284	HSS	0901	Communication and Media Studies	1,959	781	68,024	84,710	79%	80%
Professor	5	1	64,165	1,119	-	65,284	HSS	0901	Communication and Media Studies	1,959	781	68,024	84,710	79%	80%
Professor	4	1	65,284	-	-	65,284	HSS	0901	Communication and Media Studies	1,959	256	67,499	83,818	80%	81%
Professor	11	1	74,121	-	-	74,121	HSS	0901	Communication and Media Studies	2,224		76,345	90,060	85%	85%
Professor	10	1	75,279	-	-	75,279	HSS	0901	Communication and Media Studies	2,258		77,537	89,168	87%	87%
Assistant Professor	2	1	42,000	-	-	42,000	HSS	0904	Journalism	1,260	5,430	48,690	60,543	71%	80%
Associate Professor	2	1	51,727	1,498	-	53,225	HSS	0904	Journalism	1,597	440	55,262	68,545	80%	81%
Assistant Professor	13	1	53,225	-	-	53,225	HSS	0904	Journalism	1,597		54,822	62,990	87%	87%
Associate Professor	4	1	53,453	-	-	53,453	HSS	0904	Journalism	1,604	1,165	56,222	69,958	79%	80%
Professor	5	1	70,000	-	-	70,000	HSS	0904	Journalism	2,100		72,100	95,811	75%	75%
Professor	15	1	80,480	-	-	80,480	HSS	0904	Journalism	2,414	2,080	84,974	105,897	78%	80%
Lecturer	4	1	30,500	-	-	30,500	HSS	0909	Public Relations, Advertising, and Applied Communication	915	592	32,007	39,476	80%	81%
Lecturer	6	1	33,962	-	-	33,962	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,019		34,981	41,224	85%	85%
Assistant Professor	1	1	36,500	-	1,000	37,500	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	-	1,830	39,330	50,249	75%	78%
Lecturer	12	1	40,359	-	-	40,359	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,211		41,570	42,040	99%	99%
Assistant Professor	5	1	46,500	500	-	47,000	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,410		48,410	52,299	93%	93%
Assistant Professor	2	1	47,000	-	-	47,000	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,410		48,410	50,761	95%	95%
Assistant Professor	2	1	47,000	-	-	47,000	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,410		48,410	50,761	95%	95%
Assistant Professor	8	1	47,091	2,211	-	49,302	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,479		50,781	52,812	96%	96%
Assistant Professor	6	1	49,302	-	-	49,302	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,479		50,781	52,812	96%	96%
Associate Professor	4	1	51,861	-	-	51,861	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,556	256	53,673	63,899	84%	84%
Associate Professor	5	1	53,134	-	-	53,134	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,594		54,728	64,544	85%	85%
Associate Professor	2	1	54,453	-	-	54,453	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,634		56,087	62,608	90%	90%
Associate Professor	4	1	54,630	-	-	54,630	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	1,639		56,269	63,899	88%	88%
Professor	6	1	68,774	-	-	68,774	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,063	256	71,093	85,745	83%	83%
Professor	8	1	69,662	-	-	69,662	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,090	256	72,008	87,532	82%	82%
Professor	14	1	73,832	-	-	73,832	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,215		76,047	92,891	82%	82%
Professor	12	1	82,870	-	-	82,870	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,486		85,356	91,104	94%	94%
Professor	23	1	86,004	-	-	86,004	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,580		88,584	100,929	88%	88%
Professor	14	1	89,313	-	-	89,313	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,679		91,992	92,891	99%	99%
Professor	25	1	92,107	-	-	92,107	HSS	1601	Linguistic, Comparative, and Related Language Studies and Services	2,763		94,870	102,716	92%	92%
Lecturer	6	1	31,600	-	-	31,600	HSS	2301	English Language and Literature, General	948	606	33,154	41,122	79%	81%
Lecturer	12	1	36,873	-	-	36,873	HSS	2301	English Language and Literature, General	1,106		37,979	41,936	91%	91%
Lecturer	1	1	37,000	-	-	37,000	HSS	2301	English Language and Literature, General	1,110		38,110	39,086	98%	98%
Lecturer	6	1	38,343	-	-	38,343	HSS	2301	English Language and Literature, General	1,150		39,493	41,122	96%	96%
Lecturer	6	1	42,402	-	-	42,402	HSS	2301	English Language and Literature, General	1,272		43,674	41,122	106%	106%
Professor	28	1	44,917	-	-	44,917	HSS	2301	English Language and Literature, General	1,348		46,265	104,944	44%	44%
Associate Professor	1	1	48,000	-	3,000	51,000	HSS	2301	English Language and Literature, General	1,530	256	52,786	65,604	80%	80%
Assistant Professor	14	1	48,000	-	-	48,000	HSS	2301	English Language and Literature, General	1,440		49,440	57,307	86%	86%
Assistant Professor	5	1	48,000	-	-	48,000	HSS	2301	English Language and Literature, General	1,440		49,440	56,751	87%	87%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	2301	English Language and Literature, General	1,440		49,440	56,194	88%	88%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	2301	English Language and Literature, General	1,440		49,440	56,194	88%	88%
Assistant Professor	3	1	48,000	-	-	48,000	HSS	2301	English Language and Literature, General	1,440		49,440	55,638	89%	89%
