Market Equity and FSU Faculty Salaries

Report of the
Joint Study Group

January 24, 2007[1]

[1] Correction applied to Table 20 entry for total in-unit C&G salary base, February 13, 2007.

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Chapter 1

Introduction

This report presents the findings of the Market Equity Study Group that was established in fall 2005 as a product of the negotiations on faculty salaries between the Florida State University Board of Trustees and the United Faculty of Florida (UFF). Specifically, Article 23.5(b) of the Collective Bargaining Agreement states:

> *To propose a more comprehensive and longer-term plan for addressing market equity, a joint Study Group shall be formed. This group shall comprise six people, three chosen by the University President and three by the UFF President. The group shall produce a report to the University and the UFF, recommending a plan of action.*

The Study Group members appointed by the UFF President were: faculty members Ted Baker (Computer Science), Beverly Bower (Educational Leadership and Policy Studies), and Charles Connerly (Urban and Regional Planning). Later, the UFF President named Irene Padavic (Sociology) to replace Beverly Bower. The FSU President named Robert Bradley (Associate Vice President for Academic Affairs), Nancy Marcus (Dean of Graduate Studies), and Mary Ann Moore (Associate Dean for Research and Graduate Studies, College of Human Sciences) as members. The Study Group was assisted by Jill Kosiewski (director) and Keith Bernstein (assistant director) of the FSU Office of Institutional Research.

The Study Group began its deliberations during the spring 2006 semester, carrying over to the fall 2006 term. This report contains recommendations for both short-term and long-term plans of action, and a review of the data that the group considered in arriving at those recommendations. It is divided into four chapters. This Chapter presents a summary of the remaining three chapters.

Chapter 2 provides background information on the structure of faculty appointments at the Florida State University, faculty salaries at FSU, and how FSU salaries compare to state and national data. The data show that there is a gap between what many ranked faculty members and librarians at FSU earn and what national data indicate their peers at similar research universities earn. The sizes of the individual gaps vary widely, and generally defy simple characterizations, but there is a marked tendency for the gap to grow with the number of years of FSU service. The case is less clear for the other 44% of the faculty at FSU, who are in non-tenured, non-tenure earning positions that have no direct referents in national data. The Study Group wrestled with equitable mechanisms for extrapolating norms for this unranked group from the data for the ranked faculty, with very limited success.

Chapter 3 recommends short-and longer-term remedies to the market equity problem at Florida State University. For the short term, the Study Group recommends that funds be provided for market equity salary adjustments, and allocated according to a specific set of formulae. The formulae are based on the premise that market equity funds should be distributed proportionately by the amount that each individual's current FSU salary is below the fair market salary for his/her position. This includes consideration of not only

the actual gap between current salary and a national average, but also of the years in rank for the faculty member as well as the faculty member's performance since his or her last promotion. Being paid below the national average in one's field may be a matter of inequity, or be justifiable by lack of seniority or merit. The formulae and procedures recommended by the Study Group seek to remedy sub-market salaries attributable to the latter reason and not to lack of seniority or merit. Assessment of merit will be accomplished by elected peer committees whose judgments are subject to review and approval by department chairs.

Because national market salary data are available only for librarians and for faculty in the tenured, tenure-track, and instructor ranks, the Study Group is unable to recommend a method for obtaining the market salaries for non-tenure track faculty, such as research associates, assistants in, and scholar/scientists. It is therefore impossible at this time to make market-based recommendations for salary increases for non-tenure track faculty, with the exception of those whose assignment consists primarily of teaching and whose salary therefore can be compared to national data for instructors.

Chapter 4 makes recommendations for a long-term solution. Except for promotions, a faculty member currently has only episodic opportunities for pay increases, which frequently have nothing to do with merit but instead are set by the amount of funds made available by the legislature and the University. In order for meritorious faculty to be better recognized for their fine work, the Study Group recommends *performance based salary increments (PBSI)*, which will operate like promotional pay raises, but will be available to faculty at predictable and relatively frequent intervals, such as every three years, even after they have reached the top of their promotional ladder.

To enhance the ability to determine who deserves a PBSI, the Study Group recommends revising the annual evaluation form for faculty to include two ratings above "satisfactory." The current system of "satisfactory," "official concern," or "unsatisfactory" does not permit department chairs to distinguish between satisfactory faculty and those whose performance would merit such superlatives as "outstanding" or "excellent."

Finally, the Study Group joins the Faculty Senate in recommending that the system for classifying non-tenure track faculty be completely revamped. Generic classifications, such as "assistant in" and "associate in," are applied to positions with a very wide range of responsibilities, only some of which have to do with teaching, or research or any other activity traditionally associated with being a faculty member at a research university. It is important that the University's non-tenure track faculty be accurately and systematically classified, and that the classification system permit comparisons with national salary norms. It will then be possible to make recommendations for seeing that FSU salaries for the non-tenure-track faculty are also commensurate with the national market.

Chapter 2

Data and Analysis

The Study Group reviewed reports from a number of sources, including the FSU Office of Institutional Research, the FSU Budget Office, and several national salary surveys. The Study Group also performed its own independent analyses, working directly from the raw tables of salary data provided by the Dean of the Faculties, the Budget Office, and the Office of Institutional Research. Because the data in the tables and charts provided below have been assembled from these diverse sources, they are not entirely comparable. They differ in a number of respects, including the times for which the salary data were collected, the sets of faculty members included, and whether salary was viewed on a 9-month or 12-month basis. Therefore, it is critical to read the footnotes and narrative explanations that go with each table and each figure.

2.1 Faculty Composition

In fall 2005, Florida State University had a headcount of more than 2,000 regular faculty members (see Table 1); regular faculty members are defined as persons assigned the principal responsibility of teaching, research, and public service activities or administrative responsibility for functions directly related to the academic mission. The table includes all members of the faculty, both out-of-unit and in-unit for purposes of collective bargaining. The majority of the 2,000 faculty members – 1,125 – were in tenured or tenure earning positions. About 44% were in non-tenure earning positions. Two-thirds were in 9-or 10-month positions.

Table 1
Regular Faculty, Fall 2005, Faculty Appointment vs. Tenure

Tenure	9-Month	10-Month	12-Month	Total	Percent of Total
Tenured	707	0	54	761	37.4%
Not Tenured, Tenure-Earning	360	0	4	364	17.9%
Not Tenured, Not Tenure-Earning	186	100	616	902	44.3%
Not Tenured, Tenure-Earning, Not Eligible	7	0	2	9	0.4%
Total	1,260	100	676	2,036	

"Faculty headcount is unique and all budget entities are included. If a faculty member has several appointments in different departments the FTE is summed to determine full-time or part-time status. The unique headcount will be illustrated in the department with the largest FTE."

Source: http://www.ir.fsu.edu/Faculty_Headcount/facultyheadcount.htm

Table 2 shows the 37 faculty classification titles available for use at Florida State University. Several are not in active use. Most faculty members, as shown in Table 3, are in the three traditional ranks of assistant professor, associate professor and professor – 1,188 in all.[2] Of the rest, slightly over 100 faculty members are affiliated with the Florida State University Development Schools, which provide kindergarten through high school instruction. A large number – 763 – are in the remaining classes. These classes are populated by faculty members from highly diverse backgrounds. In the data for Fall 2005, for example, there are some whose highest degree is a high-school diploma, and many whose highest degree is the Bachelors. This is especially true for Assistants In, whose assignments can be quite broad. The highest degree status of a fairly large number of faculty is uncertain because of coding difficulties, again mostly among Assistants In, but also among the faculty administrators.

Overall, the number of faculty members in traditional 9/10 month appointments as assistant professor, associate professor, and professor compares favorably with those in the rest of the State University System. As can be seen in Table 4, only Florida Gulf Coast University and Florida A&M have comparably low student-to-faculty ratios. At Florida State University, the student-to-faculty ratio is especially low for full professors. The University of Florida and Florida State University have distinctly different staffing patterns from the other universities in the State University System in that both have relatively large shares of their faculties in the traditional ranks, and both have relatively smaller percentages of assistant and associate professors than the other Florida public universities.

[2] It is not an error that the figure 1,188, which is the total for the ranks of Professor, Associate Professor, Assistant Professor, and Eminent Scholar from Table 3, differs from the total of 1,134 that one would infer from Table 1. Such numbers are inherently dynamic. Moreover, there were small differences between data sets nominally for approximately the same date that were provided to the Study Group on different occasions and from different FSU sources. For example, the total for the above four ranks in the detailed salary dataset provided to the Salary Equity Study Group for Fall, 2005, on which some other tables in this report are based, is only 1,101. The smaller number is probably due to the omission from the data set of deans and other administrators holding faculty rank.

Table 2
FSU Faculty Classifications

Job Code	Job Title	Active Use by FSU
9000	Faculty (Generic)	
9001	Professor	■
9002	Associate Professor	■
9003	Assistant Professor	■
9004	Instructor	■
9005	Lecturer	■
9006	Graduate Research Professor	
9007	Distinguished Professor	■
9008	Regents Professor	
9009	Eminent Scholar	■
9016	University School Professor	■
9017	University School Associate Professor	■
9018	University School Assistant Professor	■
9019	University School Instructor	■
9053	Librarian	■
9054	Associate Librarian	■
9055	Assistant Librarian	■
9056	Instructor, Librarian	■
9120	Associate In	■
9121	Assistant In	■
9122	Extension Agent IV	
9123	Extension Agent III	
9124	Extension Agent II	
9125	Extension Agent I	
9126	Program Director	■
9150	Curator	
9151	Associate Curator	
9152	Assistant Curator	■
9153	Staff Physicist	■
9160	Scholar/Scientist/Engineer	■
9161	Associate Scholar/Scientist/Engineer	■
9162	Assistant Scholar/Scientist/Engineer	■
9166	Research Associate	■
9173	Counselor/Advisor	
9178	Instructional Specialist	
9186	Legal Writing Assistant	
9199	Faculty Administrator	■

Source: http://www.hr.fsu.edu/index.cfm?page=JobGroupManagement&pp=FAC

Table 3
Regular Faculty: Fall 2005, Faculty Appointment vs. Class Title

Class Title	9-Month	10-Month	12-Month	Total	Percent of Total	Cumulative Percentage
Professor	421	0	60	**481**	**23.6%**	**23.6%**
Associate Professor	325	0	6	**331**	**16.3%**	**39.9%**
Assistant Professor	352	0	2	**354**	**17.4%**	**57.3%**
Assistant Curator	0	0	1	**1**	**0.0%**	**57.3%**
Assistant In	60	0	207	**267**	**13.1%**	**70.4%**
Associate In	37	0	118	**155**	**7.6%**	**78.0%**
Librarian	0	0	18	**18**	**0.9%**	**78.9%**
Assistant Librarian	0	0	19	**19**	**0.9%**	**79.9%**
Associate Librarian	0	0	16	**16**	**0.8%**	**80.6%**
Instructor, Librarian	0	0	3	**3**	**0.1%**	**80.8%**
Assistant Scholar/Scientist/ Engineer	0	0	33	**33**	**1.6%**	**82.4%**
Associate Scholar/Scientist/ Engineer	3	0	21	**24**	**1.2%**	**83.6%**
Scholar/Scientist/Engineer	4	0	16	**20**	**1.0%**	**84.6%**
Coordinator	1	0	6	**7**	**0.3%**	**84.9%**
Faculty Administrator	7	0	54	**61**	**3.0%**	**87.9%**
Instructional Specialist	0	0	8	**8**	**0.4%**	**88.3%**
Instructor	11	0	2	**13**	**0.6%**	**88.9%**
Lecturer	10	0	6	**16**	**0.8%**	**89.7%**
Research Associate	4	0	59	**63**	**3.1%**	**92.8%**
Program Director	3	0	11	**14**	**0.7%**	**93.5%**
Staff Physicist	0	0	3	**3**	**0.1%**	**93.7%**
Eminent Scholar	22	0	0	**22**	**1.1%**	**94.7%**
University School Assistant Professor	0	18	4	**22**	**1.1%**	**95.8%**
University School Associate Professor	0	4	0	**4**	**0.2%**	**96.0%**
University School Instructor	0	75	3	**78**	**3.8%**	**99.9%**
University School Professor	0	3	0	**3**	**0.1%**	**100.0%**
Total	**1,260**	**100**	**676**	**2,036**		

Source:http://www.ir.fsu.edu/Faculty_Headcount/facultyheadcount.htm

Table 4

Fall 2004, FSU Full-time 9/10 Month Instructional Faculty Compared with SUS

Professor	Students	Faculty		
Institution Name	Annual FTE 2004-2005	Number	FTE/ Faculty	% of Prof, Assoc & Asst Prof
Florida State University	26,326	422	62.4	40%
University of Central Florida	27,429	184	149.1	24%
Florida A&M	9,083	89	102.1	26%
Florida Atlantic University	14,526	188	77.3	33%
Florida International University	21,808	197	110.7	30%
University of Florida	33,064	433	76.4	40%
University of North Florida	9,143	77	118.7	24%
University of South Florida	24,547	264	93.0	32%
The University of West Florida	5,693	42	135.5	22%
Florida Gulf Coast University	3,685	27	136.5	19%

Associate Professor	Students	Faculty		
Institution Name	Annual FTE 2004-2005	Number	FTE/ Faculty	% of Prof, Assoc & Asst Prof
Florida State University	26,326	314	83.8	30%
University of Central Florida	27,429	296	92.7	38%
Florida A&M	9,083	118	77.0	34%
Florida Atlantic University	14,526	185	78.5	32%
Florida International University	21,808	284	76.8	43%
University of Florida	33,064	324	102.0	30%
University of North Florida	9,143	102	89.6	32%
University of South Florida	24,547	276	88.9	33%
The University of West Florida	5,693	68	83.7	36%
Florida Gulf Coast University	3,685	51	72.3	37%

Assistant Professor	Students	Faculty		
Institution Name	Annual FTE 2004-2005	Number	FTE/ Faculty	% of Prof, Assoc & Asst Prof
Florida State University	26,326	327	80.5	31%
University of Central Florida	27,429	292	93.9	38%
Florida A&M	9,083	136	66.8	40%
Florida Atlantic University	14,526	200	72.6	35%
Florida International University	21,808	178	122.5	27%
University of Florida	33,064	328	100.8	30%
University of North Florida	9,143	141	64.8	44%
University of South Florida	24,547	286	85.8	35%
The University of West Florida	5,693	80	71.2	42%
Florida Gulf Coast University	3,685	61	60.4	44%

Totals	Students	Faculty	
Institution Name	Annual FTE 2004-2005	Number	FTE/ Faculty
Florida State University	26,326	1063	24.8
University of Central Florida	27,429	772	35.5
Florida A&M	9,083	343	26.5
Florida Atlantic University	14,526	573	25.4
Florida International University	21,808	659	33.1
University of Florida	33,064	1085	30.5
University of North Florida	9,143	320	28.6
University of South Florida	24,547	826	29.7
The University of West Florida	5,693	190	30.0
Florida Gulf Coast University	3,685	139	26.5

Sources: Student FTE from SUS Factbooks; Faculty from IPEDS data 2004-05 via FSU IR

Table 5
Regular Faculty, Fall 2005, Faculty Appt vs. Department or Unit

Department or Unit	9-Month	10-Month	12-Month	Total
Academic Department	1194	0	213	1407
Academic Support & Sponsored Activities	31	0	249	280
Centers and Institutes	35	0	205	240
FSU Developmental Schools	0	100	9	109
Total	**1260**	**100**	**676**	**2036**

Source: http://www.ir.fsu.edu/Faculty_Headcount/facultyheadcount.htm. Uses Groups in OMNI, Classified by Academic Affairs, 2006.

Table 5 reports that most members of the faculty are associated directly with academic departments and most of those are in 9-month positions. Academic support and sponsored activities, along with centers and institutes, are populated disproportionately with 12-month faculty (See Table A1). The distribution of the faculty among the 221 units employing faculty is highly variable. Typically, the number of faculty members in a unit is small, and only a baker's dozen of units have more than 30 (See Table 6.). The disciplinary specialty of the faculty in traditional ranks varies across departments and the programs they offer.

Table 6
OMNI Organizational Units with More than 30 Faculty

1	**Biological Science**
2	**Chemistry and Biochemistry**
3	**Criminology and Criminal Justice**
4	**Law**
5	**English**
6	**Mathematics**
7	**Modern Languages and Linguistics**
8	**Music**
9	**Psychology**
10	**Social Work**
11	**Strozier Library**
12	**Learning Systems Institute**
13	**National High Magnetic Field Laboratory**

Source: http://www.ir.fsu.edu/Faculty_Headcount/facultyheadcount.htm. Uses OMNI Organizational Groupings.

Disciplinary specialties are key to understanding salary differentials, and must be viewed from a national perspective. The National Center for Educational Statistics developed taxonomy for the Classification of Instructional Programs (CIP) in 1980, and that taxonomy and its associated coding scheme have been revised periodically since. The scheme consists in large measure of the titles and descriptions of postsecondary instructional programs. The CIP is widely used to collect and report information on higher education. It is the accepted federal government standard on instructional program classifications.

Programs in the CIP are arranged on three levels: a 2-digit summary level, a 4-digit intermediate group level, and a 6-digit individual program level. The 6-digit program CIPs are the codes and titles that are used for the primary federal postsecondary education data collection program, the Integrated Postsecondary Education Data System (IPEDS).

The CIP is also used as the basis of the annual salary studies of instructional[3] faculty conducted by Oklahoma State University (OSU) and The College and University Professional Association (CUPA). Only the OSU study reports information for the traditional classes of faculty at the 6-digit program level. The OSU study contains information on the approximately 100 institutions that belong to the National Association of State Universities and Land Grant Colleges and that award doctoral degrees in five different disciplines. The information is reported on professors, associate professors, assistant professors, new assistant professors, instructors, and, for universities grouped using the now-obsolete Carnegie classifications of Research I, Research II, and Other Doctoral, the combination of all these ranks. Florida State University and the University of Florida are in the group of more than 50 universities classified as Research I.

For purposes such as reporting salary data to the OSU survey, FSU assigns each faculty member in an academic department a 6-digit CIP. For traditional faculty this classification only occasionally poses problems. For instance, the College of Information does not have departments, but does employ two CIP codes to identify its faculty. The larger problem is that the University employs dozens of other faculty members who have not been assigned a CIP. This problem occurs outside the traditional classes of faculty and in non-academic units. For example, the Learning Systems Institute employs a broad range of disciplinary specialists in a number of non-traditional faculty classes.

[3] Instructional faculty is defined here as those members of the instructional and research staff whose major regular assignment is instruction, including those with released time for research. Administrative faculty members are excluded, despite the fact that they may devote part of their time to classroom instruction. This definition excludes some individuals in the ranks of Professor, Associate Professor, Assistant Professor, and Instructor.

Table 7
Regular Faculty: Fall 2005

Gender vs. Class Title:					Ethnicity/Race vs. Class Title						
Class Title	Female	Male	Total	Percent Female	American Indian or Native Alaskan	Asian or Pacific Islander	Black	Hispanic	Non Resident Alien	White	Total
Professor	93	388	**481**	**19.3%**	0	24	11	13	9	424	**481**
Associate Professor	126	205	**331**	**38.1%**	0	25	21	9	13	263	**331**
Assistant Professor	143	211	**354**	**40.4%**	0	24	26	13	61	229	**354**
Assistant Curator	1	0	**1**	**100.0%**	0	0	0	0	0	1	**1**
Assistant In	149	118	**267**	**55.8%**	0	9	17	4	30	207	**267**
Associate In	72	83	**155**	**46.5%**	0	4	4	3	10	133	**155**
Librarian	11	7	**18**	**61.1%**	0	1	1	0	0	16	**18**
Assistant Librarian	13	6	**19**	**68.4%**	0	1	3	0	0	15	**19**
Associate Librarian	11	5	**16**	**68.8%**	0	0	0	0	0	15	**16**
Instructor, Librarian	3	0	**3**	**100.0%**	0	0	1	0	1	1	**3**
Assistant Scholar/Scientist/ Engineer	9	24	**33**	**27.3%**	0	3	0	0	13	17	**33**
Associate Scholar/Scientist/ Engineer	4	20	**24**	**16.7%**	0	5	0	0	4	15	**24**
Scholar/Scientist/ Engineer	2	18	**20**	**10.0%**	0	1	0	0	0	19	**20**
Coordinator	5	2	**7**	**71.4%**	0	0	1	0	0	6	**7**
Faculty Administrator	31	30	**61**	**50.8%**	0	2	4	3	0	51	**61**
Instructional Specialist	7	1	**8**	**87.5%**	0	0	0	1	0	7	**8**
Instructor	7	6	**13**	**53.8%**	0	0	2	0	1	9	**13**
Lecturer	11	5	**16**	**68.8%**	0	0	3	2	0	11	**16**
Research Associate	22	41	**63**	**34.9%**	0	3	2	1	8	48	**63**
Program Director	8	6	**14**	**57.1%**	0	0	0	1	0	13	**14**
Staff Physicist	1	2	**3**	**33.3%**	0	0	0	0	0	3	**3**
Eminent Scholar	3	19	**22**	**13.6%**	0	4	0	1	1	16	**22**
University School Assistant Professor	14	8	**22**	**63.6%**	0	0	3	0	0	19	**22**
University School Associate Professor	1	3	**4**	**25.0%**	0	0	0	0	0	4	**4**
University School Instructor	54	24	**78**	**69.2%**	0	0	12	4	2	59	**78**
University School Professor	3	0	**3**	**100.0%**	0	0	0	0	0	3	**3**
Total	**804**	**1,232**	**2,036**	**39.5%**	**0**	**106**	**111**	**55**	**153**	**1,604**	**2,036**

Source: http://ir.fsu.edu/Faculty_Handcount/facultyheadcount.htm November 2006.

Overall, about 40% of Florida State University's faculty is female and about 13% is non-white. As shown in Table 7, the gender percentages vary considerably by class. Just over 31% of the traditional classes are female, although among assistant professors the percentage is about 40%. Among the other classes, and exclusive of the instructors at the FSUS, women make up more than 48% of the faculty. A somewhat similar situation applies to the ethnic and racial mix of the faculty. The traditional classes are progressively more diverse moving from professor to assistant professor, with non-whites representing 22% overall. Among the other classes, racial diversity does not track the pattern between the genders; the pattern is much more variable.

Table 8 offers yet another perspective on the faculty: how it is funded. Most faculty members are funded from university Educational and General (E&G) funds. These funds

are derived from sources such as state provided general revenue, student tuition, and various miscellaneous fees over which the university has a substantial degree of discretion. A large number of faculty members are paid by contracts and grants (C&G) obtained from federal, state, local and private sources. A few are funded from auxiliary enterprises whose revenues come primarily from sales to students, faculty, staff, university departments and others. Members of the medical faculty are listed separately due to their independent status in the state budget.

The mix of faculty has changed considerably over time, although data issues make comparisons difficult. The graph in Figure 1 provides some perspective on how the mix has evolved for faculty members funded by E&G. The number of faculty in filled professor and associate professor lines peaked in 1995-96. Filled assistant professor lines actually were most numerous in 1970-71, declined rapidly during the seventies, and have increased relatively steadily over the last decade. The University has not used the instructor classification extensively since the early1970s. Faculty in the Other classification has increased steadily since the early1990s.

Table 8
Funding Source of Filled Faculty Positions (FTEs) 2004-2005

	9-month	10-month	12-month	Other*	Total
E&G Faculty	1,206.25	0	301.58	330.53	1,838.36
Auxiliary Faculty	2.9	0	15.25	46.18	64.33
C&G Faculty	6.93	89.9	270.61	325.86	693.3
Medical	12	0	56	7.63	75.63
Student Activity	0	0.12	5.13	0	5.25
Total FTE	1,228.08	90.02	648.57	710.2	2,676.87

Source: FSU Operating Budget, Office of Budget and Analysis, June 2006.
* "Other" includes summer faculty appointments and periodic or partial year appointments. As a result, the numbers do not represent "headcounts" and cannot be compared directly with numbers provided in other tables.

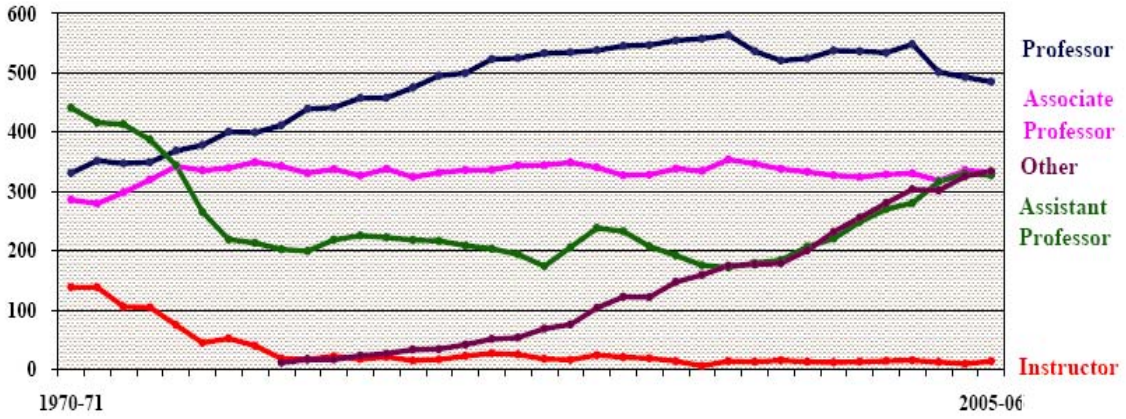

Figure 1. Filled 9-& 12-Month Budgeted E&G Faculty Positions, 1970-71 through 2005-06
Source: http://www.ir.fsu.edu/Performance_Indicators/Faculty/F03.pdf

Table 9
Classes, Numbers and Percentages of Faculty Members in the Bargaining Unit
July 1, 2006

Class Title	Code	Number	% of Unit
Professor	9001	403	23.8%
Associate Professor	9002	319	18.8%
Assistant Professor	9003	346	20.4%
Instructor	9004	12	0.7%
Lecturer	9005	13	0.8%
Eminent Scholar	9009	21	1.2%
Librarian	9053	10	0.6%
Associate Librarian	9054	10	0.6%
Assistant Librarian	9055	15	0.9%
Instructor Librarian	9056	2	0.1%
Coordinator	9115	7	0.4%
Associate In	9210	142	8.4%
Assistant In	9121	243	14.3%
Program Director	9126	13	0.8%
Assistant Curator	9152	1	0.1%
Staff Physicist	9153	3	0.2%
Scholar/Scientist/Engineer	9160	17	1.0%
Associate Scholar/Scientist/Engineer	9161	21	1.2%
Assistant Scholar/Scientist/Engineer	9162	32	1.9%
Research Associate	9166	56	3.3%
Instructional Specialist	9178	8	0.5%
Faculty Administrator	9199	0	0.0%
Total		**1694**	**100.0%**

Source: IR Data File, July, 2006

The FSU chapter of the United Faculty of Florida represents all faculty members in positions designated by the Public Employee Relations Commission (PERC) as belonging to the faculty bargaining unit, which are generally termed the "in-unit" faculty. In fall, 2005, there were approximately 1,700 in-unit faculty members employed by the University. Most are in the traditional classes of professor, associate professor and assistant professor. About 34% of all in-unit faculty members (as compared to 44% of the entire faculty) are in non-traditional classes (excluding instructor, lecturer and eminent scholar), with large percentages in three classes: Associate In, Assistant In, and Research Associate. The bargaining unit does not include faculty in three large units within the University; FSUS, the College of Medicine, and the College of Law.

2.2 Faculty Compensation

Faculty compensation at FSU includes salaries and major benefits. Major benefits consist of the following: retirement, medical, disability, tuition, Federal Insurance Contributions (FICA), unemployment, group life, worker's compensation. Salary is the largest portion of an active faculty member's annual compensation. It is allocated by the type of appointment: 9-month, 10-month, 12-month, summer, dual compensation or other contractual arrangements; and it varies by class and discipline. Faculty members whose

salary draws upon E&G or auxiliary funds usually have more structured salary arrangements than those paid with C&G funds. Faculty members in the collective bargaining unit are governed by a slightly different set of policies and procedures than those outside the unit.

All faculty members are affected by the opportunities for changes in compensation that are made available by the Legislature in its appropriation processes. The range of those opportunities varies from year to year, and has included across-the-board changes, merit increases, promotion and bonuses, as well as a range of discretionary actions. The Legislature exercises its authority under Article VII of the Constitution to influence virtually all the funds used by universities in their operations. Federal grant funds, for example, must be appropriated by the Legislature before they can be disbursed in university research. Historically, the Legislature controlled the latitude of university salary actions closely. Section eight of the annual General Appropriations Act typically establishes the state strictures on employee compensation. Over the last five years, while universities have been granted greater flexibility, many major benefits have remained strictly controlled.

This report focuses on salary compensation and, in particular, salary market equity, under the aegis of Article 23.5(b) of the 2004-2007 Collective Bargaining Agreement between the Florida State University Board of Trustees and the United Faculty of Florida.

For 2005-2006 and four previous years, Table 10 shows average 9-month equivalent salaries for all classes of faculty members in the traditional ranks with instructional assignment at Florida State University, both in-unit and out-of-unit. The table also reports the change in the average over the previous year. The percent annual change in average salary in 2005-2006 for these classes over the previous year was the greatest since 2001-2002, in part because of the delayed effects of two years of bargaining that were realized in 2005-2006. As will also be seen in Table 14, this represents a change over recent years. Note, however, that these averages do not include the entire faculty represented in Table 1 in that they omit the non-traditional classes of faculty members. Table 11 provides a snapshot summary of 9-month equivalent salaries for the non-ranked classes of faculty members. Longitudinal data on these faculty members is not as readily available as for those in the traditional ranks. It should also be noted that the average increases in Table 11 are higher than the average percentage salary increases to continuing employees, because they include corrections of market inequities through turnover, i.e., replacing lower-paid faculty members who leave FSU with new ones recruited at market salaries.

Table 10
Ranked Instructional Faculty Average Salaries 2001 to 2006

Class	Average	Percent Change from Previous Year
2005-2006		
Professor	$91,894	4.4%
Associate Professor	$65,280	4.6%
Assistant Professor	$60,739	4.7%
All Ranks	$73,929	4.4%
2004-2005		
Professor	$87,994	1.5%
Associate Professor	$62,388	2.5%
Assistant Professor	$58,024	3.5%
All Ranks	$70,837	1.6%
2003-2004		
Professor	$86,691	3.3%
Associate Professor	$60,883	2.0%
Assistant Professor	$56,041	2.7%
All Ranks	$69,735	1.5%
2002-2003		
Professor	$83,905	4.8%
Associate Professor	$59,713	3.6%
Assistant Professor	$54,586	2.6%
All Ranks	$68,701	4.0%
2001-2002		
Professor	$80,083	4.6%
Associate Professor	$57,646	4.1%
Assistant Professor	$53,202	8.3%
All Ranks	$66,073	4.5%

Source: Office of Institutional Research, 2005-2006 Faculty Salary Comparisons with OSU and SUG Faculty Salary Survey. June 2006, Executive Summary, p. ii. The category “all ranks” excludes Medicine and is the weighted average by faculty distribution. The data do not include a retroactive merit-based raise of about 2% after the data were compiled for submission to the Oklahoma State Survey. The table excludes the rank of instructor because of the infrequent use of this class at FSU.

Table 11
2004-2005 Salary: Non-Ranked Faculty Classes
(Excludes FSUS Personnel: 9016, 9017, 9018, 9019)

Title	Position Code	Instructional Faculty (2 or more classes)		Non- Instructional Research or Library Faculty (1 or no classes)		Non- Instructional Faculty: Other	
		Headcount	Average Salary	Headcount	Average Salary	Headcount	Average Salary
Instructor	9004	5	$31,304				
Lecturer	9005	13	$37,255				
Librarian	9053			23	$60,367		
Associate Librarian	9054			13	$45,465		
Assistant librarian	9055			14	$37,720		
Instructor, Librarian	9056			2	$35,036		
Curator	9150						
Associate Curator	9151						
Assistant Curator	9152					2	$64,405
Research Associate	9166	4	$64,612	57	$61,742		
Associate In	9120	64	$47,256	75	$62,419		
Assistant In	9121	96	$44,842	187	$48,673		
Scholar/Scientist/ Engineer	9160	1	$66,343	12	$104,937		
Associate Scholar/Scientist/ Engineer	9161	3	$52,130	16	$73,090		
Assistant Scholar/Scientist/ Engineer	9162	1	$75,802	28	$62,657		
Coordinator	9115	2	$40,196			5	$47,372
Staff Physicist	9153	2	$52,856	1	$66,354		
Program Director	9126	4	$46,342			9	$66,695
Instructional Specialist	9178					8	$29,621
Faculty Administrator (generic)	9199	29	$105,315			33	$94,714
Specialist, Computer Research *	9334			28	$46,096		
Specialist, Music *	9433	2	$35,987				

Sources: FSU IR, March 2006, Fall 2004 IRDF and Employee File. Values for titles marked * computed from October 2005 salary data.

It is important to recognize that among both ranked and non-ranked faculty members, salary averages mask broad differences within classes and across and within disciplines. For 2004-2005, Table 12 reports the range within classes. Five classes have ranges greater than $100,000; for another 5, the salary range is less than $20,000.

Much of the difference in variability within classes is due to market differences across disciplines. The minimum assistant professor salary in a discipline such as Finance is greater than the maximum assistant professor in the majority of all other academic disciplines, for example. Business and engineering, to cite other examples, have salary averages across all classes that typically outpace similar ones in most other disciplines. Table 13 shows the distribution across colleges. Among colleges, disciplines in the sciences tend to have higher average salaries than those in the humanities. Professional disciplines typically have an advantage over more academic ones.

Some of the intra-class variability is also due to salary differences within disciplines. In 2004-2005, the minimum or maximum salary within a discipline for the 3 traditional faculty ranks qualified as statistical outliers for 57 of the 180 possibilities covering 60 disciplines.[4] Just over a quarter of the outliers lay below the lower quartile. A large majority of the outliers were well above the upper quartile for the discipline and rank; 15 qualified as extreme values. Occasionally, such salaries are associated with faculty "stars." These "star" values contribute to the overall variability of the salary data.

Table 12
Range of Faculty Salaries by Classification: 2004-2005

Title	Minimum Salary	Maximum Salary	Size of Range
Professor	$45,000	$200,000	$155,000
Associate Professor	$37,714	$118,000	$80,286
Assistant Professor	$40,000	$115,000	$75,000
Instructor	$22,753	$55,631	$32,878
Lecturer	$29,008	$60,088	$31,080
Librarian	$37,106	$151,506	$114,400
Associate Librarian	$36,796	$62,646	$25,850
Assistant librarian	$32,201	$44,500	$12,299
Instructor, Librarian	$34,272	$35,800	$1,528
Curator			
Associate Curator			
Assistant Curator	$58,941	$69,868	$10,927
Research Associate	$26,000	$170,000	$144,000
Associate In	$14,914	$121,173	$106,259
Assistant In	$24,952	$106,353	$81,401
Scholar/Scientist/Engineer	$66,343	$137,548	$71,205
Associate Scholar/Scientist/Engineer	$42,506	$83,846	$41,340
Assistant Scholar/Scientist/Engineer	$45,000	$99,900	$54,900
Coordinator	$34,360	$57,120	$22,760
Staff Physicist	$52,188	$66,354	$14,166
Program Director	$33,402	$132,773	$99,371
Instructional Specialist	$21,000	$37,375	$16,375
Faculty Administrator (generic)	$42,740	$227,386	$184,646
Specialist, Computer Research*	$30,513	$62,160	$31,647
Specialist, Music*	$34,968	$35,987	$2,038

Sources: FSU IR March 2006, Fall IRDF and Employee Data File. Values for titles marked * computed from October 2005 salary data..

[4] http://www.xycoon.com/overview.htm. Outliers are understood in this report to lie within the outer fences of the data. For this analysis, outliers and extreme values are combined as those points above or below the inner fences as determined by calculating the IQR (inter-quartile range), multiplying it by 1.5 and subtracting from Quartile 1 and also from Quartile 3. Extreme values lay 3 IQRs beyond the upper or lower quartile.