Associate Professor	2	1	51,000	33	-	51,033	HSS	2301	English Language and Literature, General	1,531	756	53,320	66,287	79%	80%
Assistant Professor	6	1	51,033	-	-	51,033	HSS	2301	English Language and Literature, General	1,531		52,564	57,307	92%	92%
Professor	29	1	53,500	-	-	53,500	HSS	2301	English Language and Literature, General	1,605		55,105	104,944	53%	53%
Associate Professor	3	1	56,507	-	-	56,507	HSS	2301	English Language and Literature, General	1,695		58,202	66,970	87%	87%
Professor	4	1	64,741	-	-	64,741	HSS	2301	English Language and Literature, General	1,942	2,198	68,881	85,781	78%	80%
Professor	4	1	64,906	-	-	64,906	HSS	2301	English Language and Literature, General	1,947	2,028	68,881	85,781	78%	80%

Professor	12	1	74,434	-	-	74,434	HSS	2301	English Language and Literature, General	2,233	256	76,923	93,081	82%	83%
Professor	8	1	74,751	-	-	74,751	HSS	2301	English Language and Literature, General	2,243		76,994	89,431	86%	86%
Professor	11	1	76,776	-	-	76,776	HSS	2301	English Language and Literature, General	2,303		79,079	92,169	86%	86%
Professor	7	1	78,211	-	-	78,211	HSS	2301	English Language and Literature, General	2,346		80,557	88,518	91%	91%
Professor	16	1	82,416	-	-	82,416	HSS	2301	English Language and Literature, General	2,472		84,888	96,731	88%	88%
Professor	20	1	83,666	-	-	83,666	HSS	2301	English Language and Literature, General	2,510		86,176	100,382	86%	86%
Professor	32	1	92,549	-	-	92,549	HSS	2301	English Language and Literature, General	2,776		95,325	104,944	91%	91%
Associate Professor	1	1	52,308	-	3,000	55,308	HSS	3801	Philosophy	1,659	256	57,223	67,786	84%	84%
Associate Professor	10	1	60,788	-	-	60,788	HSS	3801	Philosophy	1,824	165	62,777	74,140	84%	85%
Professor	15	1	77,563	-	-	77,563	HSS	3801	Philosophy	2,327	4,336	84,226	104,963	76%	80%
Professor	21	1	82,513	-	-	82,513	HSS	3801	Philosophy	2,475	4,037	89,025	110,961	77%	80%
Lecturer	2	1	35,000	-	-	35,000	HSS	4301	Criminal Justice and Corrections	1,050		36,050	39,592	91%	91%
Lecturer	1	1	35,000	-	-	35,000	HSS	4301	Criminal Justice and Corrections	1,050		36,050	39,183	92%	92%
Assistant Professor	7	1	47,000	-	-	47,000	HSS	4301	Criminal Justice and Corrections	1,410	1,747	50,157	62,376	78%	80%
Assistant Professor	2	1	47,000	-	-	47,000	HSS	4301	Criminal Justice and Corrections	1,410	256	48,666	59,953	81%	81%
Assistant Professor	1	1	47,000	-	-	47,000	HSS	4301	Criminal Justice and Corrections	1,410	256	48,666	59,348	82%	82%
Professor	8	1	70,271	-	-	70,271	HSS	4301	Criminal Justice and Corrections	2,108	9,606	81,985	102,161	71%	80%
Professor	22	1	81,368	-	-	81,368	HSS	4301	Criminal Justice and Corrections	2,441	9,852	93,661	116,756	72%	80%
Lecturer	6	1	39,375	-	-	39,375	HSS	4502	Anthropology	1,181		40,556	41,224	98%	98%
Professor	12	1	47,000	-	-	47,000	HSS	4502	Anthropology	1,410		48,410	96,422	50%	50%
Assistant Professor	2	1	47,000	-	-	47,000	HSS	4502	Anthropology	1,410		48,410	56,248	86%	86%
Professor	21	1	53,500	-	-	53,500	HSS	4502	Anthropology	1,605		55,105	104,929	53%	53%
Professor	15	1	76,185	-	-	76,185	HSS	4502	Anthropology	2,286	1,191	79,662	99,258	79%	80%
Assistant Professor	15	1	40,636	-	-	40,636	HSS	4506	Economics	1,219	16,000	57,855	83,120	50%	70%
Associate Professor	1	1	50,000	5,000	3,000	58,000	HSS	4506	Economics	1,740	10,974	70,714	88,073	68%	80%
Assistant Professor	2	1	55,000	-	-	55,000	HSS	4506	Economics	1,650	7,520	64,170	79,892	71%	80%
Professor	1	1	65,000	-	5,000	70,000	HSS	4506	Economics	2,100	15,561	87,661	109,256	66%	80%
Associate Professor	11	1	68,617	-	-	68,617	HSS	4506	Economics	2,059	7,378	78,054	97,248	73%	80%
Assistant Professor	1	1	72,616	-	-	72,616	HSS	4506	Economics	2,178		74,794	79,085	95%	95%
Professor	2	1	79,288	-	-	79,288	HSS	4506	Economics	2,379	6,955	88,622	110,457	74%	80%
Professor	9	1	81,321	-	-	81,321	HSS	4506	Economics	2,440	11,584	95,345	118,861	70%	80%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	4507	Geography and Cartography	1,440	256	49,696	59,189	84%	84%
Associate Professor	5	1	54,958	178	-	55,136	HSS	4507	Geography and Cartography	1,654	1,005	57,795	71,695	79%	81%
Associate Professor	3	1	55,136	-	-	55,136	HSS	4507	Geography and Cartography	1,654	256	57,046	70,261	81%	81%
Professor	2	1	61,244	-	-	61,244	HSS	4507	Geography and Cartography	1,837	5,249	68,330	85,093	74%	80%
Professor	5	1	64,679	-	-	64,679	HSS	4507	Geography and Cartography	1,940	3,930	70,549	87,867	76%	80%
Professor	8	1	71,096	-	-	71,096	HSS	4507	Geography and Cartography	2,133	256	73,485	90,642	81%	81%
Professor	21	1	78,824	-	-	78,824	HSS	4507	Geography and Cartography	2,365	1,200	82,389	102,666	79%	80%
Associate Professor	1	1	50,000	-	-	50,000	HSS	4510	Political Science and Government	1,500	3,450	54,950	68,367	75%	80%
Assistant Professor	3	1	50,000	-	-	50,000	HSS	4510	Political Science and Government	1,500		51,500	60,847	85%	85%
Assistant Professor	1	1	50,000	-	-	50,000	HSS	4510	Political Science and Government	1,500		51,500	59,630	86%	86%
Associate Professor	2	1	53,835	-	-	53,835	HSS	4510	Political Science and Government	1,615	256	55,706	69,080	80%	81%