Table 13

Average Salary, 9-Month Budgeted E&G Faculty by College, 2005-2006

College/School	Professor	Associate Professor	Assistant Professor	Instructor	Other	All Ranks
Arts & Sciences	$88,977	$61,761	$57,383	$26,400	$33,787	$70,221
Business	$100,587	$94,663	$104,511		$42,887	$89,911
Education	$78,189	$59,449	$49,198		$50,070	$58,219
Human Sciences	$84,970	$62,350	$56,525		$58,961	$67,035
Information	$98,120	$75,594	$60,763		$44,709	$74,766
Nursing	$72,690	$62,996	$58,729		$49,561	$56,765
Criminology & Criminal Justice	$90,705	$73,138	$56,199			$73,347
Law	$141,880	$109,031	$98,874		$48,336	$111,269
Social Sciences	$100,576	$61,882	$61,856	$32,000	$62,678	$80,270
Social Work	$74,946	$62,857	$57,190		$48,633	$57,982
Communication	$90,106	$57,635	$49,569		$43,907	$60,289
Motion Picture, TV & Rec. Arts		$58,874			$43,330	$47,216
Music	$79,366	$54,536	$50,633		$48,381	$63,113
Visual Arts, Theatre & Dance	$71,020	$55,358	$48,632		$44,935	$58,596
Engineering	$100,329	$73,755	$65,998			$81,288
Nine-month Mean	**$92,222**	**$65,384**	**$60,094**	**$26,909**	**$48,509**	**$71,791**

Source: http://www.ir.fsu.edu/Factbooks/2005-06/Faculty_Means.pdf (February 2006)

Table 14
Average Faculty Salaries Budgeted 9-Month E & G Positions 1984 through 2005-06

	Salary				Percent Change in Salary				CPI
Year	Professor	Associate	Assistant	All Ranks	Professor	Associate	Assistant	All Ranks	Percent Change
1984-85	$40,336	$28,986	$24,628	$33,069					
1985-86	$42,000	$29,994	$26,079	$34,396	4.13	3.48	5.89	4.01	3.5%
1986-87	$44,637	$31,946	$27,881	$36,813	6.28	6.51	6.91	7.03	1.3%
1987-88	$46,986	$33,658	$30,178	$39,020	5.26	5.36	8.24	6.00	4.5%
1988-89	$49,921	$35,958	$31,926	$41,760	6.25	6.83	5.79	7.02	4.2%
1989-90	$52,559	$38,222	$33,108	$43,741	5.28	6.30	3.70	4.74	4.7%
1990-91	$54,580	$39,957	$35,236	$45,156	3.85	4.54	6.43	3.23	6.2%
1991-92	$54,311	$39,173	$35,642	$44,957	-0.49	-1.96	1.15	-0.44	3.1%
1992-93	$54,677	$38,934	$35,491	$45,247	0.67	-0.61	-0.42	0.65	3.1%
1993-94	$56,687	$40,271	$37,753	$47,055	3.68	3.43	6.37	4.00	2.7%
1994-95	$59,656	$43,604	$40,439	$50,218	5.24	8.28	7.11	6.72	2.6%
1995-96	$62,865	$45,774	$41,981	$52,382	5.38	4.98	3.81	4.31	2.6%
1996-97	$66,142	$48,898	$44,474	$55,119	5.21	6.82	5.94	5.23	3.3%
1997-98	$68,297	$50,870	$45,742	$56,810	3.26	4.03	2.85	3.07	1.9%
1998-99	$69,821	$51,657	$46,105	$57,591	2.23	1.55	0.79	1.37	1.5%
1999-00	$73,918	$54,051	$47,718	$60,302	5.87	4.63	3.50	4.71	2.6%
2000-01	$78,061	$55,750	$49,192	$62,665	5.60	3.14	3.09	3.92	3.4%
2001-02	$81,314	$58,108	$52,852	$65,194	4.17	4.23	7.44	4.04	1.9%
2002-03	$85,173	$59,981	$54,627	$67,611	4.75	3.22	3.36	3.71	2.3%
2003-04	$88,150	$61,202	$55,925	$68,293	3.50	2.04	2.38	1.01	1.8%
2004-05	$89,092	$62,495	$58,105	$69,120	1.07	2.11	3.90	1.21	3.5%
2005-06	$92,222	$65,384	$60,094	$71,791	3.51	4.62	3.42	3.86	3.5%

Source: FSUIR, http://www.ir.fsu.edu/Performance_Indicators/Faculty/F05.pdf
http://research.stlouisfed.org/fred2/series/CPIAUCSL/downloaddata Nov. to Nov. calculated Consumer Price Index for All Urban Consumers: All Items Index 1982-84=100.

As noted above, salaries for ranked faculty with instructional assignment at Florida State University increased more in 2005-2006 than in recent years. Table 14 provides a slightly broader perspective than Table 10, including information for 9-month positions of full and part-time E&G faculty, exclusive of those in the College of Medicine. Generally, the annual increases have been modest. For several years in the series, they are below the rate of inflation, as Table 14 indicates. These overall averages do not begin to capture the complexity of salary changes within and across disciplines, of course. More specifically, since they cover both existing and new faculty, they do not isolate changes due to promotion, awards, and the like.

2.3 Faculty Salary Comparisons

The intricacies of faculty classification and the amount of variation that occurs even within similar classes makes it difficult to compare salaries at FSU with those of other universities. This section describes the variety of data sources that the Study Group considered in making its determination that the Oklahoma State University (OSU) and Association of Research Libraries (ARL) data provide the best points for comparison, despite the problems associated with them, which we detail below.

Each year, *The Chronicle of Higher Education* compares average salaries of full-time professors by state for public and private universities and other public and private 4-year

institutions.[5] On this basis, full-time professors at all the public universities in Florida fare better than those in Indiana, for example, averaging $92,351 compared to $91,782, despite the fact that individual professors within specific universities often average more than those at Florida universities, such as FSU. Full professors at public universities in California, on the other hand, average $122,272. Again, making comparisons at such a level of aggregation masks crucial variation and, as a result, other comparisons are needed.

The American Association of University Professors (AAUP) produces an annual report on the economic status of the profession that includes information on both comparative salary and major benefits. It surveys institutions and breaks down salary information on ranked faculty by the affiliation and type of institution, region, and gender. As part of the analysis, it also provides information on the distribution of averages for approximately 1,400 institutions.[6]

The annual survey allows AAUP to paint a broad picture, using longitudinal data. "AAUP salary data show that in any given year, salaries rise with professorial rank. So, professors, on average, earn more than associate professors, who earn more than assistant professors, and so on. The AAUP study shows that, over the past twenty years, average faculty salaries, *adjusted for inflation*, increased by only 0.25 percent."[7] However, the AAUP survey does not provide the basis for a detailed comparison of salaries within and across disciplines or for non-traditional academic classes of faculty.

In part to remedy such weaknesses, the College and University Professional Association for Human Resources (CUPA-HR) conducts a national faculty salary survey by discipline and rank. The survey has been published for 25 years and includes salary information on the ranks of professor, associate professor, assistant professor and instructor at more than 700 institutions across the country. It collects information using the Classification of Instructional Programs (CIP) taxonomy of disciplines. Beginning in 2005-2006, the survey allows institutions the option to report salaries using the 4-digit CIP codes to capture intermediate groups of programs with comparable content. Previously, the survey classified faculty members by only 2-digit CIP discipline codes. Salaries are reported in terms of full-time, 9-10 month contracts. Information is gathered on the highest salary, lowest salary, average salary, and number of faculty in a CIP discipline for institutions of varying affiliation and type.[8]

The CUPA-HR survey provides an alternative basis of information on faculty salaries across a broad spectrum of institutions. More than the AAUP, it captures some of the variation in salaries among disciplines. The survey aims to produce relatively standardized responses through the use of highly detailed definitions. It also offers some insight into the variation of salaries within disciplines. Nevertheless, the survey suffers from three major difficulties. First, 4-digit CIP codes are optional and not yet widely used by the institutions who report data for the survey. Second, the survey collects

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[5] *The Chronicle of Higher Education, Almanac Issue 2005-2006*, Volume LII, Number 1, August 26, 2005.

[6] http://www.aaup.org/Issues/workplace/index.htm, See AAUP, "The Devaluing of Higher Education," The Annual Report on the Economic Status of the Profession, 2005-2006, Survey Table notes.

[7] Ibid., p. 29, emphasis added.

[8] http://www.cupahr.org/surveys/salarysurvey2005-06.html

average salary information along with just the maximum and minimum in each rank; it does not provide any distributional information. Third, the survey neglects the growing number of faculty outside the traditional ranks.

Among the best data on faculty salaries are the reports published by disciplinary and professional societies. For example, since 1957, the American Mathematical Society has directly surveyed over 1,000 mathematics and related departments at four-year colleges and universities on a variety of issues, including faculty salaries. The data are reported on institutions grouped according to a taxonomy devised by the Society that makes distinctions on the basis of several characteristics, including the highest degree offered in mathematics and rankings of scholarly quality. The groupings include statistics, biostatistics, and applied mathematics in addition to the typical programs. The AMS survey reports information by group on the mean, median, estimated lower and upper quartiles, and number of respondents by traditional rank.[9]

This sort of analysis offers an impressively detailed picture of the profession. Its groupings of institutions are graded finely enough to make interesting comparisons and the range of statistics it offers provides a glimpse into the distribution of salaries in traditional ranks. Unfortunately, the survey has a couple of weaknesses. Unlike several other discipline efforts, it does not report information by years in rank and it suffers from low response rates - overall, only about 50%. Only the departments in the best public universities have a response rate over 90%. Among the best private institutions, it is 48%. This makes yearly comparisons difficult and may help account for the differences between the AMS results and those conducted by the American Statistical Association on similar programs.

The efforts of professional societies offer perhaps the best information on a single discipline, but they do not provide a way of understanding salaries across an individual university. Plus, many disciplines do not conduct regular surveys. Those that do often differ greatly from one another in the information they seek, the rigor they employ, and the response they elicit.

In fact, there is no one survey that provides timely, detailed, and comprehensive information on all faculty salaries. Oklahoma State University (OSU) publishes perhaps the best and most comprehensive currently available source of information on faculty salaries. Like other data sources, it neither provides meaningful information on non-traditional faculty, nor does it offer distributional data such as quartiles or medians that would allow extreme values to be untangled in the overall picture. It is limited to the average, maximum, and minimum salary for each traditional rank along with number of institutions and the number of faculty included for applicable 2-, 4- and 6-digit CIP codes. Data are rolled up into the next highest CIP code when there are fewer than 3 institutions reporting. The data are reported as 9-10 month, full time salaries.[10]

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[9] American Mathematical Society, "2005 Annual Survey of the Mathematical Sciences", Notices of the AMS, Volume 53, Number 2, February, 2006, pp230-245.

[10] Oklahoma State University, Office of Institutional Research and Information Management, 2005-2006, Faculty Salary Survey of Institutions Belonging to the national Association of State Universities and land-Grant College, 2006.

Overall, the OSU survey collects information from a little more than 100 institutions each year, including 53 in what was formerly the Carnegie classification called Research I Universities. Florida State University and the University of Florida are both in the Research I class, along with such other universities as the University of California at Berkeley, University of Wisconsin at Madison, University of Michigan, and Pennsylvania State University. The OSU data offer a broad range of detail on discipline salary averages for a good sample of universities, including research universities similar to FSU. Like most of the other national data, it suffers from its focus on traditional academic ranks and the absence of distributional information. Importantly, for some CIPs, there are relatively small numbers of faculty and institutions represented. In a couple of instances, for example, only one other institution other than FSU is included in the data. Arguably, though, the OSU survey provides the best available set of information for comparing faculty salaries.

There is one exception to this protocol – the salaries of librarians. While the OSU survey reports salaries of faculty in library science and related disciplines, it is not intended to capture information on university librarians. Librarians are integral to the FSU faculty. To resolve this issue the Study Group decided to use the results of the annual Association of Research Libraries (ARL) survey. The ARL reports salary data for all professional staff working in ARL libraries, including FSU. The ARL survey is the most comprehensive source of information on the current salaries of large U.S. and Canadian academic and research libraries. The Study Group used information on libraries using a four-rank structure consistent with that of FSU.[11]

Table 15 provides a comparison summary of FSU average salaries for the ranked faculty across all disciplines. FSU is compared to the OSU average, the average of Research I universities in the OSU data, and data provided by the 31 members of the Southern Universities Group. FSU falls below the benchmark averages for each for all ranks. As noted above, however, such averages can be misleading.

Table 15
Comparison of Average Salaries for Traditional Ranks of Instructional Faculty, 2005-2006

Rank	FSU	OSU	Research I	Southern Group
Professor	$ 91,894	$105,334	$110,185	$105,609
Associate Professor	$ 65,280	$ 71,939	$ 74,681	$ 71,582
Assistant Professor	$ 60,739	$ 62,751	$ 65,345	$ 63,351
All Ranks	$ 73,929	$ 84, 747	$ 89,977	$ 84,010

Source: FSUIR, 2005-2006 Faculty Salary Comparisons with OSU Faculty Salary Survey and SUG Faculty Salary Survey, p. 3.

The Southern Group is composed of 31 state universities, including North Carolina at Chapel Hill, Alabama, Texas A&M, Texas, LSU and Maryland along with FSU, that exchange data on a variety of issues. The Southern Group is located primarily in the Southern Regional Education Board states.

The mix of different levels within a university can also affect salaries. Table 16 shows the effect of staffing mix using information on the public universities in the State

[11] Association of Research Libraries, ARL Annual Survey, http://www.arl.org/stats/pubpdf/ss05.pdf

University System. The University of Central Florida has higher average 9-month professor and associate professor salaries than FSU, yet FSU's all-ranks average salary is higher. The University of Central Florida employs more faculty members at lower ranks and this decreases its overall average. Again, this demonstrates the need to examine salaries in the greatest detail possible, taking particular care to factor discipline-specific information into the overall picture.

There are two approaches to including discipline-specific information in an assessment of faculty salaries. The first looks at the differences between FSU faculty averages for each class by discipline in comparison to OSU averages for that class and discipline. The second arrays the frequencies of such differences into a histogram for each class. The first method provides a straightforward comparison, based on the assumption that the two distributions for each set of CIP information are similar. The second offers an aggregate perspective on the distribution of FSU salaries for each class, taking into consideration the variations in salaries among disciplines. It provides a way to determine, if only indirectly, whether any salary disparities are systematic or idiosyncratic.

Table 16
2005-06 FSU and SUS Full-time Instructional Faculty Average Salaries:
The Effect of Staffing Mix

Institution Name	9-10 Month Professors, Fall 2005					
	Annual FTE 2004-2005	Number	Total Salary Dollars	Average Salary	FTE/ Faculty	Salary Dollars per Student FTE
Florida State University	26,326	422	$38,709,539	$91,729	62.4	$1,470
University of Central Florida	27,429	188	$18,920,604	$100,642	145.9	$690
Florida A&M	9,083	103	$8,398,651	$81,540	88.2	$925
Florida Atlantic University	14,526	188	$16,756,640	$89,131	77.3	$1,154
Florida International University	21,808	203	$18,743,441	$92,332	107.4	$859
University of Florida	33,064	459	$48,427,717	$105,507	72.0	$1,465
University of North Florida	9,143	78	$6,239,601	$79,995	117.2	$682
University of South Florida	24,547	256	$24,063,662	$93,999	95.9	$980
The University of West Florida	5,693	49	$3,991,917	$81,468	116.2	$701
Florida Gulf Coast University	3,685	33	$2,702,511	$81,894	111.7	$733

Institution Name	9-10 Month Assoc. Professors, Fall 2005					
	Annual FTE 2004-2005	Number	Total Salary Dollars	Average Salary	FTE/ Faculty	Salary Dollars per Student FTE
Florida State University	26,326	316	$20,589,504	$65,157	83.3	$782
University of Central Florida	27,429	297	$21,214,740	$71,430	92.4	$773
Florida A&M	9,083	130	$8,592,884	$66,099	69.9	$946
Florida Atlantic University	14,526	206	$13,139,641	$63,785	70.5	$905
Florida International University	21,808	267	$18,800,879	$70,415	81.7	$862
University of Florida	33,064	353	$25,419,396	$72,010	93.7	$769
University of North Florida	9,143	110	$6,384,138	$58,038	83.1	$698
University of South Florida	24,547	292	$20,304,661	$69,537	84.1	$827
The University of West Florida	5,693	81	$5,008,981	$61,839	70.3	$880
Florida Gulf Coast University	3,685	56	$3,775,800	$67,425	65.8	$1,025

Institution Name	9-10 Month Asst. Professors, Fall 2005					
	Annual FTE 2004-2005	Number	Total Salary Dollars	Average Salary	FTE/ Faculty	Salary Dollars per Student FTE
Florida State University	26,326	335	$20,295,498	$60,584	78.6	$771
University of Central Florida	27,429	286	$17,014,199	$59,490	95.9	$620
Florida A&M	9,083	126	$7,403,268	$58,756	72.1	$815
Florida Atlantic University	14,526	193	$11,116,609	$57,599	75.3	$765
Florida International University	21,808	172	$10,911,739	$63,440	126.8	$500
University of Florida	33,064	331	$20,382,254	$61,578	99.9	$616
University of North Florida	9,143	152	$7,503,466	$49,365	60.2	$821
University of South Florida	24,547	312	$18,538,383	$59,418	78.7	$755
The University of West Florida	5,693	86	$4,583,074	$53,292	66.2	$805
Florida Gulf Coast University	3,685	62	$3,262,828	$52,626	59.4	$885

Totals	Professor, Assoc Prof, Assist Prof Only: 9-10 Month Appts					
Institution Name	Annual FTE 2004-2005	Number	Total Salary Dollars	Average Salary	FTE/ Faculty	Salary Dollars per Student FTE
Florida State University	26,326	1073	$79,594,541	$74,179.44	24.5	$3,023
University of Central Florida	27,429	771	$57,149,543	$74,123.92	35.6	$2,084
Florida A&M	9,083	359	$24,394,803	$67,952.10	25.3	$2,686
Florida Atlantic University	14,526	587	$41,012,890	$69,868.64	24.7	$2,823
Florida International University	21,808	642	$48,456,059	$75,476.73	34.0	$2,222
University of Florida	33,064	1143	$94,229,367	$82,440.39	28.9	$2,850
University of North Florida	9,143	340	$20,127,205	$59,197.66	26.9	$2,201
University of South Florida	24,547	860	$62,906,706	$73,147.33	28.5	$2,563
The University of West Florida	5,693	216	$13,583,972	$62,888.76	26.4	$2,386
Florida Gulf Coast University	3,685	151	$9,741,139	$64,510.85	24.4	$2,643

Source: FSUSIR IPEDS Data, 2006

Table A2 provides a comparison of average FSU faculty salaries in traditional ranks, as well as librarians and non-ranked faculty members teaching 3 or more courses in a semester, across 6-digit discipline CIPs with those of faculty in OSU Research I universities and among participating ARL members. The table focuses on Research I average salaries at FSU's peer institutions. Research I university salaries tend to exceed both the averages of the OSU universities as a whole and the Southern Universities Group. Average FSU salaries in most ranks and for most disciplines — over 80% of the 165 entries for all ranks and disciplines — are below the average for OSU Research I universities. Some disciplines fare well. Law, information studies, philosophy, meteorology, criminology, political science, sociology and film have higher average salaries than the benchmarks for at least two ranks. Others, especially engineering and business, lag national Research I averages considerably.

Averages do not tell the whole story, though. This can be seen by examination of the graphs in Figures 2-4, which show the 9-month salaries of FSU faculty in comparison to the OSU Research I average salaries for the corresponding CIP and rank for a few representative CIPs. Each data point on a graph represents one faculty member. The data points are sorted in order of increasing rank. Within each rank, the data points are sorted by increasing number of years of service, with the most recent hires on the left and the longer-term employees on the right. The solid lines are the OSU Research I average salary, and the heavy dashed lines are the FSU average salary for each rank in the CIP.