Associate Professor	5	1	55,288	-	-	55,288	HSS	4510	Political Science and Government	1,659	452	57,399	71,216	80%	81%
Professor	14	1	79,721	-	-	79,721	HSS	4510	Political Science and Government	2,392	2,349	84,462	105,257	78%	80%
Lecturer	14	1	37,217	-	-	37,217	HSS	4511	Sociology	1,117		38,334	42,967	89%	89%
Lecturer	7	1	39,421	-	-	39,421	HSS	4511	Sociology	1,183		40,604	42,550	95%	95%
Associate Professor	1	1	46,186	1,814	3,000	51,000	HSS	4511	Sociology	1,530	998	53,528	66,590	79%	80%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	4511	Sociology	1,440	256	49,696	59,488	83%	84%
Assistant Professor	1	1	48,000	-	-	48,000	HSS	4511	Sociology	1,440		49,440	57,721	86%	86%
Associate Professor	2	1	53,458	-	-	53,458	HSS	4511	Sociology	1,604	256	55,318	67,284	82%	82%
Associate Professor	15	1	59,378	-	-	59,378	HSS	4511	Sociology	1,781	256	61,415	75,608	81%	81%
Professor	10	1	68,211	-	-	68,211	HSS	4511	Sociology	2,046	5,756	76,013	94,696	74%	80%
Professor	17	1	79,858	-	-	79,858	HSS	4511	Sociology	2,396	256	82,510	101,325	81%	81%
Professor	24	1	82,028	-	-	82,028	HSS	4511	Sociology	2,461	2,129	86,618	107,953	78%	80%
Lecturer	23	1	37,000	-	-	37,000	HSS	5401	History	1,110		38,110	44,210	86%	86%
Associate Professor	1	1	48,000	-	3,000	51,000	HSS	5401	History	1,530	1,270	53,800	66,930	78%	80%
Assistant Professor	5	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	58,150	85%	85%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	57,580	86%	86%
Assistant Professor	4	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	57,580	86%	86%
Assistant Professor	2	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	56,440	88%	88%
Assistant Professor	2	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	56,440	88%	88%
Assistant Professor	1	1	48,000	-	-	48,000	HSS	5401	History	1,440		49,440	55,870	88%	88%
Associate Professor	1	1	51,734	-	3,000	54,734	HSS	5401	History	1,642	256	56,632	66,930	84%	85%
Assistant Professor	1	1	53,500	-	-	53,500	HSS	5401	History	1,605		55,105	55,870	99%	99%
Professor	7	1	75,060	-	-	75,060	HSS	5401	History	2,252	256	77,568	93,437	83%	83%
Professor	9	1	76,741	-	-	76,741	HSS	5401	History	2,302	256	79,299	95,364	83%	83%
Professor	17	0.8	80,271	-	-	80,271	HSS	5401	History	2,408		82,679	103,070	100%	100%
Professor	14	1	80,394	-	-	80,394	HSS	5401	History	2,412	256	83,062	100,180	83%	83%
Assistant Professor	6	1	70,097	-	-	70,097	MCB	2202	Legal Research and Advanced Professional Studies	2,103	2,103	74,303	113,929	63%	65%
Professor	10	1	105,000	-	-	105,000	MCB	5131	Dietetics and Clinical Nutrition Services	3,150	2,000	110,150	97,841	111%	113%
Assistant Professor	1	1	80,000	-	-	80,000	MCB	5202	Business Administration, Management and Operations	2,400		82,400	100,650	82%	82%
Associate Professor	6	1	80,083	9,917	-	90,000	MCB	5202	Business Administration, Management and Operations	2,700	1,800	94,500	108,733	85%	87%
Assistant Professor	7	1	82,198	7,802	-	90,000	MCB	5202	Business Administration, Management and Operations	2,700	1,800	94,500	105,785	88%	89%
Instructor	9	1	82,236	-	-	82,236	MCB	5202	Business Administration, Management and Operations	2,467		85,525	55,966	151%	153%
Assistant Professor	1	1	90,002	-	-	90,002	MCB	5202	Business Administration, Management and Operations	2,700	822	92,702	100,650	92%	92%
Associate Professor	2	1	90,441	4,559	-	95,000	MCB	5202	Business Administration, Management and Operations	2,850	1,900	99,750	104,426	94%	96%
Assistant Professor	4	1	96,000	-	-	96,000	MCB	5202	Business Administration, Management and Operations	2,880	2,880	101,760	103,731	95%	98%
Professor	17	1	110,807	4,193	-	115,000	MCB	5202	Business Administration, Management and Operations	3,450	3,450	121,900	142,106	83%	86%

Professor	2	1	155,520	-	-	155,520	MCB	5202	Business Administration, Management and Operations	4,666		160,186	122,184	131%	131%
Instructor	6	0.6	34,944	-	-	34,944	MCB	5203	Accounting and Related Services	1,048	700	36,692	61,695	97%	99%
Instructor	2	1	85,000	-	-	85,000	MCB	5203	Accounting and Related Services	2,550	1,700	89,250	(blank)	n/a	n/a
Assistant Professor	1	1	95,000	-	-	95,000	MCB	5203	Accounting and Related Services	2,850		97,850	116,136	84%	84%
Professor	37	1	105,000	-	-	105,000	MCB	5203	Accounting and Related Services	3,150	2,100	110,250	163,156	66%	68%
Associate Professor	3	1	108,878	6,122	-	115,000	MCB	5203	Accounting and Related Services	3,450	3,000	121,450	122,443	97%	99%
Assistant Professor	4	1	117,000	-	-	117,000	MCB	5203	Accounting and Related Services	3,510	2,340	122,850	119,691	101%	103%
Associate Professor	6	1	118,000	-	-	118,000	MCB	5203	Accounting and Related Services	3,540	2,100	123,640	126,191	96%	98%
Professor	19	1	121,840	-	-	121,840	MCB	5203	Accounting and Related Services	3,655	2,437	127,932	154,644	81%	83%
Assistant Professor	1	1	85,000	-	-	85,000	MCB	5208	Finance, General	2,550		87,550	111,276	79%	79%
Associate Professor	36	1	90,000	-	-	90,000	MCB	5208	Finance, General	2,700	2,000	94,700	125,304	74%	76%