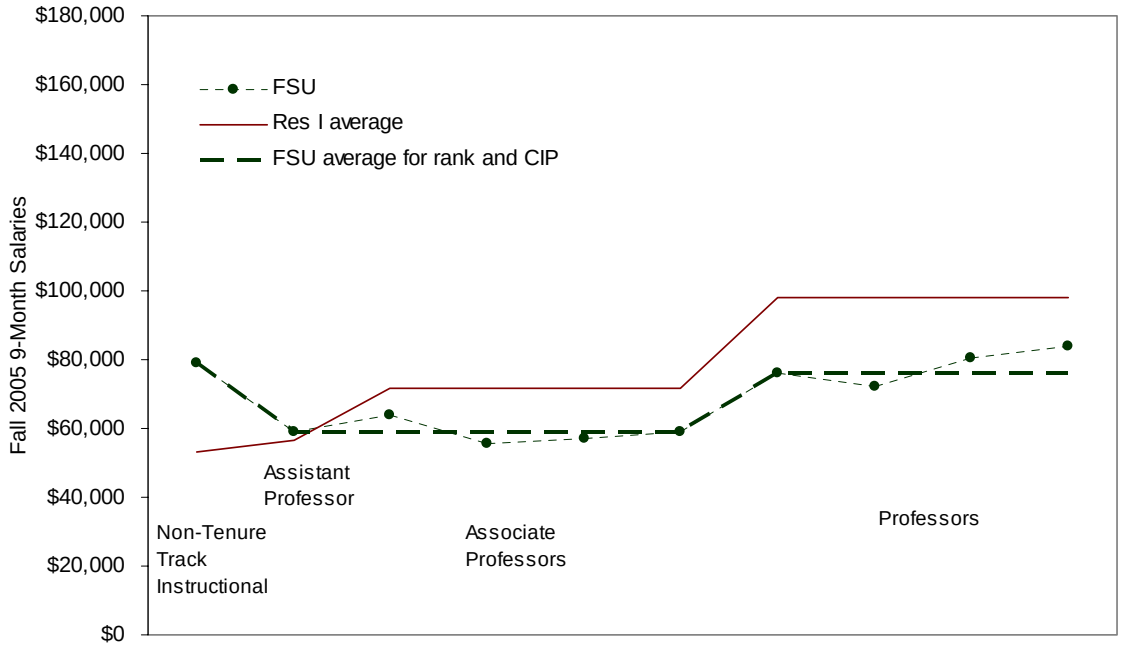

Figure 2. Comparison of FSU and OSU Research I University average salaries within one CIP, ordered by rank and date hired.

Figure 2 shows a department where there is not much variation from the averages. There is compression and inversion among the Assistant Professor and Associate Professor ranks. The exceptional case on the left end is a senior non-tenure-track instructional faculty member.

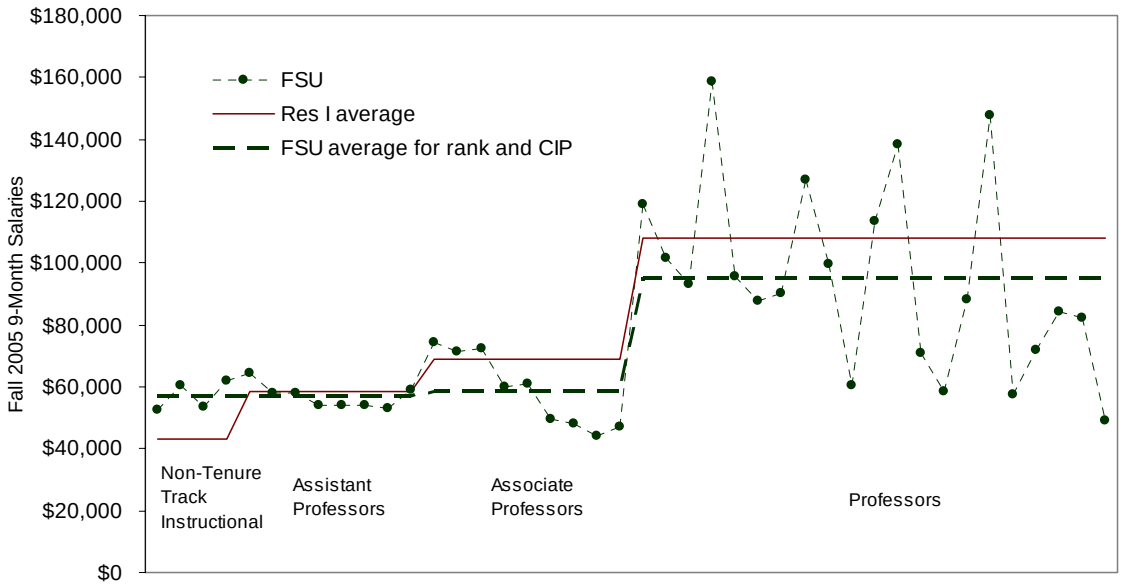

Figure 3. Comparison of FSU and OSU Research I University average salaries within another CIP, ordered by rank and date hired.

Figure 3 shows a case where the average provides some useful information, but hides other important information. The FSU average 9-month equivalent salary for the bottom three ranks is nearly flat, a serious case of compression. There is a clear downward trend

with increasing years of service in the Assistant, Associate, and full Professor ranks. The extreme variations among the full Professors with similar numbers of years of FSU service suggests there may be some instances of inequity that exceed the gap between the OSU and FSU averages for the rank and CIP.

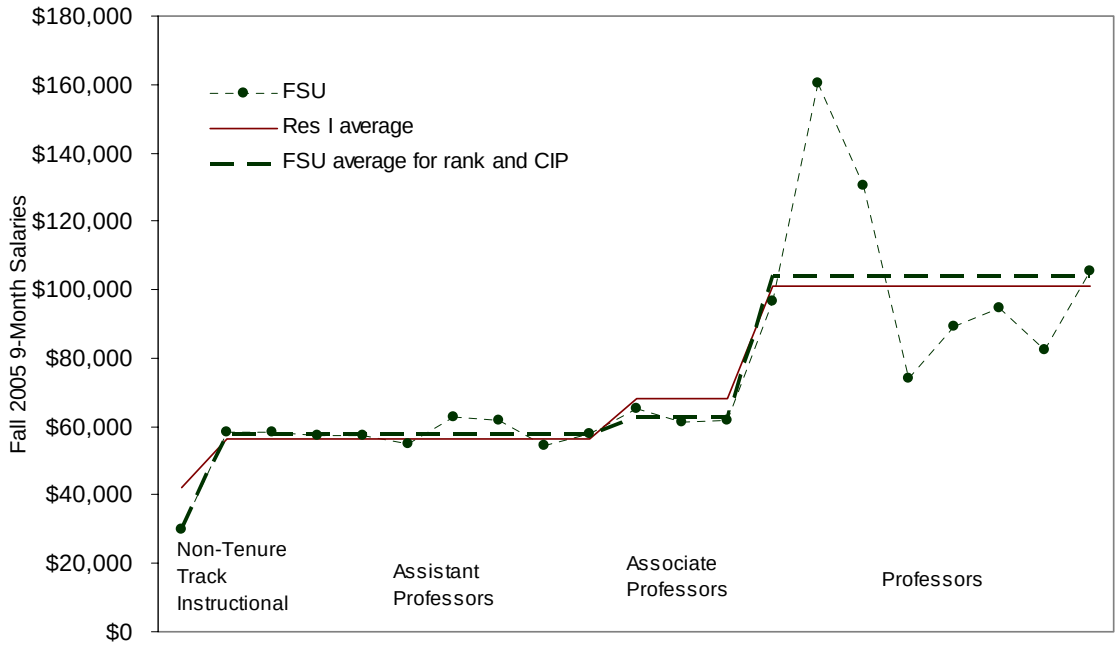

Figure 4. Comparison of FSU and OSU Research I University average salaries within a third CIP, ordered by rank and date hired.

Figure 4 is another case where the average hides some inequities. Two full Professors with high salaries and few years of FSU service have drawn the average for that rank above the OSU average, hiding several cases of possible market inequity among the full Professors. This case also demonstrates a trend toward lower salary with increasing number of years of FSU service, though this only strongly apparent among the full Professors.

Figures 5-10 offer another perspective. They present frequency histograms of the percentage increases required for each FSU faculty member in a given rank to raise his or her salary to the OSU Research I average salary for that same rank and CIP (and similarly for librarians with respect to the ARL average salaries). For example, a gap of -10% indicates that a 10% raise would be needed to reach the OSU average, and a gap of 10% indicates the OSU average is 10% below that person's salary.

The data set for ranked faculty is the same set as provided to OSU for the 2005-2006 survey, based on October 2005 salaries. The data for other faculty ranks were provided by the FSU Budget Office for the same point in time. The data combine in-unit and out-of-unit faculty for each rank, and they include the faculties of Law and Medicine. They exclude members of the traditional faculty ranks in all units who are considered "non-instructional" by the OSU survey or were not on 100% FTE appointment in Fall 2005. In the case of Figure 21, the data include not only FSU faculty in the rank of Instructor, but also any other non-tenure-track faculty members who taught three or more courses in Fall 2005 or were employed in the Film School or Panama City Campus and could not be in a

purely administrative position. In the case of Figure 22, the data included librarian positions in all units, including the Law Library, Music Library, and School of Information; the average would be lower if only the University Libraries were included.

The average gap is indicated by an arrow in each figure. The dotted line indicates the zero point, at which the salary is at the OSU Research I average for the rank and discipline. The histograms are, by and large, normally distributed around mean differences that are below the zero line.

While the figures typically approximate normal distributions, there are meaningful departures from the ideal. Again, these deviations highlight the presence of significant within-class variation. Table 17 supplies one view on this issue. It reports the ratio of the range of salaries in each class to the average salary, along with the ratio of the difference between the maximum salary in a class and its median to the difference of the median and its minimum. Among professors, program directors, associates in and assistants in, the ratios are strikingly high. Such figures are indicative of potential outliers in the data.

While one might wish for more detailed distributional information, none of the generally available national benchmark data offer more than averages, minima, and maxima. The averages are the best available surrogate of underlying differences in the classes and disciplines.

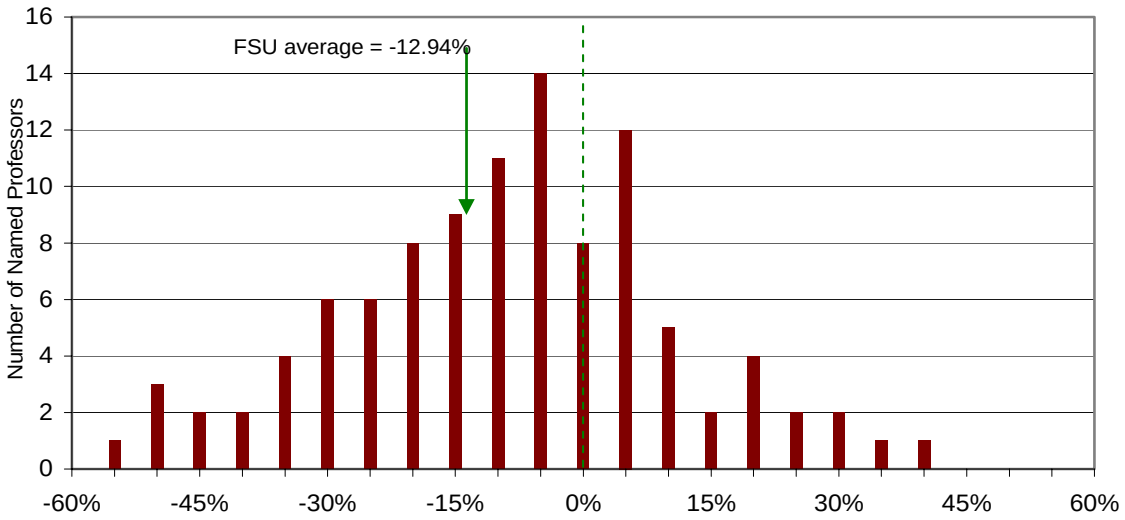

Figure 5. Gaps between FSU Named and Lawton Professor Salaries and OSU Research I Average Professor Salaries by CIP, as of October 2005

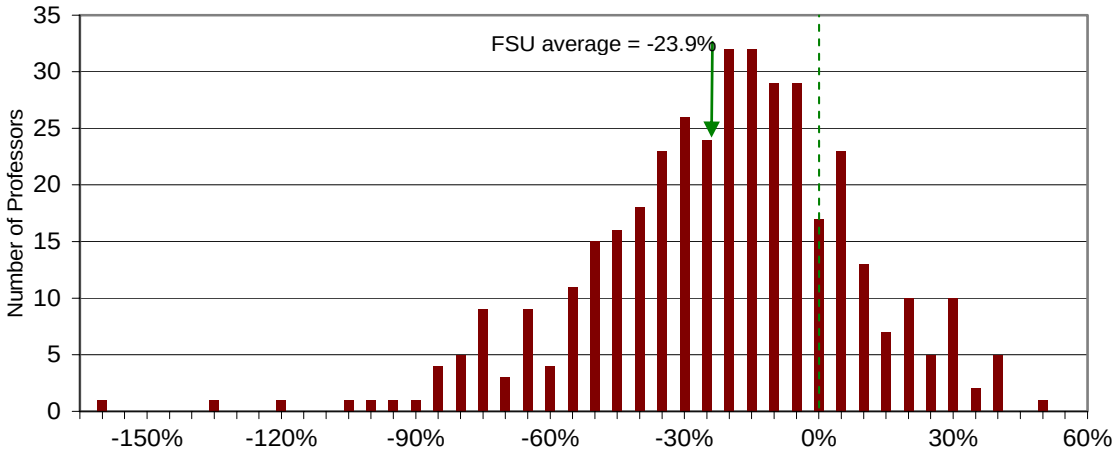

Figure 6. Gaps between FSU Professor and OSU Research I Average Professor Salaries by CIP, as of October 2005

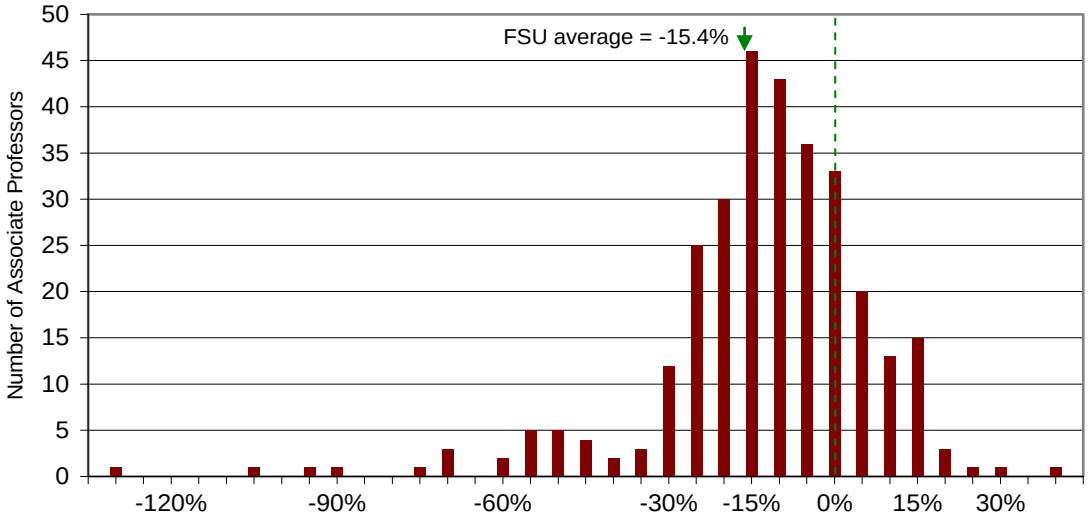

Figure 7. Gaps between FSU Associate Professor and OSU Research I Average Associate Professor Salaries by CIP, as of October 2005

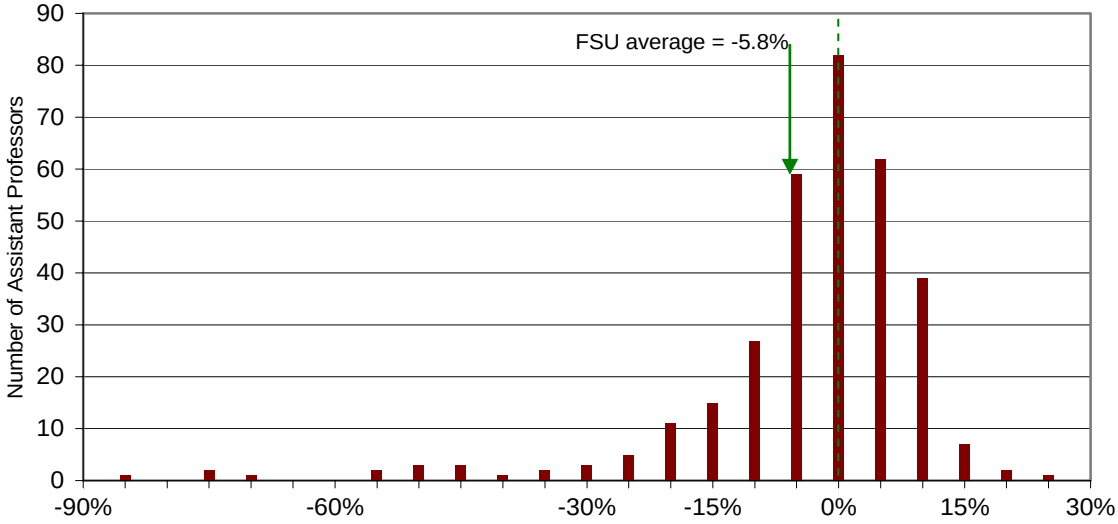

Figure 8. Gaps between FSU Assistant Professor and OSU Research I Average Assistant Professor Salaries by CIP, as of October 2005

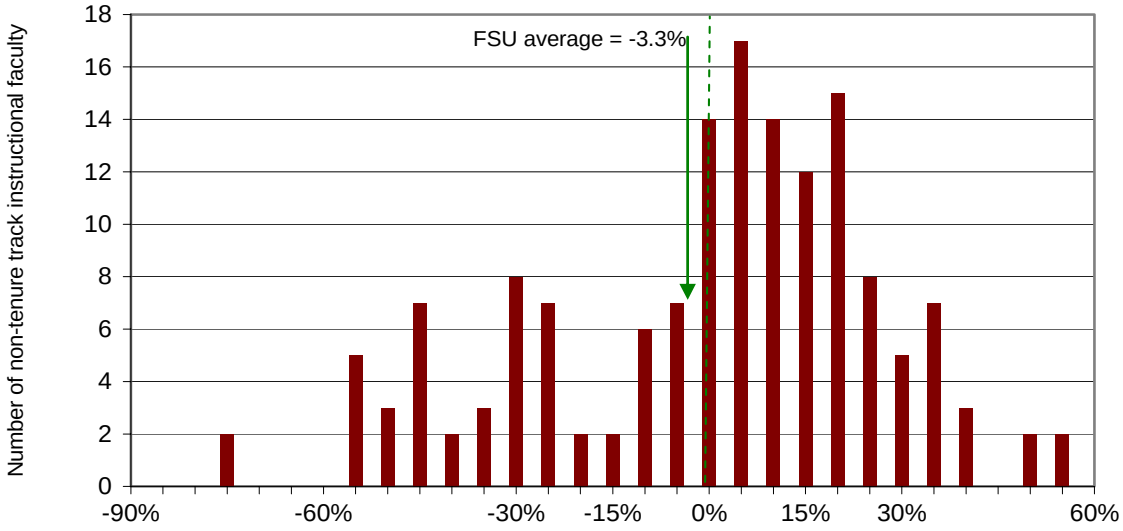

Figure 9. Gaps between FSU Non-Tenure track Instructional Faculty and OSU Research I Average Instructor salaries by CIP, as of October 2005

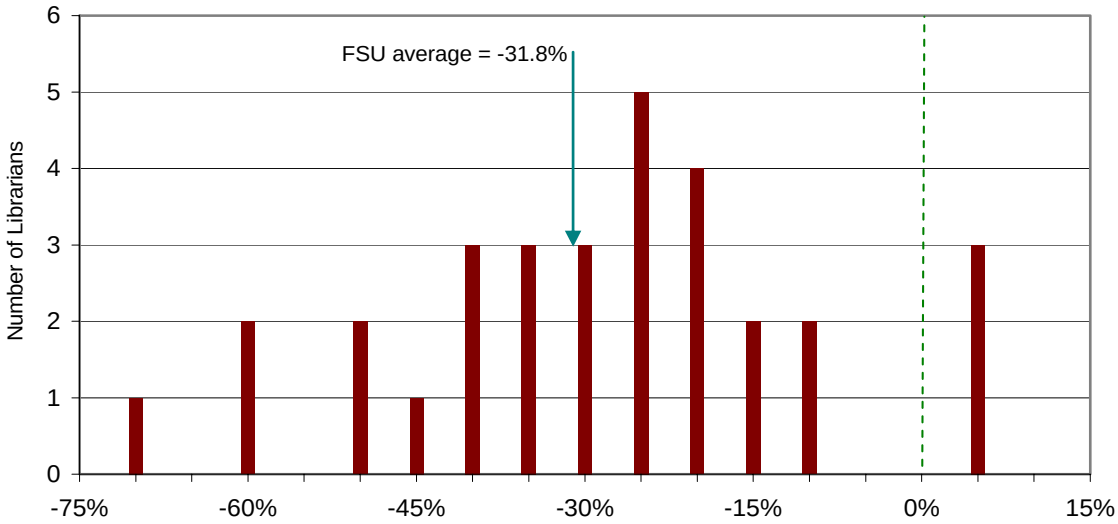

Figure 10. Gaps between FSU librarian and OSU Research I Average four-step librarian salaries at corresponding rank

Table 17
Variation within FSU In-Unit Position Codes: 2005-2006

Title	Position Code	Size of Range	Ratio of Range/ Average Salary	Ratio of (maximum-median) / (median-minimum)
Professor	9001	$ 170,430.39	1.88	3.34
Associate Professor	9002	$ 81,374.95	1.25	1.44
Assistant Professor	9003	$ 89,023.37	1.46	2.31
Instructor	9004	$ 29,502.37	1.01	30.09
Lecturer	9005	$ 31,079.97	0.81	2.92
Eminent Scholar	9009	$ 82,773.23	0.62	0.57
Librarian	9053	$ 31,153.80	0.63	0.97
Associate Librarian	9054	$ 14,076.62	0.36	1.10
Assistant librarian	9055	$ 8,796.45	0.27	1.68
Instructor, Librarian	9056	$ 2,094.83	0.07	1.00
Coordinator	9115	$ 13,750.62	0.33	1.84
Associate In	9120	$ 120,429.06	2.30	2.53
Assistant In	9121	$ 86,592.18	1.99	2.99
Program Director	9126	$ 94,358.78	1.54	2.80
Assistant Curator	9152			
Staff Physicist	9153	$ 2,171.84	0.04	0.37
Scholar/Scientist/Engineer	9160	$ 61,494.14	0.74	1.33
Associate Scholar/Scientist/Engineer	9161	$ 43,932.17	0.68	2.49
Assistant Scholar/Scientist/Engineer	9162	$ 52,824.05	1.05	1.34
Research Associate	9166	$ 86,621.15	1.49	1.64
Instructional Specialist	9178	$ 10,260.52	0.38	1.16
Faculty Administrator	9199	$ 196,056*	1.73*	2.57*
Specialist, Computer Research	9334	$ 34,475*	0.67*	1.04*
Specialist, Music	9433	$ 2,038*	0.06*	1.00*

Sources: Market Equity Committee, most calculations by Academic Affairs. Items marked * calculated by T.P. Baker from October 2005 salary data.

Table 17 features classes used by FSU that include both traditional academic ranks and non-traditional ones. Unfortunately, benchmark information on the average salaries in non-traditional classes is unavailable. In order to make meaningful comparisons, a set of rough equivalencies must be made between the information available from OSU and the classes used by FSU. One approach investigated by the Salary Equity Study Group centers on discipline CIPs and traditional ranks (listed in Table 18). An illustration might help. OSU provides no information on lecturers, yet FSU employs a few lecturers. For the purposes of determining their benchmarked salary, a lecturer with the Doctorate could be considered as commanding an average salary comparable to an instructor. Lecturers lacking the Doctorate should command an average salary of an instructor minus nine percent. The nine percent was used as the analog of the promotional raise given assistant professors when they become associate professors. This logic is developed throughout Table 18.

Table 18

Average Salary Benchmark Rules for Position Code and CIP Classifications

Title	Position Code	Within the Discipline Classification (CIP Code)[1]	
		With Doctorate/TD	Without Doctorate or TD
Eminent Scholar	9009	Res I, Professor	
Professor	9001	Res I, Professor	
Associate Professor	9002	Res I, Associate Professor	
Assistant Professor	9003	Res I, Assistant Professor	
Instructor	9004	Res I, Instructor	Res I, Instructor - 9 %
Lecturer	9005	Res I, instructor	Res I, instructor - 9%
Librarian	9053	American Research Librarian level 4	
Associate Librarian	9054	American Research Librarian level 3	
Assistant librarian	9055	American Research Librarian level 2	
Instructor, Librarian	9056	American Research Librarian level 1	
Curator	9150	Res I, Professor	
Associate Curator	9151	Res I, Associate Professor	
Assistant Curator	9152	Res I, Assistant Professor	
Research Associate	9166	Res I, Associate Professor	Res I, Associate Professor - 9%
Associate In	9120	Res I, Assistant Professor	Res I, Assistant Professor - 9%
Assistant In	9121	Res I, Instructor	Res I, Instructor - 9%
Scholar/Scientist/ Engineer	9160	Res I, Associate Professor	
Associate Scholar/ Scientist/Engineer	9161	Res I, Assistant Professor	
Assistant Scholar/ Scientist/Engineer	9162	Res I, Instructor	
Coordinator	9115	Res I, Instructor	Res I, Instructor - 9%
Staff Physicist	9153	Res I, Associate Professor	Res I, Associate Professor - 9%
Program Director	9126	Res I, Instructor	Res I, Instructor - 9%
Counselor/Advisor	9173	Res I, Instructor	Res I, Instructor - 9%
Instructional Specialist	9178	Res I, Instructor	Res I, Instructor - 9%
Faculty Administrator	9199		

1. Research I University average is designated by Res I

The rough rules of Table 18 provide a way to calculate a comparison between the average salary of FSU faculty in non-traditional classes and an estimated national benchmark. Remember that Table 11 offers a perspective on such salaries, showing that the OSU average for Research I university instructors across ranks was $43,480 and the range among OSU averages for such instructors is not as great as for other ranked faculty.

With one exception, these data fail to provide a reasonable comparison base for FSU's non-traditional classes of faculty. In general, the vagaries of estimating a national benchmark, combined with the questionable accuracy of discipline CIP information for non-traditional faculty at FSU, mean that it is impossible to devise even a rough approximation between OSU traditional classes and the non-traditional ones employed at FSU. The one exception involves FSU non-tenure track faculty whose teaching load is high enough (more than two classes per semester) that they can be compared to the OSU "instructor" category, and for these faculty members the Study Group decided that the instructor rank offered an appropriate comparison.

Another approach to the non-traditional classes relies solely on information about the range of salaries at FSU. In this method, each of the non-traditional classes would be appraised against itself, assuming that salaries far below the average were indicative of

either a market equity issue or a classification problem. One test would focus on salaries 1.5 standard deviations below the mean. Appendix Table A3 illustrates the results of such a test. It indicates that while most of the classes have minimum salaries above the floor, several classes with substantial numbers of faculty do not, particularly for Assistant In, Associate In, Research Associate and Assistant Scholar/Scientist/Engineer classes. Because this method allows each classification to be examined closely and provides a floor to mitigate dramatic deviations from a market norm, it has some appeal. After considerable deliberation, however, the Study Group decided against deploying such a methodology because of its reliance on the mean for classes, such as Program Director, that have substantial ranges and because the approach falls prey to non-systematic misclassification problems.

The range of salaries within classes represents just one type of complication that arises in the comparison of salaries. Another arises from the size and nature of the OSU sample. The OSU benchmarks are limited by the particular underlying dynamics driving salaries in a sample of only about 50 universities.

Another complicating consideration is differences in the perceived quality of life for a given salary. For example, Table A4 compares the cost of living (about the national average), property tax rates (slightly below national average), state income tax (none in Florida), sales taxes (higher than national average) and average home costs (about 10% below national average, but possibly a negative in terms of opportunity for growth of home investment value).. There are many other considerations not covered by the table, such as geographical proximity to opportunities for consulting (poor), proximity to hunting, fishing, and canoeing (good), proximity to travel hubs (poor), and proximity to major medical, cultural and shopping centers (poor). Differences in fringe benefits, such as tuition exchange programs for faculty children and health insurance for domestic partners, are difficult to evaluate, but can be extremely important to some individuals.

While such considerations contribute to the complexity of comparing faculty salaries, it is nonetheless clear that FSU salaries have suffered over time compared to OSU benchmarks. Figures 11 through 15 provide an overview of the changing situation for various faculty ranks. On average, the longer a faculty member remains in the same rank, the more adverse the comparison between FSU salaries and those OSU Research I universities. The dotted diagonal line in each figure is a linear regression trend line. The downward trend for full professors clearly extends even to some of FSU's highest achieving professors, the holders of the Named Professorships and the Lawton Distinguished Professorships. Unfortunately, it is impossible to evaluate the changing circumstance of the non-traditional classes, since comparable information is unavailable.

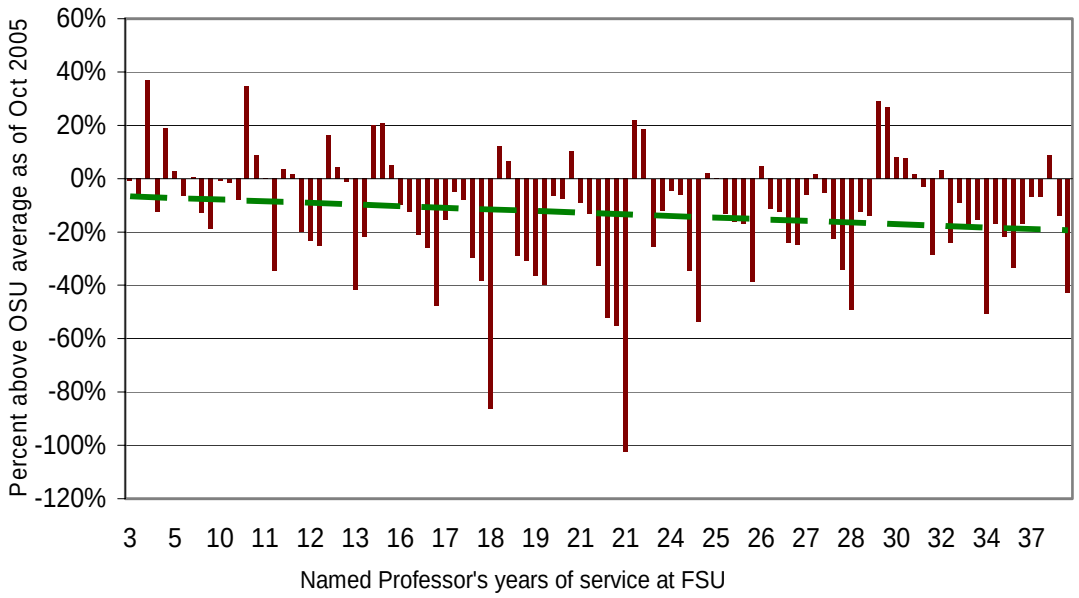

Figure 10. Gaps between the Salaries of FSU Named Professor and Lawton Professor Positions and OSU Research I Average Full Professor Salaries by CIP as of October 2005, grouped by Years of FSU Service

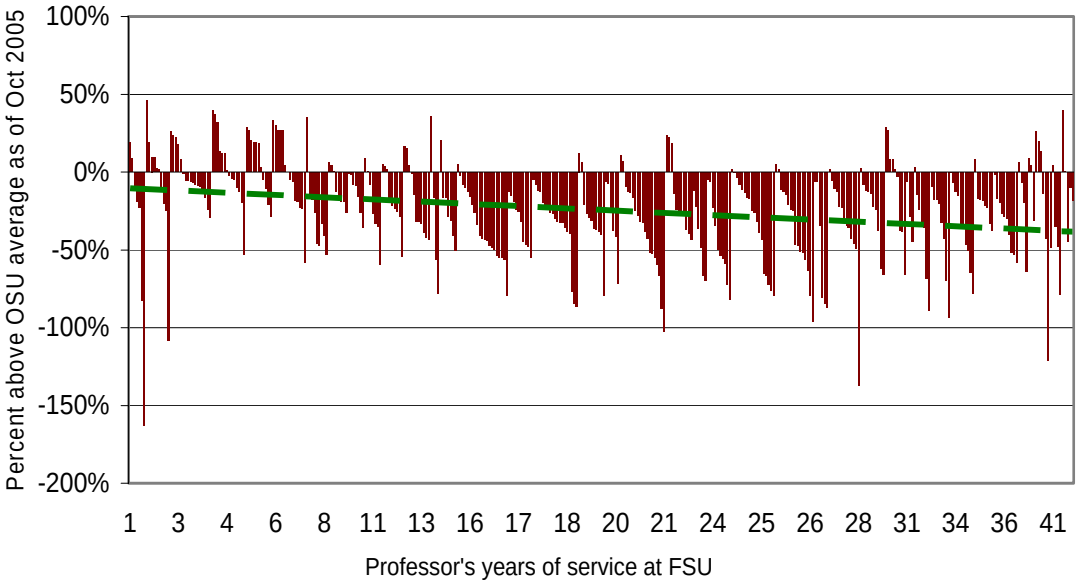

Figure 11. Gaps between FSU Professor and OSU Research I Average Professor Salaries by CIP as of October 2005, grouped by Years of FSU Service

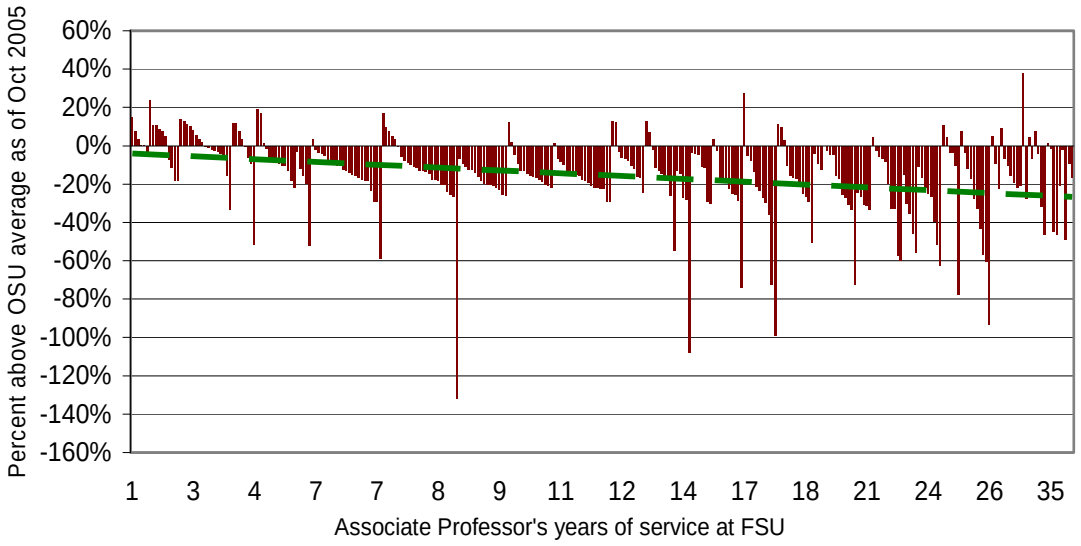

Figure 12. Gaps between FSU Associate Professor and OSU Research I Average Associate Professor Salaries by CIP as of October 2005, grouped by Years of FSU Service

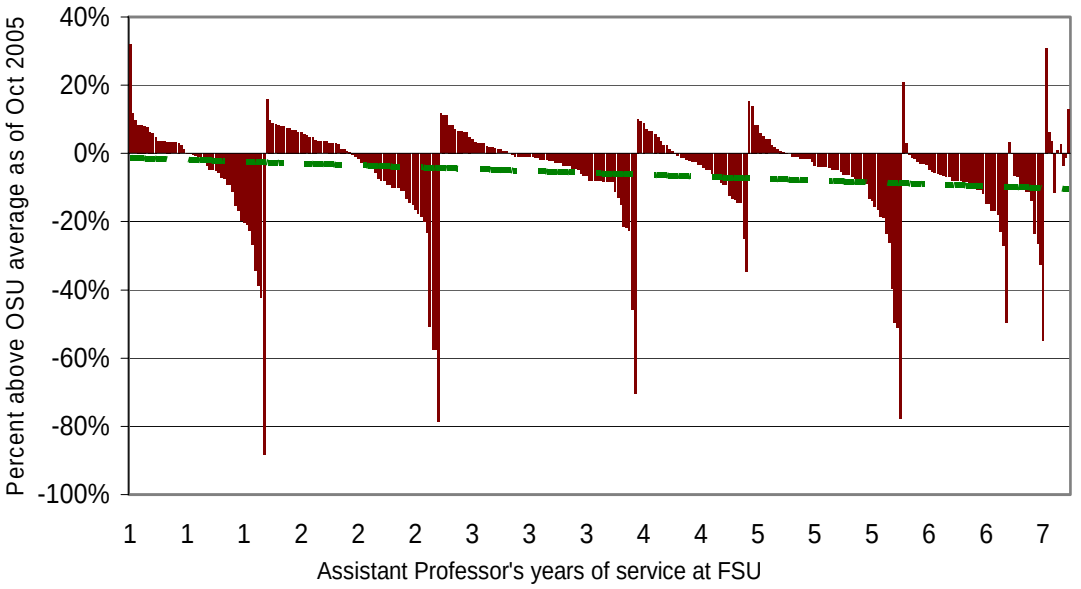

Figure 13. Gaps between FSU Assistant Professor and OSU Research I Average Assistant Professor Salaries by CIP as of October 2005, grouped by Years of FSU Service

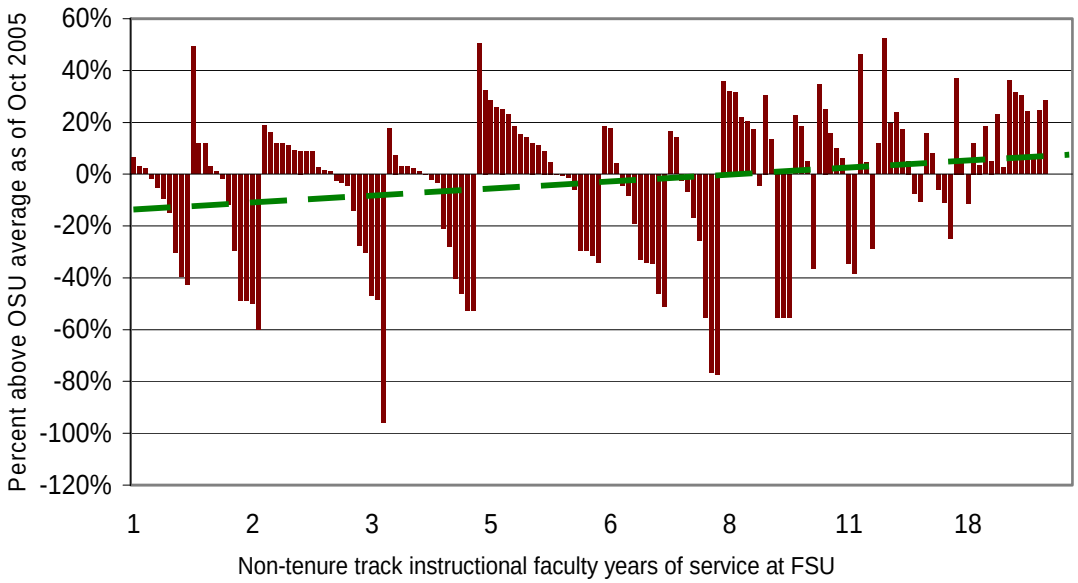

Figure 14. Gaps between FSU Non-tenure Track Instructional Faculty and OSU Research I Average Instructor Salaries by CIP as of October 2005, grouped by Years of FSU Service