Associate Professor	1	1	102,889	-	3,000	105,889	MCB	5208	Finance, General	3,177	2,000	111,066	110,360	99%	101%
Associate Professor	8	1	110,000	-	-	110,000	MCB	5208	Finance, General	3,300	2,000	115,300	118,407	96%	97%
Professor	2	1	112,742	-	-	112,742	MCB	5208	Finance, General	3,382	2,255	118,379	123,883	94%	96%
Professor	6	1	115,481	-	-	115,481	MCB	5208	Finance, General	3,464	2,309	121,254	129,269	92%	94%
Professor	16	1	125,603	-	-	125,603	MCB	5208	Finance, General	3,768	2,512	131,883	142,734	91%	92%
Professor	4	1	111,097	-	-	111,097	MCB	5212	Management Information Systems and Services	3,333	-	114,430	120,505	95%	95%
Professor	14	1	111,911	499	-	112,410	MCB	5212	Management Information Systems and Services	3,372	2,248	118,030	133,325	87%	89%
Professor	18	1	112,992	-	-	112,992	MCB	5212	Management Information Systems and Services	3,390	2,259	118,641	138,453	84%	86%
Professor	13	1	114,500	-	-	114,500	MCB	5212	Management Information Systems and Services	3,435	2,290	120,225	132,043	89%	91%
Associate Professor	6	1	74,525	-	-	74,525	MCB	5213	Management Sciences and Quantitative Methods	2,236	2,236	78,997	109,871	70%	72%
Professor	32	1	118,340	-	-	118,340	MCB	5213	Management Sciences and Quantitative Methods	3,550	1,183	123,073	144,576	84%	85%
Instructor	10	1	64,700	-	-	64,700	MCB	5214	Marketing	1,941	1,294	67,935	59,085	113%	115%
Professor	2	1	104,534	-	-	104,534	MCB	5214	Marketing	3,136	2,091	109,761	112,134	96%	98%
Professor	14	1	108,526	-	-	108,526	MCB	5214	Marketing	3,256	2,171	113,953	126,760	88%	90%
Professor	8	1	110,249	-	-	110,249	MCB	5214	Marketing	3,307	2,000	115,556	119,447	95%	97%
Professor	10	1	112,484	-	-	112,484	MCB	5214	Marketing	3,375	3,000	118,859	121,885	95%	98%
Assistant Professor	1	1	72,000	-	-	72,000	NHS	1107	Computer Science	2,160		74,160	79,100	94%	94%
Assistant Professor	5	1	48,000	3,000	-	51,000	NHS	1313	Teacher Education and Professional Development, Specific Subject Areas	1,530		52,530	63,100	83%	83%
Assistant Professor	4	1	52,000	-	-	52,000	NHS	1907	Human Development, Family Studies, and Related Services	1,560		53,560	62,474	86%	86%
Assistant Professor	12	1	52,591	-	-	52,591	NHS	1907	Human Development, Family Studies, and Related Services	1,578	2,500	56,669	63,711	85%	89%
Instructor	4	1	42,000	-	-	42,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,260	840	44,100	42,037	103%	105%
Instructor	2	1	42,000	-	-	42,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,260		43,260	41,188	105%	105%
Instructor	9	1	43,941	-	-	43,941	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,318		45,259	44,160	102%	102%
Assistant Professor	10	1	45,000	-	-	45,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,350	500	46,850	43,926	106%	107%
Assistant Professor	4	1	50,000	-	-	50,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,500	2,000	53,500	64,293	80%	83%
Assistant Professor	4	1	50,226	-	-	50,226	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,507	1,000	52,733	64,293	80%	82%
Assistant Professor	6	1	50,439	-	-	50,439	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,513	510	52,462	65,566	79%	80%
Assistant Professor	5	1	51,000	2,000	-	53,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,590	1,500	56,090	64,929	84%	86%
Assistant Professor	1	1	52,681	-	-	52,681	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,580		54,261	62,383	87%	87%
Assistant Professor	3	1	53,000	-	-	53,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,590	2,000	56,590	63,656	86%	89%
Assistant Professor	3	1	53,000	-	-	53,000	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,590	2,000	56,590	63,656	86%	89%
Associate Professor	2	1	55,500	1,037	-	56,537	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,696	2,023	60,256	70,225	83%	86%
Associate Professor	2	1	56,534	-	-	56,534	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,696	1,461	59,691	70,225	83%	85%
Associate Professor	8	1	56,795	4,078	-	60,873	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,826		62,699	74,569	84%	84%
Associate Professor	6	1	60,873	-	-	60,873	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,826		62,699	73,121	86%	86%
Associate Professor	5	1	61,041	-	-	61,041	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,831	2,000	64,872	72,397	87%	90%
Associate Professor	3	1	61,845	-	-	61,845	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	1,855		63,700	70,949	90%	90%
Professor	6	1	72,294	-	-	72,294	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	2,169	6,034	80,497	95,022	78%	85%
Professor	12	1	81,050	-	-	81,050	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	2,432	2,335	85,817	100,961	83%	85%
Professor	12	1	87,325	-	-	87,325	NHS	2600	BIOLOGICAL AND BIOMEDICAL SCIENCES	2,620		89,945	100,961	89%	89%
Instructor	6	1	32,230	303	-	32,533	NHS	2701	Mathematics	976		33,509	41,151	81%	81%
Instructor	14	1	36,661	-	-	36,661	NHS	2701	Mathematics	1,100		37,761	41,966	90%	90%
Assistant Professor	6	1	51,962	438	-	52,400	NHS	2701	Mathematics	1,572	1,000	54,972	62,786	86%	88%
Assistant Professor	1	1	52,000	-	-	52,000	NHS	2701	Mathematics	1,560		53,560	59,738	90%	90%
Assistant Professor	2	1	52,400	-	-	52,400	NHS	2701	Mathematics	1,572	1,500	55,472	60,347	89%	92%
Assistant Professor	3	1	54,000	3,000	-	57,000	NHS	2701	Mathematics	1,710		58,710	60,957	96%	96%
Associate Professor	2	1	55,344	-	-	55,344	NHS	2701	Mathematics	1,660	1,800	58,804	69,177	82%	85%
Professor	1	1	58,977	-	5,000	63,977	NHS	2701	Mathematics	1,919	3,300	69,196	86,474	76%	80%
Associate Professor	1	1	60,000	-	3,000	63,000	NHS	2701	Mathematics	1,890		64,890	68,463	95%	95%
Associate Professor	5	1	62,941	59	-	63,000	NHS	2701	Mathematics	1,890	1,300	66,190	71,316	91%	93%
Associate Professor	5	1	63,187	-	-	63,187	NHS	2701	Mathematics	1,896	1,300	66,383	71,316	91%	93%
Professor	6	1	69,276	-	-	69,276	NHS	2701	Mathematics	2,078	2,600	73,954	91,225	78%	81%
Professor	17	1	77,267	-	-	77,267	NHS	2701	Mathematics	2,318	2,600	82,185	101,678	78%	81%
Professor	17	1	77,333	-	-	77,333	NHS	2701	Mathematics	2,320	3,000	82,653	101,678	78%	81%
Professor	15	1	77,793	-	-	77,793	NHS	2701	Mathematics	2,334	1,000	81,127	99,777	80%	81%
Professor	23	1	83,795	-	-	83,795	NHS	2701	Mathematics	2,514	500	86,809	107,379	80%	81%
Post-Doc Fellow	2	1	45,000	-	-	45,000	NHS	2705	Statistics	2,701	900	48,601	59,141	81%	82%
Professor	37	1	100,680	-	-	100,680	NHS	2705	Statistics	3,020	500	104,200	127,543	81%	82%
Associate Professor	1	1	46,715	-	3,000	49,715	NHS	3101	Parks, Recreation and Leisure Studies	1,491	3,500	54,706	68,273	75%	80%
Associate Professor	8	1	59,860	-	-	59,860	NHS	3101	Parks, Recreation and Leisure Studies	1,796		61,656	73,252	84%	84%
Instructor	6	1	34,848	-	-	34,848	NHS	3105	Health and Physical Education/Fitness	1,045	3,000	38,893	45,572	79%	85%
Instructor	11	1	40,927	-	-	40,927	NHS	3105	Health and Physical Education/Fitness	1,228	400	42,555	46,475	91%	92%
Instructor	12	1	42,274	-	-	42,274	NHS	3105	Health and Physical Education/Fitness	1,268		43,542	46,475	94%	94%
Assistant Professor	5	1	47,115	2,885	-	50,000	NHS	3105	Health and Physical Education/Fitness	1,500		51,500	60,094	86%	86%
Assistant Professor	1	1	50,000	-	-	50,000	NHS	3105	Health and Physical Education/Fitness	1,500		51,500	57,738	89%	89%
Assistant Professor	4	1	51,700	-	-	51,700	NHS	3105	Health and Physical Education/Fitness	1,551		53,251	59,505	89%	89%
Instructor	16	1	52,112	-	-	52,112	NHS	3105	Health and Physical Education/Fitness	1,563		53,675	46,475	115%	115%

Associate Professor	4	1	52,275	-	-	52,275	NHS	3105	Health and Physical Education/Fitness	1,568	4,000	57,843	70,407	76%	82%
Professor	2	1	62,394	-	-	62,394	NHS	3105	Health and Physical Education/Fitness	1,872	5,000	69,266	84,395	76%	82%
Professor	3	1	62,827	-	-	62,827	NHS	3105	Health and Physical Education/Fitness	1,885	5,115	69,827	85,313	76%	82%
Professor	4	1	69,267	-	-	69,267	NHS	3105	Health and Physical Education/Fitness	2,078	1,500	72,845	86,230	83%	84%
Professor	7	1	70,643	-	-	70,643	NHS	3105	Health and Physical Education/Fitness	2,119		72,762	88,982	82%	82%
Professor	12	1	73,435	-	-	73,435	NHS	3105	Health and Physical Education/Fitness	2,203	1,500	77,138	93,569	81%	82%
Professor	10	1	74,650	-	-	74,650	NHS	3105	Health and Physical Education/Fitness	2,240		76,890	91,734	84%	84%
Professor	15	1	75,230	-	-	75,230	NHS	3105	Health and Physical Education/Fitness	2,257	2,000	79,487	96,321	80%	83%
Professor	12	1	75,385	-	-	75,385	NHS	3105	Health and Physical Education/Fitness	2,262	1,500	79,147	93,569	83%	85%
Professor	16	1	76,428	-	-	76,428	NHS	3105	Health and Physical Education/Fitness	2,293	500	79,221	97,238	81%	81%
Professor	19	1	80,867	-	-	80,867	NHS	3105	Health and Physical Education/Fitness	2,426	1,618	84,911	99,990	83%	85%
Professor	22	1	86,155	-	-	86,155	NHS	3105	Health and Physical Education/Fitness	2,585	-	88,740	102,742	86%	86%
Professor	36	1	98,997	-	-	98,997	NHS	4002	Astronomy and Astrophysics	2,970	978	102,945	129,211	79%	80%
Assistant Professor	1	1	51,000	-	-	51,000	NHS	4004	Atmospheric Sciences and Meteorology	1,530		52,530	68,864	76%	76%
Assistant Professor	6	1	51,393	-	-	51,393	NHS	4004	Atmospheric Sciences and Meteorology	1,542		52,935	72,377	73%	73%
Associate Professor	3	1	56,148	-	-	56,148	NHS	4004	Atmospheric Sciences and Meteorology	1,684	7,119	64,951	81,505	71%	80%
Instructor	14	1	36,933	-	-	36,933	NHS	4005	Chemistry	1,108	579	38,620	41,513	92%	93%
Assistant Professor	4	1	56,500	-	-	56,500	NHS	4005	Chemistry	1,695	1,090	59,285	62,482	93%	95%
Associate Professor	2	1	58,361	-	-	58,361	NHS	4005	Chemistry	1,751	1,126	61,238	71,357	84%	86%
Associate Professor	7	1	59,746	-	-	59,746	NHS	4005	Chemistry	1,792	1,129	62,667	75,035	82%	84%
Associate Professor	5	1	61,301	-	-	61,301	NHS	4005	Chemistry	1,839	1,171	64,311	73,564	86%	87%
Professor	8	1	76,947	-	-	76,947	NHS	4005	Chemistry	2,308	1,470	80,725	101,095	78%	80%
Professor	19	1	85,946	-	-	85,946	NHS	4005	Chemistry	2,578	1,659	90,183	112,442	79%	80%