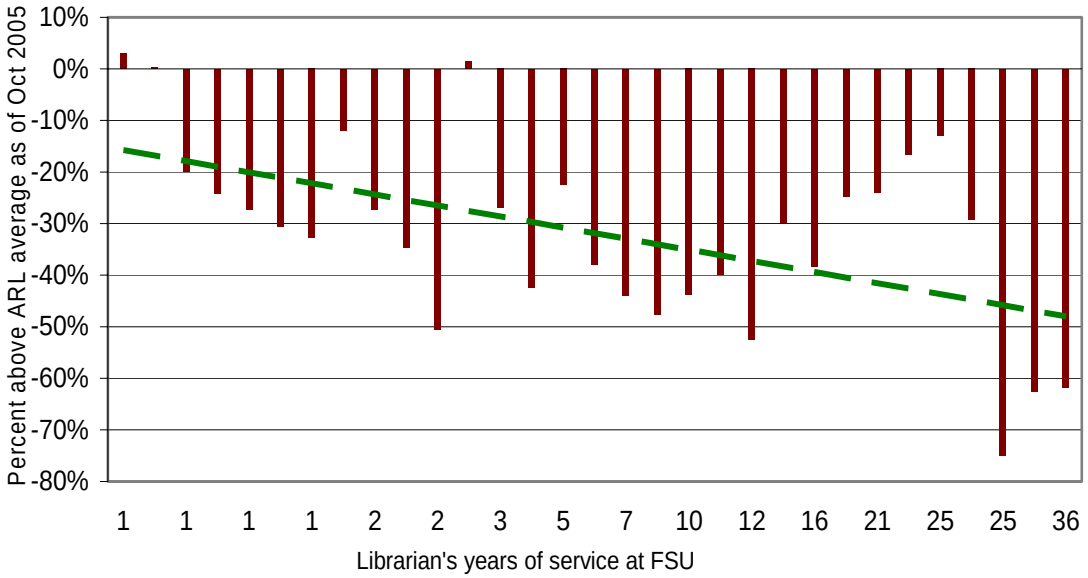

Figure 15. Gaps between FSU Librarian and ARL Average Salaries for Librarians at the Same Ranks, grouped by Years of FSU Service

2.4 The Gap in Compensation

FSU faculty salaries, on average, lag behind those of similarly situated faculty in peer institutions when judged by the best available information. The size of the difference varies by class, discipline and length of service, and there is also individual variation such that some have salaries well above those of peers in comparable institutions.

The size of the gap varies by rank and class. The effect is most pronounced for full professors, is substantial among associate professors, and is less marked among assistant professors, due to existing university policy. The data do not allow us to specify whether a similar problem exists for the other classes. However, evidence exists of a salary gap for the relatively few instructors and, to the extent that an assistant in or associate in with teaching responsibilities can be compared to the OSU category of instructors, there also exists a gap in the salaries of these classes.

Comparisons of FSU and OSU average salaries by rank provide important information about the overall size of the gap. That is, if FSU salary averages are below those of OSU Research I institutions, then that is an indicator of likely inequity, and the size of the differences between the averages is a reasonable estimator of the magnitude of the inequity. Table 19 offers an initial view of the salary situation at FSU from this perspective, which does not consider the influence of discipline variation.

Table 19
Funds Needed to Equalize Average Salaries of Comparison Groups

	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks
OSU	$ 4,950,242	$ 1,651,600	$ 441,738	$ 72,357	$ 7,115,937
OSU Res I	$ 6,633,968	$ 2,408,076	$ 865,565	$ 118,728	$ 10,026,337

Source: FSUIR. Based on instructional faculty reported to OSU survey by FSU. Excludes colleges of Law and Medicine.

If FSU were to ensure that the average salaries of all instructional faculty in traditional ranks, excluding Medicine and Law, were brought to the OSU average, the cost would total $7,120,036, based on 2005-2006 data. Moving to the OSU Research I average would cost $10,105,488. However, these sums do not include the non-traditional faculty ranks or members of traditional faculty ranks in non-instructional roles. More importantly, they do not recognize the fact that aligning averages, whether across all CIPs or within CIPs, would not necessarily redress individual inequities. In fact, hiring new faculty members at higher-than-average salaries would raise the FSU average, but would exacerbate the market inequities for the existing faculty.

A more complete picture of cost may be obtained by comparing the salary of each individual faculty member against the OSU or ARL average salary for the corresponding rank and discipline (CIP), and computing the gap (*i.e.*,, the FSU salary minus the OSU or ARL average). Appendix A2 offers an overview of the average gaps for most disciplines, including librarians, arranged by CIP. Using such information, Table 20 estimates an upper bound on the cost of raising all FSU faculty to the OSU average for their respective ranks and disciplines, by summing the negative individual gaps over all the faculty members covered by the OSU and ARL surveys, and then assuming that the average percentage gap for the group covered by the surveys extends to the remaining faculty members. Salaries above the average are not included in the computation. The estimated cost is shown separately for E&G funded faculty and C&G funded faculty, and for faculty in and out of the collective bargaining unit. The estimated funding needed to fully redress the existing inequities for all classes of E&G faculty (in-unit and out-of-unit,

ranked and non-ranked, including fringe benefits) exceeds $17 million. If all categories of faculty are included, and 25% is added to estimate the cost of fringe benefits, the total could be as high as $25 million.

These amounts are larger than the funding the university will receive from the state appropriations process through the annual budgetary process. In 2006-07, for example, the university expects to receive about $3.7 million in general revenue funds from new enrollment, a net of about $1.9 million after waivers in new tuition, and $2.9 million lottery from funds related to new enrollment. In sum, the new discretionary revenues available in the coming year are far below the amounts needed to redress the compensation gap.

Table 20
Summary of gaps between FSU and 2005 OSU/ARL average salaries by CIP and rank, for E&G and C&G Faculty

	E&G Funded Faculty		C&G Funded Faculty	
	All E&G	In-Unit E&G	All C&G	In-Unit C&G
Number of faculty with comparable survey data	1396	1283	109	104
Total annual salary base of the above	$99,476,577	$88,532,962	$ 5,504,539	$5,075,059
Number of faculty below survey average	980	919	83	79
% of faculty below survey average	70%		76%	
Number of faculty with no survey data	152	107	171	155
Total annual salary base of the above	$11,315,664	$6,833,071	$11,098,322	$9,687,571
Only negative gaps				
Gap relative to survey averages	$15,496,651	$14,167,801	$1,028,660	$950,829
Gap as % of base	15.6%	16.0%	18.7%	18.7%
Applied to no-survey base	$1,762,776	$1,064,469	$1,728,918	$1,550,288
Total gap	$17,259,427	$15,232,270	$2,757,578	$2,501,117
Total with estimated. 25% fringe benefits	$21,574,283	$19,040,337	$3,446,972	$3,126,96

Notes

These computations are based on salaries reported by FSU to OSU for the 2005 OSU survey. They do not include raises implemented since that date. While FSU 2006 salaries are higher, presumably so will the 2006 OSU averages, so the sizes of the gaps are not likely to change significantly.

Some faculty members are not included in the computation of gaps, since they do not have any salary -survey comparison group. For purposes of estimation, they are assumed to be as far behind market as the average for the rest of the faculty.

2.5 Conclusions

FSU faculty number slightly over 2,000, are grouped into 25 different classifications and are employed in 221 different units. The majority serve academic departments and are funded by E&G revenues, but well over one-third serve in other settings, and about 40% are funded by other means. Most faculty are either tenured or in tenure earning positions. Still, a sizeable percentage, about 44%, is in non-tenure track positions. This percentage has grown rapidly over the last 15 years, while there has been little growth among the traditional ranks. Florida State University and the University of Florida have relatively more faculty members at the professorial level per student than other universities in the SUS, but the structure of the faculties at both institutions is coming to resemble that of the other state universities, which now depend heavily on non-tenure track faculty for instruction. Overall, the structure of the faculty less and less resembles the traditional norm that relied upon assistant, associate and full professors. It has become more varied and difficult to characterize, and this complexity makes faculty compensation comparisons difficult.

Comparative information on faculty compensation is largely limited to the traditional ranks. There is little information on non-tenure track faculty positions other than administrative positions and librarians. While there are several sources of information on the salaries of faculty serving in the traditional classes of assistant, associate, and full professor, even that information leaves much to be desired, as only a relatively few institutions are represented and distributional data are unavailable. Nonetheless, after considerable study, the Salary Equity Study Group concluded the following:

- Faculty salaries at FSU lag, on average, behind those of comparable Research I universities nationally.
- The comparative disadvantage in salaries is most pronounced among professors and associate professors, followed by instructional faculty members serving in non-tenure track positions. In contrast, assistant professor salaries and salaries of recently hired faculty members in other ranks are initially quite competitive as a result of on-going university policy.
- The comparative situation of faculty in the traditional ranks becomes worse over time, on average, even with allowances for various methodological assumptions,
- It is not possible to determine whether the salary compensation of non-instructional faculty members serving in non-tenure track positions is equitable or not because comparable data are unavailable.
- A significant comparative disadvantage persists in most disciplines, even after allowances have been made for cost-of-living and relative taxation adjustments.
- The estimated funding needed to fully redress the existing inequities for all classes of E&G faculty (in-unit and out-of-unit, ranked and non-ranked, including fringe benefits) exceeds $17 million, considerably more than is generated by the university's share of discretionary revenues allocated by state in its annual appropriations budget.

Chapter 3

Short Term Remedy

In the short run, the University needs to reduce the existing market inequities in faculty salaries. This chapter addresses the question of how to distribute market equity salary increases, assuming funds are available for that purpose.

The Study Group assumes such funds will be available for E&G-funded faculty positions, and perhaps also for auxiliary-funded positions. If funds are also available for C&G-funded positions, the group recommends that they be allocated similarly.

3.1 Allocation Model

Market equity increases should be allocated equitably, and only to individuals whose current FSU salary is below prevailing salaries for similarly qualified individuals in comparable positions at peer universities. However, this does not mean that faculty members with above-average salaries are ineligible for market equity increases. The fair market salary of an individual may be higher or lower than average for the rank and discipline, depending on other factors such as experience and merit.

The available funds should be allocated in proportion to the amount by which each individual's current FSU salary is below her/his fair market salary, as follows:

1. Determine a fair market salary (*FMS*) for each faculty member, based on the best available national data for comparable universities. An individual's FMS will be based on prevailing salaries for the field of specialization and rank, adjusted to reflect experience and merit.

2. For each faculty member whose current salary (*CurrentSalary*) is below his/her *FMS*, compute the gap:

$$IndividualGap = FMS - CurrentSalary$$

3. Compute the sum of the gaps over the entire University (*TotalGap*).

4. If *AvailableAmount* is the total amount of salary rate available for market equity salary increases, compute the ratio of available funds to the total need:

$$FundingRatio = AvailableAmount / TotalGap$$

5. Allocate to each individual a proportional share of the available funds:

$$IndividualAllocation = FundingRatio \times IndividualGap$$

The rest of this chapter describes in detail how this model can be applied. Section 3.2 describes the computation of the *FMS*, which is based on the average market salary for

the rank and field, the number of years-in-rank, and a merit factor for each individual. Sections 3.3 and 3.4 provide details on the determination of average market salaries and merit factors. Section 3.5 describes how the formula above is applied to individuals, taking into account details such as the length of appointment and percent FTE, and Section 3.6 gives an example of the entire computation for several individuals.

3.2 Fair Market Salary

This section discusses how to establish a reasonable estimate of a *Fair Market Salary* (*FMS*). The *FMS* should take into account individual differences in experience and merit as a basis for the amount by which it is above or below the average for a given rank and discipline. Given the inherent variability of market prices and the limited information provided by the available salary surveys, the estimation process will be imprecise. Therefore, the following principles should be followed:

1. The objective is to divide available funds in a way that reduces market inequities, not to precisely establish a faculty member's true worth.
2. It should be clearly communicated that the concept of a market salary is inherently imprecise.
3. Where the process makes use of merit ratings they should represent the consensus of several individuals.

For several years, FSU has made a practice of allocating salary for new assistant professors at 10% above the Research I average reported for the discipline by the Oklahoma State University (OSU) salary survey. This practice establishes a specific reference point for individuals who meet the current criteria for recruitment at that rank, and further suggests the use of average salaries as a starting point for determining *FMS* in general. The OSU survey reports average salaries for the ranks of Professor, Associate Professor, Assistant Professor, and Instructor, and the Association of Research Libraries (ARL) salary survey provides average salaries for four librarian ranks.

The Study Group was unable to identify appropriate average salary data for the faculty position classifications not covered by the OSU and ARL surveys, which we categorize as *unranked*. Given that FSU salary averages for the ranked faculty are lower than the survey averages, it is likely that an analogous gap exists for the unranked faculty. It would not be fair to declare that the entire unranked faculty, which constitutes a major segment of the faculty bargaining unit, is ineligible for market-equity salary increases because there are no survey data for those positions. Lacking salary survey data, however, it is impossible to come up with meaningful estimates of fair market salaries. The problem is compounded by the diversity of job functions performed by individuals in some of the non-ranked faculty classifications. The Study Group attempted to match each of the uncovered classifications to a comparable rank covered by the OSU or ARL salary survey, but finally concluded that no matching could account for the diverse range of cases to which the unranked faculty classifications have been applied.

Until the University improves its faculty classification system, the Study Group proposes that the *FMS* for the approximately 200 unranked faculty members whose primary assignment has been teaching (e.g., an average of three or more course sections per semester over the past three years) should be treated as if they hold the rank of Instructor,

which is the only rank below Assistant Professor in the OSU survey. The other approximately 300-400 unranked faculty members would not be eligible for a market equity increase using the above formula until a reclassification is performed that allows a comparison of their salaries to national data.

For ranked faculty and librarians, the Study Group devised the following formula for computing the FMS:

$$FMS = AvgSalary \times MeritFactor + AmtPerYear \times (Years - AvgYears)$$

The variables and parameters in the above formula have the following meanings:

- *AvgSalary* = the individual's *Average Market Salary* based on survey data, as described in Section 3.3.
- *MeritFactor* = the Merit Factor, a value on the scale 0.8, 0.9, 1.0, 1.1, 1.2 assigned to the individual by the department/unit according to procedures described in Section 3.4.
- *AmtPerYear* = a constant dollar amount per year of service, for example, $500 per year.
- *Years* = the individual's number of years in rank at FSU, rounded to the nearest whole year.
- *AvgYears* = the average number of years in rank for the individual's rank, at FSU.

The adjustment for the number of years-in-rank above or below the FSU average is intended to reflect the fact that the OSU benchmark data are based on averages that include the full range of faculty seniority. For example, a person who has just been promoted to full professor should not expect to be paid the average salary for all full professors. The Study Group was able to determine that the average number of years in rank at FSU is 12 for Professors, 9 for Associate Professors, and 3 for Assistant Professors. We were unable to obtain data on the number of years in rank for Instructor and for the librarian ranks. For cases where the average number of years in rank cannot be determined, the term "*AmtPerYear* × (*Years –AvgYears*)" should be omitted from the formula above.

For an example of how this formula would work, consider the rank of Associate Professor in Oceanography. The *AvgSalary* for this rank and discipline is $70,536, and the average number of years in the rank of Associate Professor at FSU is 9. Suppose a given individual has served 3 years in rank and is rated by the department as being 10% above average in merit (*MeritFactor* = 1.1) among peers of this rank in that department. The *Fair Market Salary* (*FMS*) would be computed as follows:

$$(\$70{,}536 \times 1.1) + (\$500 \times (3\text{-}9)) = \$74{,}590$$

To communicate clearly that this estimate is very coarse, the result is then rounded to the nearest thousand, which in this case comes to $75,000. For the same reason, any fractional years of service are rounded to the nearest whole year, and the merit factor is limited to a small set of values.

3.3 Average Market Salary

Average market salary must be determined for three broad classes of faculty: librarians, traditional faculty ranks, and the unranked faculty who function as instructors.

The *AvgSalary* for each librarian rank is computed by taking the average annual (12-month) salary reported by the ARL survey for the corresponding rank among university libraries with four-step rank structures, and then converting it to nine months by dividing by 1.22 and rounding to the nearest dollar. The purpose of converting to nine months is to permit uniform treatment of ARL-based and OSU-based *AvgSalary* values, which are based on nine months.

The *AvgSalary* for the ranks of Professor, Associate Professor, Assistant Professor, and Instructor is computed from the OSU survey report. The averages are classified by CIP codes and provided separately for several groups of institutions, including the Research I group to which FSU belongs.

The appropriate CIP code for a faculty member is not always clear. A faculty member may logically be associated with several different CIP codes, including (a) the discipline in which she/he earned a terminal degree, (b) the discipline in which she/he specializes as a scholar and teacher, and (c) the primary discipline of the department or other unit in which the faculty member is appointed. For several pragmatic reasons the Study Group uses the CIP code of the department/unit in which the faculty member currently holds her/his primary appointment. Units that do not already have CIP codes assigned, such as laboratories, institutes, and administrative units, are assigned a CIP code related to their primary mission. For example, administrative offices at the highest levels are assigned the 2-digit CIP code for Educational Administration (13).

In order that the value of *AvgSalary* not be influenced by local FSU salaries, the averages reported by the OSU survey are adjusted to remove the effects of FSU salaries[12].

In order for *AvgSalary* to be meaningful, the following two criteria are imposed on the size of the sample group:

- The average must be of at least three (3) institutions, excluding FSU.
- The average must consist of at least ten (10) faculty members, excluding FSU faculty.

For a given OSU rank and 6-digit CIP code, the *AvgSalary* is computed from the average reported by the OSU survey for the first of the following groups that satisfies the above criteria:

1. Research I universities, for the department/unit's principal 6-digit CIP
2. The above, but with the 4-digit CIP
3. The above, but with the 2-digit CIP
4. All universities, for the department/unit's principal 6-digit CIP

[12] This is possible because the survey reports the number of faculty members in each sample and FSU has a record of the salaries that it reported to the OSU survey.

5. All universities, but with the 4-digit CIP
6. All universities, but with the 2-digit CIP

3.4 Merit Factor

This section explains the computation of individual merit factors in more detail.

It would be convenient and appropriate to compute the merit factor as an average of annual merit ratings. However, that would not make any real distinctions, because the University does not have annual rating scale categories above the level of Satisfactory. Therefore, each department/unit will need to assign new merit ratings specifically for distributing Market Equity increases to individuals.