Professor	19	1	85,947	-	-	85,947	NHS	4005	Chemistry	2,578	1,659	90,184	112,442	79%	80%
Professor	2	1	90,000	-	-	90,000	NHS	4005	Chemistry	2,700		92,700	94,905	98%	98%
Professor	37	1	102,742	-	-	102,742	NHS	4005	Chemistry	3,082	1,983	107,807	118,632	89%	91%
Instructor	24	1	40,753	-	-	40,753	NHS	4006	Geological and Earth Sciences/Geosciences	1,223	1,000	42,976	41,513	101%	104%
Associate Professor	1	1	48,562	-	3,000	51,562	NHS	4006	Geological and Earth Sciences/Geosciences	1,547		53,109	66,240	80%	80%
Assistant Professor	6	1	49,110	-	-	49,110	NHS	4006	Geological and Earth Sciences/Geosciences	1,473		50,583	63,420	80%	80%
Associate Professor	5	1	56,000	-	-	56,000	NHS	4006	Geological and Earth Sciences/Geosciences	1,680		57,680	69,000	84%	84%
Professor	20	1	83,110	-	-	83,110	NHS	4006	Geological and Earth Sciences/Geosciences	2,493	2,000	87,603	107,649	80%	81%
Professor	5	0.86	88,534	-	-	88,534	NHS	4006	Geological and Earth Sciences/Geosciences	2,656		91,190	79,954	133%	133%
Instructor	13	1	39,140	-	-	39,140	NHS	4008	Physics	1,174	1,000	41,314	41,330	98%	100%
Assistant Professor	2	1	55,000	-	-	55,000	NHS	4008	Physics	1,650	550	57,200	63,553	89%	90%
Assistant Professor	4	1	56,000	-	-	56,000	NHS	4008	Physics	1,680	600	58,280	64,837	89%	90%
Professor	4	1	67,559	-	-	67,559	NHS	4008	Physics	2,027	4,100	73,686	92,517	75%	80%
Professor	14	1	80,707	-	-	80,707	NHS	4008	Physics	2,421	2,500	85,628	102,359	81%	84%
Professor	15	1	81,511	-	-	81,511	NHS	4008	Physics	2,445	2,500	86,456	103,343	81%	84%
Instructor	6	1	36,561	-	-	36,561	NHS	5102	Communication Disorders Sciences and Services	1,097		37,658	42,887	88%	88%
Associate Professor	1	1	47,627	-	3,000	50,627	NHS	5102	Communication Disorders Sciences and Services	1,519	3,854	56,000	67,618	77%	83%
Assistant Professor	1	1	51,000	-	-	51,000	NHS	5102	Communication Disorders Sciences and Services	1,530		52,530	58,058	90%	90%
Assistant Professor	1	1	51,000	-	-	51,000	NHS	5102	Communication Disorders Sciences and Services	1,530		52,530	58,058	90%	90%
Associate Professor	5	1	58,011	-	-	58,011	NHS	5102	Communication Disorders Sciences and Services	1,740	1,500	61,251	70,435	85%	87%
Associate Professor	2	1	58,500	-	-	58,500	NHS	5102	Communication Disorders Sciences and Services	1,755		60,255	68,322	88%	88%
Professor	1	1	59,541	-	5,000	64,541	NHS	5102	Communication Disorders Sciences and Services	1,936	3,500	69,977	91,526	73%	76%
Associate Professor	8	1	59,542	-	-	59,542	NHS	5102	Communication Disorders Sciences and Services	1,786	2,500	63,828	72,548	85%	88%
Professor	11	1	72,645	-	-	72,645	NHS	5102	Communication Disorders Sciences and Services	2,179		74,824	101,584	74%	74%
Professor	16	1	75,402	-	-	75,402	NHS	5102	Communication Disorders Sciences and Services	2,262	7,500	85,164	106,613	73%	80%
Instructor	1	0.6	32,000	-	-	32,000	NHS	5138	Nursing	960		32,960	40,764	135%	135%
Instructor	13	1	50,231	1,769	-	52,000	NHS	5138	Nursing	1,560		53,560	43,736	122%	122%
Assistant Professor	4	1	52,000	-	-	52,000	NHS	5138	Nursing	1,560	500	54,060	66,916	80%	81%
Assistant Professor	4	1	52,000	-	-	52,000	NHS	5138	Nursing	1,560	900	54,460	66,916	80%	81%
Instructor	12	1	52,000	-	-	52,000	NHS	5138	Nursing	1,560		53,560	43,736	122%	122%
Instructor	5	1	52,000	-	-	52,000	NHS	5138	Nursing	1,560		53,560	42,462	126%	126%
Assistant Professor	5	1	52,664	-	-	52,664	NHS	5138	Nursing	1,580	500	54,744	67,578	80%	81%
Assistant Professor	6	1	53,101	-	-	53,101	NHS	5138	Nursing	1,593	300	54,994	68,241	80%	81%
Assistant Professor	5	1	53,201	-	-	53,201	NHS	5138	Nursing	1,596	250	55,047	67,578	81%	81%
Assistant Professor	7	1	53,939	-	-	53,939	NHS	5138	Nursing	1,618		55,557	68,241	81%	81%
Assistant Professor	7	1	54,351	-	-	54,351	NHS	5138	Nursing	1,631		55,982	68,241	82%	82%
Assistant Professor	4	1	57,000	767	-	57,767	NHS	5138	Nursing	1,733		59,500	66,916	89%	89%
Assistant Professor	6	1	57,441	326	-	57,767	NHS	5138	Nursing	1,733		59,500	68,241	87%	87%
Assistant Professor	7	1	57,441	326	-	57,767	NHS	5138	Nursing	1,733		59,500	68,241	87%	87%
Associate Professor	3	1	60,241	-	-	60,241	NHS	5138	Nursing	1,807	6,000	68,048	75,764	82%	90%
Assistant Professor	1	1	65,000	-	-	65,000	NHS	5138	Nursing	1,950		66,950	64,928	103%	103%
Associate Professor	12	1	67,491	-	-	67,491	NHS	5138	Nursing	2,025	5,000	74,516	82,722	84%	90%
Associate Professor	8	1	68,591	-	-	68,591	NHS	5138	Nursing	2,058	1,017	71,666	79,629	89%	90%
Associate Professor	5	1	70,000	6,500	-	76,500	NHS	5138	Nursing	2,295		78,795	77,310	102%	102%
Assistant Professor	5	1	70,000	-	-	70,000	NHS	5138	Nursing	2,100		72,100	67,578	107%	107%
Associate Professor	2	1	76,500	-	-	76,500	NHS	5138	Nursing	2,295		78,795	74,991	105%	105%
Associate Professor	3	1	78,000	-	-	78,000	NHS	5138	Nursing	2,340		80,340	75,764	106%	106%
Professor	10	1	83,289	-	-	83,289	NHS	5138	Nursing	2,499		85,788	97,324	88%	88%
Professor	5	1	84,260	-	-	84,260	NHS	5138	Nursing	2,528		86,788	92,458	94%	94%