The assignment of the *MeritFactor* by the department/unit will be based on the cumulative record of performance of each individual, as reflected by a curriculum vitae (CV) submitted by each individual. The performance over the entire period since the last promotion will be considered. An elected peer committee will examine the evidence and assign the merit factors, subject to the review and approval of the department chair. As with annual evaluations, every faculty member will be afforded an opportunity to discuss his or her merit factor and the method by which it was assigned with the chair of the peer committee that assigned it, prior to the final determination of the *MeritFactor*.

The *MeritFactor* values are limited to one decimal place in order to keep the evaluation process simple and to reflect the inherent imprecision of merit evaluations.

The ceiling of 1.2 and floor of 0.8 were chosen to reduce the possibility of obtaining a *FMS* value that is higher than the maximum salary reported by the OSU survey or lower than the minimum salary reported by the OSU survey. This range was determined by computing the *FMS* value for each FSU faculty member, based on each of the *MeritFactor* values listed in the first column of Table 21 below, and comparing the result against the maximum and minimum salaries reported for that rank, CIP code, and sample group in the OSU survey. The counts in the second and third columns of the table are the number of FSU faculty members whose *FMS* would be above the OSU maximum or below the OSU minimum, respectively. For example, by examining column 2 of the rows starting with 1.2 and 1.3 it can be seen that raising the *MeritFactor* ceiling from 1.2 to 1.3 would increase from 158 to 267 the number of FSU faculty members whose *FMS* could be over the OSU maximum. So, the range of 0.8 to 1.2 seems to achieve the best balance between allowing for significant differences in merit without a high probability of *FMS* values outside the OSU minima and maxima for each CIP and rank.

Table 21
Effects of MeritFactor on Possibility of Out-of-Range FMS Values

MeritFactor	Above OSU Max	Below OSU Min
0.5		837
0.6		495
0.7		177
0.8		42
9	0	3
1.0	4	0
1.1	64	
1.2	158	
1.3	267	
1.4	452	
1.5	657	

So that the *MeritFactor* has a consistent interpretation across departments, the average for each of the ranks in a department or unit is required to be one. For example, the average merit ranking for Associate Professors in department X must be 1.0. This rule removes the possibility of a department attempting to increase its share of the total university allocation by inflating merit ratings. It is consistent with an assumption that the average quality of FSU faculty in each rank and discipline is similar to the average in the corresponding OSU sample group. That may not always be exactly the case, but the University has no approved system of rating departments. Moreover, national data show that stronger departments don't necessarily have higher average salaries.

If a department/unit accidentally submits *MeritFactor* values that are out of range, or if the average *MeritFactor* value for any given rank in the department/unit rounds to a value other than 1.0, the department/unit should be given an opportunity to correct the error. Errors that are not corrected promptly should be corrected by the University. Out-of-range values should be rounded to the nearest in-range value. If the average *MeritFactor* value for any given rank within a department/unit rounds to a scale value other than 1.0, all the *MeritFactor* values for the rank in the department should be adjusted by adding 1.0 minus the actual average, and then rounding to one decimal digit. For example, if the average *MeritFactor* were 1.5 before adjustment, the amount of the adjustment would be -0.5, so that a *MeritFactor* of 1.7 before adjustment would become 1.2 after the adjustment.

3.5 Allocations to Individuals

The allocation to each individual is based on the *FMS*, which is computed as described above, based on rank, discipline, years of service, and merit. An individual is only eligible for a market-equity salary increase if the *FMS* is higher than the current FSU salary.

The amount allocated to each eligible individual is a share of the total amount available for market-equity salary increases that is proportional to the gap between the *FMS* and the faculty member's current FSU salary. The first step is to compute the market gap for each individual, as follows:

$$IndividualGap = max\ (0,\ round\_to\_nearest\_thousand\ (FMS \times Term \times FTE - CurrentSalary))$$

- *FMS* = the Fair Market Salary, computed as described above
- *Term* = 1.0 for 9-month positions, and 1.22 for 12-month positions
- *FTE* = the individual's percent appointment on E&G funds
- *CurrentSalary* = the individual's current annual salary on the E&G-funded FTE, where annual means either 9-month or 12-month, according to the position.

The market-equity salary increase *FundingRatio* is then computed as follows:

$$FundingRatio = AvailableAmount / TotalGap$$

- *AvailableAmount* = the total funds available for market equity increases to members of the faculty bargaining unit on E&G funding.
- *TotalGap* = the sum of the *IndividualGap* values for all members of the bargaining unit on E&G funding

Finally, the allocation to each individual on E&G funding is computed as follows:

$$Allocation = round\ to\ nearest\ hundred\ (Funding\ Ratio \times IndividualGap, -2)$$

3.6 Example

Consider a hypothetical set of individuals in the rank of Associate Professor in a department with a CIP for which the *AvgSalary* for the rank of Associate Professor is $70,000. The average number of years of FSU service for the rank of Associate Professor in this department is 9. Suppose the total amount of funding available for market-equity salary increases (*AvailableAmount*) is $1,000,000 and the total gap between current salaries and OSU average salaries (*TotalGap*) for the faculty members on E&G funding in the bargaining unit is $16,500,000. The *FundingRatio* would be 6%. Assuming the *AmtPerYear* allowed for experience is $500, the amount of funds allocated for the members of this group would be computed as shown in the following tables.

Table 22

Computation of Allowance for Experience

Faculty Member	Current Salary	Months in Current Salary	FTE	Term	YR	YR – AYR	(YR – AYR) × $500
A	$50,000	9	1	1.00	15	6	$3,000
B	$56,123	9	1	1.00	10	1	$500
C	$60,000	12	1	1.22	6	(3)	($1,500)
D	$30,000	12	0.5	1.22	6	(3)	($1,500)
	$75,000	9	1	1.00	2	(7)	($3,500)

Table 23 is logically a continuation of Table 22; that is, the tables are only split to make them fit the width of the page. The current FSU salary of each faculty member is shown in the second column of Table 22 and the individual equity increase allocation is shown

in the last column of Table 23. The other columns show other variables, parameters, and intermediate computations. Note in particular the rounding of the scaled FMS to the nearest thousand dollars and the rounding of the allocation to the nearest hundred dollars.

Table 23

Computation of FMS and Individual Allocation

Faculty Member	*Meri t Factor*	*AMS × Merit Factor*	*FMS*	*FMS × Term × FTE*	*Current Salary*	*Individu al Gap*	*Individual Gap × Funding Ratio*
A	1	$70,000	$73,000	$73,000	$50,000	$23,000	$1,500
B	0.8	$56,000	$56,500	$57,000	$56,123	$877	$100
C	1	$70,000	$68,500	$84,000	$60,000	$24,000	$1,600
D	1	$70,000	$68,500	$42,000	$30,000	$12,,000	$800
E	1.2	$84,000	$80,500	$81,000	$75,000	$6,000	$400
Average	1.0						

Chapter 4

A Longer Term Solution

Given the daunting size of the gap that exists between FSU salaries and those of peer institutions, it is unlikely that the gap will be entirely closed in the near-term. Thus, the Study Group believes that while the University works to reduce the gap it should also implement a strategy to prevent the gap from growing wider.

The strategy needs to take into account the differences that exist between the faculty in traditional academic ranks, where the primary job functions are teaching and research, and the faculty in non-tenure track positions, where there is currently no systematic relationship between job classification and function.

4.1 Faculty in Professorial Ranks

The Study Group recommends that a program that recognizes sustained meritorious performance be implemented. The current policy is counter-productive and inefficient. The University offers higher-than-average salaries to new faculty recruits and often provides them large sums of money in start-up funds. The University then fails to follow up with annual salary increases that keep pace with the increases in average salaries at competing peer universities. This pattern has held for years. The hard-working faculty members we recruit now with competitive salaries and expensive start-up grants will gradually fall behind their peers at other institutions. If they then leave the University the investment in recruitment, salary, and start-up grants is wasted. A successful program will ensure that the salaries of faculty members who are as academically motivated, productive, and competitive as at their last promotion will remain financially competitive as well.

The Study Group recommends implementation of a series of "performance-based salary increments" (PBSI) to achieve this goal. If one looks carefully at past practice, there have been two ways of rewarding meritorious performance. One is through promotions and the other is through *ad hoc* annual merit increases. Of these two, promotions work better as an incentive and are more amenable to sustainable budgeting. The main problem is that there are too few opportunities for conventional promotions, so that they are insufficient to maintain competitive faculty salaries, especially after a person becomes a full professor.

The President and Provost's Named Professorship program is a positive step in this direction, but does not go far enough. That is evident by the fact that more than half of the recipients of this award have salaries below average for their rank and field and below what FSU is paying comparable new hires.

A more effective solution would be to replace the existing *ad hoc* merit raise system with a system that permits an unlimited sequence of promotion-like events but shares the positive attributes of the promotion system. It would provide an avenue for hard-working and productive faculty members to earn salary increases that are sufficient to keep pace

with the market. Specific aspects of the promotion system that should be emulated by a PBSI system include:

1. Clearly defined criteria and procedures, analogous to those for promotion, which define the path toward earning a salary increase.
2. Predictable size of the PBSI salary increase, either as a dollar amount or as a percentage. To ensure that such increases are incorporated into the budget annually, we recommend a fixed dollar amount, like the Named Chairs.
3. Criteria that take into account cumulative performance in all areas of responsibility since the last promotion or last PBSI, independent of the number of years spanned by that interval.
4. Consideration for a PBSI at a predictable interval, with the individual option to wait longer. We recommend that the interval be 3 years.

Such raises would not be awarded if the person had already received a recent counter-offer, promotion, or other salary increase of an amount greater than or equal to a PBSI. Such events would reset the eligibility clock.

To avoid a huge "wave" of eligibility upon implementation, the faculty who would be immediately eligible could initially be divided into several cohorts of approximately equal size, with phased eligibility at one-year intervals. The cohorts could be ordered by time since promotion/PBSI/counteroffer, as described above.

The Study Group recommends that the rating scale used for the annual performance evaluation summary should be extended to include two ratings above Satisfactory. Eligibility for a PBSI could then be conditioned on having achieved an above-satisfactory merit rating for a given number of years. Falling below Satisfactory would reset the eligibility clock. We also recommend that chairs be given training on the preparation of annual letters evaluating performance, in order to improve uniformity of the form and quality of the letters, as well as to include specific direction as to what is required to earn a PBSI.

The PBSI program should be reviewed after it has been in place for several years to determine how effective it has been in reducing market equity gaps. At that time, consideration should be given to adjustments in the dollar amount of the PBSI and the interval between awards, as well as whether the program merits continuation.

The Study Group recognizes that for this program to succeed it will require significant new funding.

The Study Group believes that for the Florida State University to improve its status as a Research Extensive public university it must not only focus outward on attracting new world-class scholars, but it must also look inward to focus on the retention of world class scholars. It must provide an environment that cultivates and promotes excellence. Maintaining salaries that are competitive with our institutional peers is essential to achieving this goal.

4.2 Unranked Faculty

The University needs to revise its classification system for the unranked faculty in a way that clearly distinguishes job functions. It would make salary comparisons simpler if the system were consistent with national norms, such as the U.S. Dept. of Labor's Standard Occupational Classification (SOC) system. The present classifications are too ambiguous to allow any meaningful comparison of the FSU salaries for those positions with any identifiable market group. For example, the Study Group learned that the primary job functions of some of the positions currently classified as "Assistant in" include not only traditional functions such as teaching and research, but also clerical work, budget management, network and computer systems administration, and general logistical support for departments.

Once the system is revised, the University needs to review all the current unranked faculty positions and assign them the most appropriate classifications. At that point, the question of market equity for all faculty positions should be revisited.

Appendices

Table A1
Regular Faculty, Fall 2005
Faculty Appt vs. Department or Unit:

Department or Unit	9 Month	10 Month	12 Month	Total
Academic Departments				
Accounting	20	0	0	**20**
Anthropology	12	0	0	**12**
Art Department	22	0	3	**25**
Art Education	7	0	0	**7**
Art History	10	0	1	**11**
Asolo Conservatory	3	0	0	**3**
Biological Science	25	0	7	**32**
Biological-Medical Science	7	0	0	**7**
Biology Comp Science & Info Tech	1	0	0	**1**
Biology Structural Biology	3	0	1	**4**
Chemical Engineering	6	0	1	**7**
Chemistry & Biochemistry	25	0	27	**52**
Chemistry Comp Sci & Info Tech	2	0	0	**2**
Chemistry Materials Research Tech	2	0	0	**2**
Chemistry Scientific Development	2	0	1	**3**
Chemistry Structural Biology	2	0	2	**4**
Childhood Edu Read & Disbl Svc	23	0	0	**23**
Civil & Environmental Engineer	7	0	0	**7**
Classics	13	0	0	**13**
College of Criminology&Crim Justice	15	0	16	**31**
College of Law	37	0	10	**47**
Communication	27	0	1	**28**
Communication Disorders	18	0	4	**22**
Comp Science CSIT	2	0	0	**2**
Comp Science Undergrad	2	0	0	**2**
Computational Sci & Info Tech	5	0	4	**9**
Computer Science	16	0	7	**23**
Ctr Edu Rsch & Policy Studies	0	0	15	**15**
Dance	17	0	2	**19**
Dance Sarasota	1	0	0	**1**
Economics	26	0	1	**27**
Economics CSIT	1	0	0	**1**
Edu Leadership & Policy Stds	17	0	4	**21**
Edu Psychology & Learning Sys	22	0	0	**22**
Education Clinical Experiences	3	0	0	**3**
Education Living Learning Center	2	0	0	**2**
Electrical & Computer Engineer	15	0	0	**15**
English	39	0	2	**41**
English Undergrad	12	0	0	**12**
Family & Child Sciences	15	0	0	**15**
Family Medicine & Rural Health	0	0	6	**6**

Finance	18	0	0	**18**
FSU Conservatory	0	0	1	**1**
Geographic Information Systems	1	0	1	**2**
Geography	12	0	0	**12**
Geological Sciences	14	0	0	**14**
Geology CSIT	1	0	0	**1**
Geriatric Medicine	0	0	6	**6**
History	27	0	1	**28**
Hospitality Administration	7	0	2	**9**
Humanities	0	0	2	**2**
Industrial & Manufacturing Eng	7	0	0	**7**
Information Dept	22	0	4	**26**
Interior Design	9	0	0	**9**
International Programs	0	0	1	**1**
Management	19	0	0	**19**
Management Information Systems	11	0	0	**11**
Marketing	16	0	0	**16**
Math CSIT	5	0	0	**5**
Math Undergrad	5	0	0	**5**
Mathematics	37	0	5	**42**
Mechanical Engineering	13	0	4	**17**
Medical Education	0	0	4	**4**
Medical Humanities	4	0	2	**6**
Medicine Biomedical Sciences	12	0	15	**27**
Medicine Clinical Sciences	0	0	5	**5**
Medicine Orlando	0	0	1	**1**
Medicine Pensacola	0	0	2	**2**
Medicine Regional Campus Admin	0	0	1	**1**
Medicine Sarasota	0	0	1	**1**
Medicine Tallahassee	0	0	1	**1**
Meteorology	16	0	0	**16**
Meteorology CSIT	2	0	0	**2**
Middle & Secondary Education	21	0	0	**21**
Mod Lang Undergrad	3	0	0	**3**
Modern Languages & Linguistics	31	0	2	**33**
MPTVRA Film Conservatory	4	0	12	**16**
Music	83	0	8	**91**
Nursing Department	23	0	1	**24**
Nutrition Food & Exercise Science	14	0	0	**14**
Oceanography	17	0	1	**18**
Oceanography CSIT	1	0	0	**1**
ODDL Online Nursing	1	0	0	**1**
Philosophy	12	0	0	**12**
Physics	20	0	0	**20**
Physics CSIT	4	0	0	**4**
Policy Sciences	1	0	0	**1**
Political Science	25	0	0	**25**
Psychology	35	0	2	**37**
Public Administration	13	0	0	**13**
Religion	14	0	0	**14**

Risk & Insurance	17	0	0	**17**
School of Theatre	18	0	3	**21**
Social Work Department	28	0	7	**35**
Sociology	18	0	0	**18**
Sport Mgmt Rec Mgmt & Phys Edu	17	0	0	**17**
Statistics	10	0	2	**12**
Textiles & Consumer Sciences	13	0	0	**13**
Urban & Regional Planning	9	0	1	**10**
Subtotal	1194	0	213	**1407**
Department or Unit	**9 Month**	**10 Month**	**12 Month**	**Total**
Academic Support & Sponsored Activities				
Academic Support Accept Program	0	0	1	**1**
Allen Music Library	0	0	2	**2**
Alumni Village Child Devlpmnt Ctr	0	0	1	**1**
APPS Credit Programs	1	0	1	**2**
APPS Deans Office	0	0	2	**2**
Biology Office Sci Tch Activities	0	0	4	**4**
Biology Science Development	3	0	0	**3**
Biology Sponsored Projects	0	0	4	**4**
Career Center	0	0	3	**3**
College of Social Sciences	5	0	1	**6**
Comp Science Sponsored Projects	1	0	1	**2**
Dean College of Arts & Sciences	0	0	7	**7**
Dean College of Information	0	0	3	**3**
Dean College of Social Work	2	0	1	**3**
Dean College of Business	1	0	1	**2**
Dean College of Communication	0	0	2	**2**
Dean College of Education	0	0	4	**4**
Dean College of Engineering	0	0	3	**3**
Dean College of Human Sciences	4	0	1	**5**
Dean College of Medicine	0	0	1	**1**
Dean of Graduate Studies-	0	0	3	**3**
Dean of the Faculties	0	0	3	**3**
Dean School of Vis Arts, Th & Dance	0	0	1	**1**
Dean School of Nursing	0	0	2	**2**
Dean Undergraduate Studies	0	0	2	**2**
Education CORE	0	0	2	**2**
Engineer Comp & Multimedia Svc	0	0	1	**1**
Engineer Undergrad Acad & Stdt	0	0	1	**1**
Federal Relations Operating	0	0	1	**1**
Geology Sponsored Projects	0	0	1	**1**
GFDI Sponsored Projects	1	0	1	**2**
Honors Program	1	0	0	**1**
IMB Sponsored Projects	0	0	3	**3**
IMB Structural Biology Project	0	0	4	**4**
International Pgms Continuing Educ	0	0	2	**2**
IP Center for Intensive English Std	0	0	2	**2**
Law Library	0	0	8	**8**
Mathematics Sponsored Projects	0	0	1	**1**