Professor	4	1	88,000	-	-	88,000	NHS	5138	Nursing	2,640		90,640	91,485	99%	99%
Professor	8	1	88,141	-	-	88,141	NHS	5138	Nursing	2,644		90,785	95,378	95%	95%
Assistant Professor	2	1	56,000	-	-	56,000	NHS	5122	Public Health	1,680	1,500	59,180	69,393	83%	85%
Assistant Professor	2	1	56,000	-	-	56,000	NHS	5122	Public Health	1,680	1,500	59,180	69,393	83%	85%
Associate Professor	5	1	65,000	-	-	65,000	NHS	5122	Public Health	1,950	1,500	68,450	71,938	93%	95%
Associate Professor	2	1	65,000	-	-	65,000	NHS	5122	Public Health	1,950		66,950	69,780	96%	96%

Assistant Professor	5	1	49,000	-	-	49,000	NHS	5123	Rehabilitation and Therapeutic Professions	1,470	5,000	55,470	65,722	77%	84%
Professor	14	1	72,311	-	-	72,311	NHS	5123	Rehabilitation and Therapeutic Professions	2,169	2,240	76,720	102,652	73%	75%
Professor	18	1	81,532	-	-	81,532	NHS	5123	Rehabilitation and Therapeutic Professions	2,446	2,000	85,978	106,600	79%	81%
Instructor	17	1	37,553	-	-	37,553	NHS	5131	Dietetics and Clinical Nutrition Services	1,127	3,500	42,180	49,038	79%	86%
Assistant Professor	3	1	47,000	-	-	47,000	NHS	5131	Dietetics and Clinical Nutrition Services	1,410	1,500	49,910	61,045	79%	82%
Assistant Professor	3	1	47,000	-	-	47,000	NHS	5131	Dietetics and Clinical Nutrition Services	1,410	1,500	49,910	61,045	79%	82%
Assistant Professor	6	1	50,181	-	-	50,181	NHS	5131	Dietetics and Clinical Nutrition Services	1,505	4,000	55,686	62,876	82%	89%
Associate Professor	11	1	60,592	-	-	60,592	NHS	5131	Dietetics and Clinical Nutrition Services	1,818	3,000	65,410	81,709	76%	80%
Professor	6	1	71,514	-	-	71,514	NHS	5131	Dietetics and Clinical Nutrition Services	2,145	3,000	76,659	93,927	78%	82%
Associate Professor	1	1	43,500	2,630	3,000	49,130	PVA	5005	Drama/Theatre Arts and Stagecraft	1,474	1,000	51,604	62,557	81%	82%
Assistant Professor	4	1	44,000	2,130	-	46,130	PVA	5005	Drama/Theatre Arts and Stagecraft	1,384	-	47,514	53,948	88%	88%
Assistant Professor	3	1	44,000	2,130	-	46,130	PVA	5005	Drama/Theatre Arts and Stagecraft	1,384	-	47,514	53,414	89%	89%
Assistant Professor	3	1	44,000	2,130	-	46,130	PVA	5005	Drama/Theatre Arts and Stagecraft	1,384	-	47,514	53,414	89%	89%
Assistant Professor	2	1	45,000	-	-	45,000	PVA	5005	Drama/Theatre Arts and Stagecraft	1,350	-	46,350	52,880	88%	88%
Assistant Professor	3	1	46,130	-	-	46,130	PVA	5005	Drama/Theatre Arts and Stagecraft	1,384	-	47,514	53,414	89%	89%
Associate Professor	1	1	46,191	-	3,000	49,191	PVA	5005	Drama/Theatre Arts and Stagecraft	-	1,000	50,191	62,557	79%	80%
Associate Professor	5	1	47,826	2,428	-	50,254	PVA	5005	Drama/Theatre Arts and Stagecraft	1,508	5,500	57,262	65,164	79%	88%
Associate Professor	2	1	50,254	-	-	50,254	PVA	5005	Drama/Theatre Arts and Stagecraft	1,508	2,000	53,762	63,209	82%	85%
Professor	5	1	56,779	-	-	56,779	PVA	5005	Drama/Theatre Arts and Stagecraft	1,703	10,000	68,482	84,377	69%	81%
Professor	3	1	56,931	-	-	56,931	PVA	5005	Drama/Theatre Arts and Stagecraft	1,708	8,000	66,639	82,601	71%	81%
Professor	9	1	65,829	-	-	65,829	PVA	5005	Drama/Theatre Arts and Stagecraft	1,975	5,000	72,804	87,930	77%	83%
Professor	18	1	82,483	-	-	82,483	PVA	5005	Drama/Theatre Arts and Stagecraft	2,474	-	84,957	95,923	89%	89%
Assistant Professor	5	1	41,000	4,000	-	45,000	PVA	5007	Fine and Studio Art	1,350	1,800	48,150	55,417	84%	87%
Assistant Professor	7	1	43,476	1,524	-	45,000	PVA	5007	Fine and Studio Art	1,350	-	46,350	55,960	83%	83%
Assistant Professor	6	1	43,797	1,203	-	45,000	PVA	5007	Fine and Studio Art	1,350	1,324	47,674	55,960	83%	85%
Assistant Professor	4	1	44,000	1,000	-	45,000	PVA	5007	Fine and Studio Art	1,350	1,400	47,750	54,873	84%	87%
Associate Professor	2	1	49,246	-	-	49,246	PVA	5007	Fine and Studio Art	1,477	2,889	53,612	65,780	77%	82%
Associate Professor	2	1	49,429	-	-	49,429	PVA	5007	Fine and Studio Art	1,483	2,700	53,612	65,780	77%	82%
Associate Professor	3	1	52,999	-	-	52,999	PVA	5007	Fine and Studio Art	1,590	2,000	56,589	66,458	82%	85%
Associate Professor	4	1	56,876	-	-	56,876	PVA	5007	Fine and Studio Art	1,706	1,140	59,722	67,136	87%	89%
Associate Professor	9	1	59,925	-	-	59,925	PVA	5007	Fine and Studio Art	1,798	1,000	62,723	70,527	88%	89%
Professor	4	1	62,576	-	-	62,576	PVA	5007	Fine and Studio Art	1,877	1,242	65,695	80,828	80%	81%
Professor	13	1	63,332	-	-	63,332	PVA	5007	Fine and Studio Art	1,900	5,200	70,432	88,567	74%	80%
Professor	21	1	72,494	-	-	72,494	PVA	5007	Fine and Studio Art	2,175	1,250	75,919	95,446	78%	80%
Professor	14	0.5	41,991	-	-	41,991	PVA	5009	Music	1,260	840	44,091	86,638	100%	102%
Assistant Professor	3	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	-	46,350	52,753	88%	88%
Assistant Professor	1	1	44,000	-	-	44,000	PVA	5009	Music	1,320	682	46,002	51,698	88%	89%
Assistant Professor	4	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	1,654	48,004	53,281	87%	90%
Assistant Professor	4	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	1,654	48,004	53,281	87%	90%
Assistant Professor	3	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	1,200	47,550	52,753	88%	90%
Assistant Professor	3	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	1,200	47,550	52,753	88%	90%
Assistant Professor	3	1	44,000	1,000	-	45,000	PVA	5009	Music	1,350	1,200	47,550	52,753	88%	90%
Assistant Professor	1	1	45,000	-	-	45,000	PVA	5009	Music	1,350	-	46,350	51,698	90%	90%
Assistant Professor	2	1	45,000	-	-	45,000	PVA	5009	Music	1,350	700	47,050	52,225	89%	90%
Assistant Professor	2	1	45,000	-	-	45,000	PVA	5009	Music	1,350	700	47,050	52,225	89%	90%
Assistant Professor	2	1	45,000	-	-	45,000	PVA	5009	Music	1,350	700	47,050	52,225	89%	90%
Associate Professor	1	1	46,726	-	3,000	49,726	PVA	5009	Music	1,492	995	52,213	62,319	82%	84%
Assistant Professor	6	1	46,726	-	-	46,726	PVA	5009	Music	1,402	1,491	49,619	54,336	89%	91%
Associate Professor	2	1	47,000	1,726	-	48,726	PVA	5009	Music	1,462	2,312	52,500	62,969	80%	83%
Associate Professor	5	1	48,689	2,672	-	51,361	PVA	5009	Music	1,541	1,827	54,729	64,916	81%	84%
Associate Professor	2	1	48,726	-	-	48,726	PVA	5009	Music	1,462	2,312	52,500	62,969	80%	83%
Associate Professor	3	1	48,838	2,523	-	51,361	PVA	5009	Music	1,541	970	53,872	63,618	83%	85%
Associate Professor	3	1	50,561	800	-	51,361	PVA	5009	Music	1,541	970	53,872	63,618	83%	85%
Associate Professor	4	1	51,261	100	-	51,361	PVA	5009	Music	1,541	1,327	54,229	64,267	82%	84%
Associate Professor	3	1	51,361	-	-	51,361	PVA	5009	Music	1,541	970	53,872	63,618	83%	85%
Associate Professor	7	1	51,386	-	-	51,386	PVA	5009	Music	1,542	1,400	54,328	66,214	80%	82%
Associate Professor	5	1	51,965	-	-	51,965	PVA	5009	Music	1,559	1,205	54,729	64,916	82%	84%
Associate Professor	13	1	56,661	-	-	56,661	PVA	5009	Music	1,700	-	58,361	70,109	83%	83%
Professor	3	1	58,985	-	-	58,985	PVA	5009	Music	1,770	2,005	62,760	77,475	78%	81%
Professor	3	1	59,361	-	-	59,361	PVA	5009	Music	1,781	1,632	62,774	77,475	79%	81%
Professor	5	1	63,558	-	-	63,558	PVA	5009	Music	1,907	-	65,465	79,141	83%	83%
Professor	8	1	64,190	-	-	64,190	PVA	5009	Music	1,926	1,284	67,400	81,640	81%	83%
Professor	11	1	65,570	-	-	65,570	PVA	5009	Music	1,967	2,900	70,437	84,139	80%	84%
Professor	10	1	66,234	-	-	66,234	PVA	5009	Music	1,987	1,325	69,546	83,306	82%	83%
Professor	13	1	66,739	-	-	66,739	PVA	5009	Music	2,002	3,728	72,469	85,805	80%	84%
Professor	14	1	67,596	-	-	67,596	PVA	5009	Music	2,028	3,428	73,052	86,638	80%	84%
Professor	6	1	67,786	-	-	67,786	PVA	5009	Music	2,034	9,270	79,009	79,974	87%	99%
Professor	11	1	67,864	-	-	67,864	PVA	5009	Music	2,036	1,357	71,257	84,139	83%	85%
Professor	10	1	68,486	-	-	68,486	PVA	5009	Music	2,055	1,370	71,911	83,306	85%	86%
Professor	13	1	70,100	-	-	70,100	PVA	5009	Music	2,103	1,402	73,605	85,805	84%	86%
Professor	11	1	72,158	-	-	72,158	PVA	5009	Music	2,165	1,443	75,766	84,139	88%	90%
Professor	21	1	74,074	-	-	74,074	PVA	5009	Music	2,222	-	76,296	92,470	83%	83%
Professor	22	1	76,710	-	-	76,710	PVA	5009	Music	2,301	1,000	80,011	93,303	85%	86%
Professor	34	1	91,597	-	-	91,597	PVA	5009	Music	2,748	210	94,555	95,802	98%	99%
Professor	5	1	72,333	-	-	72,333	UC	4502	Anthropology	2,170	1,500	76,003	89,804	83%	85%
Professor	17	0.2	20,068	-	-	20,068	UC	5401	History	602	-	20,670	103,070	100%	100%
Instructor	1	0.5	17,000	-	-	17,000	UC	n/a		510	-	17,510	n/a	n/a	n/a
Instructor	8	1	37,800	-	-	37,800	UC	n/a		1,134	-	38,934	n/a	n/a	n/a

Assistant Professor	2	1	44,000	0	0	44,000	UC	Library	1,320	4,441	49,761	62,201	73%	80%
Assistant Professor	1	1	44,000	0	0	44,000	UC	Library	1,320	3,938	49,258	61,572	74%	80%
Assistant Professor	1	1	44,000	0	0	44,000	UC	Library	1,320	3,938	49,258	61,572	74%	80%
Assistant Professor	1	1	44,000	0	0	44,000	UC	Library	1,320	3,938	49,258	61,572	74%	80%
Assistant Professor	3	1	46,000	0	0	46,000	UC	Library	1,380	2,883	50,263	62,829	75%	80%
Associate Professor	1	1	47,628	2,372	3,000	53,000	UC	Library	1,590	2,103	56,693	70,866	77%	80%
Associate Professor	1	1	49,884	1,616	3,000	54,500	UC	Library	1,635	954	57,089	70,866	79%	81%
Assistant Professor	4	1	50,000	1,500	0	51,500	UC	Library	1,545	796	53,841	63,457	84%	85%
Associate Professor	4	1	51,749	2,500	0	54,249	UC	Library	1,627	2,589	58,465	73,081	76%	80%
Associate Professor	3	1	55,455	0	0	55,455	UC	Library	1,664	2,714	59,833	72,343	79%	83%
Assistant Professor	4	1	56,000	0	0	56,000	UC	Library	1,680	0	57,680	63,457	91%	91%
Assistant Professor	4	1	58,000	0	0	58,000	UC	Library	1,740	0	59,740	63,457	94%	94%
Associate Professor	6	1	58,380	0	0	58,380	UC	Library	1,751	601	60,732	74,557	81%	81%
Associate Professor	14	1	61,230	500	0	61,730	UC	Library	1,852	1,272	64,854	80,463	79%	81%
Associate Professor	7	1	61,363	0	0	61,363	UC	Library	1,841	632	63,836	75,295	84%	85%
Professor	8	1	65,547	0	0	65,547	UC	Library	1,966	1,000	68,513	95,818	70%	72%
Professor	4	1	65,632	0	0	65,632	UC	Library	1,969	5,942	73,543	91,907	74%	80%
Total		477.66	29,691,682.62	151,267.00	74,000.00	29,916,949.62			892,823	678,559	31,488,331.62			
Vacant position or not eligible for an increase														