MCSSC Horizons Unlimited	0	0	1	**1**
Medical Library	0	0	3	**3**
Medical Outreach Recruiting	0	0	3	**3**
Medicine Health Affairs	0	0	5	**5**
Medicine Instruction	0	0	7	**7**
Medicine Instructional Research	0	0	1	**1**
Meteorology Sponsored Projects	0	0	17	**17**
Museum of Fine Arts	0	0	1	**1**
Oceanography Sponsored Projects	2	0	3	**5**
ODDL Distrib & Dist Learning	1	0	16	**17**
Office of Collegiate Volunteerism	0	0	1	**1**
PCC Adv Sci Diving Pgm-UCSI	0	0	1	**1**
PCC Dean's Office	5	0	24	**29**
PCC Program Dvelpment & Expans	0	0	1	**1**
PCC Sponsored Programs	0	0	3	**3**
Physics Engineering Impact	1	0	0	**1**
Physics Science Development	0	0	3	**3**
Physics Sponsored Projects	0	0	6	**6**
President's Office	0	0	1	**1**
Provost & VP Academic Affairs	0	0	8	**8**
Psychology Science Development	1	0	2	**3**
Psychology Sponsored Projects	0	0	10	**10**
Ringling Cultural Center	0	0	5	**5**
Research Legal Counsel	0	0	1	**1**
Schendel Speech & Hearing Clinic	1	0	0	**1**
Statistics Science Development	1	0	0	**1**
Strozier Library	0	0	37	**37**
Survey Research Lab	0	0	1	**1**
Technology Transfer	0	0	2	**2**
VP Research	0	0	4	**4**
Subtotal	31	0	249	**280**
Department or Unit	9 Month	10 Month	12 Month	**Total**
Centers and Institutes				
Beaches & Shores Resource Center	0	0	2	**2**
Center for Materials Research	0	0	2	**2**
CERDS Sponsored Programs	0	0	4	**4**
Chemistry Engineering Impact	1	0	1	**2**
Chemistry Magnet Lab	2	0	0	**2**
Collins Center	0	0	1	**1**
Center for Adv of Human Rights	0	0	2	**2**
Center for Advanced Power Systems	0	0	14	**14**
Center for Biomed & Toxic Research	0	0	7	**7**
Center for Econ Forecast & Anly	0	0	1	**1**
Center for Health Equity	0	0	2	**2**
Center for Info Train & Eval Svcs	0	0	8	**8**
Center For Intensive English Stud	0	0	1	**1**
Center for Prev & Early Intervention	0	0	12	**12**
Demography & Population Health	1	0	1	**2**
Ed Ball Marine Lab	0	0	2	**2**
Edu Rsch Ctr for Child Development	0	0	4	**4**

FL Climate Center	0	0	1	**1**
FL Center for Reading Research	4	0	11	**15**
FL Conflict Resolution Consort	0	0	3	**3**
FL Center for Prevention Research	0	0	2	**2**
FL Center for Public Management	0	0	3	**3**
FL Inst of Government	0	0	3	**3**
FL Public Affairs Center Auxil	0	0	6	**6**
FL Res & Environ Analysis Center	0	0	2	**2**
FREAC Auxiliary	1	0	0	**1**
FREAC Technical Asst	0	0	2	**2**
Geophysical Fluid Dynamics Ins	0	0	1	**1**
Inst of Science & Public Affairs	0	0	3	**3**
Institute for Social Work Research	1	0	0	**1**
ISPA Leadership Board	0	0	2	**2**
Laboratory Animal Resources	0	0	2	**2**
Learning Systems Institute	5	0	48	**53**
Life Science Teaching Center	0	0	1	**1**
National High Magnetic Field Lab	0	0	50	**50**
NHMFL Graduate Research	2	0	0	**2**
Pepper Inst on Aging & Pub Policy	1	0	0	**1**
Physics Martech	9	0	0	**9**
Physics NHMFL	5	0	0	**5**
Psych FL Center for Reading Research	2	0	0	**2**
Public Lands	0	0	1	**1**
Religion Human Rights	1	0	0	**1**
Subtotal	35	0	205	**240**
Department or Unit	**9 Month**	**10 Month**	**12 Month**	**Total**
FSU Developmental Schools				
DRS MIS/Technology Support	0	0	1	**1**
DRS Administrative Support Services	0	0	1	**1**
DRS Administration	0	4	2	**6**
DRS Central Services	0	0	2	**2**
DRS Class Size Reduction	0	5	0	**5**
DRS Elementary	0	24	0	**24**
DRS High School	0	17	1	**18**
DRS Instructional Support Services	0	4	1	**5**
DRS Middle School	0	14	1	**15**
DRS SAI/ESE/ESOL	0	6	0	**6**
DRS Special Areas Art Music PE	0	26	0	**26**
Subtotal	0	100	9	109
Total	**1260**	**100**	**676**	**2036**

Source: http://www.ir.fsu.edu/Faculty_Headcount/facultyheadcount.htm

Table A2
Comparison of FSU with OSU Research I and Association of Research Libraries (ARL) Salaries by CIP Discipline, 2005

CIP	CIP/Rank Name	ARL Average 12mo Salary	FSU Average 12mo Salary	Average Individual Gap	Average Negative Individual Gap
	Librarians				
	Librarian	$75,283	$53,521	($9,870)	($15,493)
	Associate Librarian	$61,982	$40,919	($11,971)	($12,979)
	Assistant Librarian	$50,902	$32,486	($11,197)	($11,291)
	Instructor, Librarian	$46,073	$27,044	($13,020)	($13,020)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
040301	***City/Urban, Community and Regional Planning***				
	Professor	$98,076	$78,196	($19,881)	($19,881)
	Associate Professor	$71,671	$58,921	($12,750)	($12,750)
	Assistant Professor	$56,385	$58,805	$2,420	
	Instructor	$53,392	$96,651	$31,396	
090199	***Communication and Media Studies, Other***				
	Professor	$95,400	$86,765	($8,635)	($11,369)
	Associate Professor	$68,674	$56,630	($12,044)	($12,044)
	Assistant Professor	$56,509	$45,955	($10,554)	($10,554)
	Instructor	$39,578	$54,712	$11,226	($138)
110101	***Computer and Information Sciences, General***				
	Professor	$121,621	$107,806	($13,815)	($17,036)
	Associate Professor	$91,166	$84,034	($7,132)	($8,859)
	Assistant Professor	$82,497	$84,029	$1,532	($1,110)
	Instructor	$53,943	$83,031	$20,526	($276)
130000	***Education***				
	Instructor	$42,801	$48,236	($4,075)	($6,746)
130401	***Educational Leadership and Administration, General***				
	Professor	$101,021	$99,134	($7,499)	($16,518)
	Associate Professor	$68,649	$68,097	($2,731)	($7,204)
	Assistant Professor	$56,669	$52,040	($4,629)	($5,361)
	Instructor	$42,801	$54,908	$2,597	
130406	***Higher Education/Higher Education Administration***				
	Professor	$101,175	$111,888	$10,713	
	Assistant Professor	$56,706	$67,104	$10,398	($2,331)
130601	***Educational Evaluation and Research***				
	Assistant Professor	$57,468	$51,342	($6,126)	($6,126)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
130603	***Educational Statistics and Research Methods***				
	Professor	$98,666	$85,926	($12,740)	($12,943)
	Associate Professor	$57,804	$57,818	$14	($2,187)
	Assistant Professor	$55,172	$50,855	($4,317)	($5,501)
	Instructor	$43,039	$57,495	$11,268	
131001	***Education, General***				
	Instructor	$43,039	$48,231	($4,371)	($4,371)
131202	***Elementary Education and Teaching***				
	Professor	$78,082	$66,638	($11,444)	($11,444)
	Associate Professor	$57,804	$63,082	$5,278	($1,123)
	Assistant Professor	$52,478	$47,827	($4,651)	($4,651)
	Instructor	$43,127	$53,063	$3,091	($2,582)
131302	***Art Teacher Education***				
	Professor	$112,210	$73,239	($38,972)	($38,972)
	Associate Professor	$82,781	$62,160	($20,621)	($20,621)
	Assistant Professor	$72,497	$50,864	($21,633)	($21,633)
131314	***Music Teacher Education***				
	Professor	$91,887	$83,291	($8,596)	($8,596)
	Associate Professor	$64,336	$60,292	($4,044)	($5,379)
	Assistant Professor	$55,578	$48,112	($7,466)	($7,466)
	Instructor	$43,127	$49,605	$4,881	($716)
131317	***Social Science Teacher Education***				
	Professor	$120,156	$67,492	($52,664)	($52,664)
	Associate Professor	$84,412	$58,315	($26,097)	($26,097)
	Assistant Professor	$75,010	$48,429	($26,581)	($26,581)
	Instructor	$43,932	$56,165	$12,233	($1,083)
140000	***Engineering***				
	Instructor	$50,537	$60,403	($1,363)	($7,311)
140701	***Chemical Engineering***				
	Professor	$122,997	$85,939	($37,058)	($37,058)
	Associate Professor	$85,862	$65,864	($19,998)	($19,998)
	Assistant Professor	$75,127	$67,809	($7,319)	($7,319)
140801	***Civil Engineering, General***				
	Professor	$112,210	$79,638	($32,572)	($32,572)
	Associate Professor	$82,781	$69,247	($13,534)	($13,534)
	Assistant Professor	$72,497	$62,802	($9,695)	($9,695)
	Instructor	$54,078	$72,520	$6,426	

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
141001	***Electrical, Electronics and Communications Engineering***				
	Professor	$121,486	$80,848	($40,639)	($40,639)
	Associate Professor	$89,643	$83,762	($5,881)	($9,371)
	Assistant Professor	$79,096	$66,365	($12,731)	($12,731)
	Instructor	$55,601	$76,606	$8,651	
141901	***Mechanical Engineering***				
	Professor	$116,986	$101,773	($15,214)	($20,637)
	Associate Professor	$85,424	$76,438	($8,986)	($8,986)
	Assistant Professor	$72,563	$67,490	($5,073)	($5,073)
	Instructor	$50,537	$47,552	($14,214)	($14,214)
143501	***Industrial Engineering***				
	Professor	$120,156	$86,382	($33,774)	($33,774)
	Associate Professor	$84,412	$71,456	($12,956)	($12,956)
	Assistant Professor	$75,010	$62,000	($13,010)	($13,010)
160000	***Foreign Languages, Literatures and Linguistics***				
	Instructor	$37,621	$59,538	$13,558	
160905	***Spanish Language and Literature***				
	Professor	$92,499	$83,333	($9,166)	($13,098)
	Associate Professor	$64,201	$55,241	($8,960)	($8,960)
	Assistant Professor	$52,226	$50,220	($2,006)	($2,402)
	Instructor	$37,163	$34,021	($5,206)	($6,159)
161200	***Classics and Classical Languages, Literatures, and Linguistics, General***				
	Professor	$94,236	$83,692	($10,544)	($10,544)
	Associate Professor	$63,505	$58,226	($5,280)	($5,280)
	Assistant Professor	$51,283	$50,692	($591)	($979)
	Instructor	$37,621	$28,000	($9,621)	($9,621)
190000	***Family and Consumer Sciences/Human Sciences***				
	Instructor	$40,664	$24,864	($15,800)	($15,800)
190501	***Foods, Nutrition, and Wellness Studies, General***				
	Instructor	$38,734	$45,840	$7,106	
190701	***Human Development and Family Studies, General***				
	Professor	$96,065	$86,611	($9,454)	($11,020)
	Associate Professor	$68,430	$61,082	($7,348)	($7,348)
	Assistant Professor	$55,274	$58,016	$2,742	($467)
	Instructor	$38,717	$45,017	$6,300	

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
190901	***Apparel and Textiles, General***				
	Professor	$88,829	$81,392	($7,438)	($9,192)
	Associate Professor	$64,826	$62,374	($2,452)	($3,577)
	Assistant Professor	$53,115	$51,923	($1,193)	($2,135)
	Instructor	$37,351	$48,666	$11,315	($784)
220101	***Law***				
	Professor	$150,799	$143,372	($7,427)	($13,175)
	Associate Professor	$101,676	$111,036	$9,360	($1,276)
	Assistant Professor	$87,753	$99,369	$8,831	
	Instructor	$58,371	$58,504	($2,749)	($7,735)
230101	***English Language and Literature, General***				
	Professor	$97,002	$85,203	($11,799)	($16,946)
	Associate Professor	$64,785	$55,272	($9,513)	($9,730)
	Assistant Professor	$52,248	$54,069	$1,821	($446)
	Instructor	$34,248	$30,969	($6,133)	($7,319)
240101	***Liberal Arts and Sciences/Liberal Studies***				
	Instructor	$41,117	$46,257	($3,996)	($7,127)
250101	***Library Science/Librarianship***				
	Professor	$96,829	$101,496	$4,667	($4,824)
	Associate Professor	$74,227	$76,049	$1,822	($2,902)
	Assistant Professor	$59,163	$61,054	$1,891	($150)
	Instructor	$44,765	$54,845	$133	($2,438)
260101	***Biology/Biological Sciences, General***				
	Professor	$106,902	$82,073	($24,829)	($24,829)
	Associate Professor	$69,044	$61,479	($7,565)	($8,876)
	Assistant Professor	$60,788	$60,035	($753)	($2,174)
	Instructor	$37,255	$43,650	($1,883)	($5,472)
260206	***Molecular Biophysics***				
	Instructor	$40,277	$49,821	$595	($2,674)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
270101	***Mathematics, General***				
	Professor	$103,611	$89,522	($14,089)	($21,235)
	Associate Professor	$69,795	$65,187	($4,608)	($7,044)
	Assistant Professor	$59,670	$59,975	$305	($4,864)
	Instructor	$40,277	$43,457	($950)	($4,441)
270501	***Statistics, General***				
	Professor	$109,894	$95,130	($14,765)	($20,330)
	Associate Professor	$76,172	$73,589	($2,583)	($5,685)
	Assistant Professor	$66,747	$62,199	($4,548)	($4,548)
	Instructor	$46,118	$49,396	($6,970)	($6,970)
380101	***Philosophy***				
	Professor	$97,648	$102,722	$5,074	($9,242)
	Associate Professor	$64,051	$55,904	($8,147)	($8,147)
	Assistant Professor	$51,428	$52,691	$1,263	($166)
	Instructor	$38,755	$32,000	($6,755)	($6,755)
380201	***Religion/Religious Studies***				
	Professor	$90,875	$102,922	$12,047	($186)
	Associate Professor	$64,664	$58,110	($6,554)	($8,156)
	Assistant Professor	$51,453	$50,694	($759)	($1,081)
	Instructor	$39,032	$32,000	($7,032)	($7,032)
400000	***Physical Sciences***				
	Instructor	$44,765	$54,671	$1,617	($1,259)
400401	***Atmospheric Sciences and Meteorology, General***				
	Professor	$106,598	$111,129	$4,531	($6,559)
	Associate Professor	$75,294	$69,267	($6,027)	($7,041)
	Assistant Professor	$59,908	$60,091	$183	($852)
	Instructor	$44,765	$45,127	($9,585)	($10,942)
400501	***Chemistry, General***				
	Professor	$111,122	$97,520	($13,603)	($22,742)
	Associate Professor	$72,290	$66,515	($5,775)	($6,951)
	Assistant Professor	$59,822	$60,605	$783	($1,405)
	Instructor	$45,438	$38,038	($17,496)	($18,058)
400601	***Geology/Earth Science, General***				
	Professor	$97,454	$68,690	($28,765)	($28,765)
	Associate Professor	$69,587	$62,000	($7,587)	($10,850)
	Assistant Professor	$60,318	$58,975	($1,344)	($1,344)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
400607	***Oceanography, Chemical and Physical***				
	Professor	$100,527	$86,376	($14,151)	($16,852)
	Associate Professor	$69,582	$59,188	($10,394)	($10,394)
	Assistant Professor	$56,202	$54,684	($1,518)	($1,553)
	Instructor	$44,765	$42,960	($11,752)	($14,650)
400801	***Physics, General***				
	Professor	$104,590	$95,687	($10,010)	($16,213)
	Associate Professor	$73,583	$65,088	($8,495)	($9,613)
	Assistant Professor	$63,925	$63,255	($671)	($1,649)
	Instructor	$45,349	$58,133	$2,708	($3,470)
420101	***Psychology, General***				
	Professor	$108,184	$95,044	($13,140)	($20,542)
	Associate Professor	$69,076	$58,718	($10,358)	($11,612)
	Assistant Professor	$58,547	$56,878	($1,669)	($2,450)
	Instructor	$43,225	$59,096	$6,267	($5,111)
430104	***Criminal Justice/Safety Studies***				
	Professor	$99,153	$90,705	($8,448)	($11,311)
	Associate Professor	$64,818	$73,138	$8,320	($117)
	Assistant Professor	$52,685	$57,333	$4,648	
	Instructor	$42,427	$53,320	$1,466	($2,564)
440000	***Public Administration and Social Service Professions***				
	Instructor	$54,025	$65,444	($585)	($4,303)
440401	***Public Administration***				
	Professor	$117,433	$102,120	($15,313)	($20,124)
	Associate Professor	$78,357	$64,649	($13,708)	($13,708)
	Assistant Professor	$67,073	$64,813	($2,260)	($2,260)
440701	***Social Work***				
	Professor	$101,654	$94,179	($11,992)	($15,406)
	Associate Professor	$69,780	$64,522	($5,259)	($5,259)
	Assistant Professor	$56,395	$58,386	$1,991	($359)
	Instructor	$50,684	$49,424	($8,190)	($11,548)
450000	***Social Sciences***				
	Instructor	$48,169	$63,862	$4,990	($4,515)
450100	***Social Sciences, General***				
	Instructor	$48,169	$85,161	$26,289	
450201	***Anthropology***				
	Professor	$93,642	$80,481	($13,162)	($18,643)
	Associate Professor	$64,448	$53,051	($11,397)	($11,397)
	Assistant Professor	$54,366	$53,004	($1,362)	($1,362)
450501	***Demography and Population Studies***				
	Professor	$131,269	$129,483	($1,786)	($1,786)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
450601	***Economics, General***				
	Professor	$131,269	$101,351	($29,918)	($32,673)
	Associate Professor	$88,266	$81,838	($6,428)	($8,875)
	Assistant Professor	$80,002	$77,506	($2,496)	($2,746)
	Instructor	$65,187	$63,240	($1,948)	($9,284)
450701	***Geography***				
	Professor	$93,806	$79,530	($14,276)	($14,956)
	Associate Professor	$66,280	$59,227	($7,053)	($8,613)
	Assistant Professor	$55,342	$54,546	($796)	($2,090)
451001	***Political Science and Government, General***				
	Professor	$106,907	$111,673	$4,766	($11,554)
	Associate Professor	$70,357	$62,349	($8,008)	($9,478)
	Assistant Professor	$58,679	$61,549	$2,870	($382)
451101	***Sociology***				
	Professor	$101,121	$104,060	$2,939	($8,647)
	Associate Professor	$67,999	$62,800	($5,199)	($5,199)
	Assistant Professor	$56,411	$58,041	$1,630	($393)
	Instructor	$42,208	$30,000	($12,208)	($12,208)
459999	***Social Sciences, Other***				
	Instructor	$48,169	$56,000	($2,872)	($2,872)
500301	***Dance, General***				
	Professor	$73,178	$73,862	$684	($5,305)
	Associate Professor	$57,744	$52,992	($4,752)	($4,866)
	Assistant Professor	$47,747	$46,010	($1,737)	($2,514)
	Instructor	$41,071	$58,016	$7,819	($1,789)
500408	***Interior Design***				
	Professor	$82,408	$68,376	($14,032)	($14,032)
	Associate Professor	$61,116	$55,991	($5,125)	($6,105)
	Assistant Professor	$51,281	$53,870	$2,589	
500500	***Drama/Theatre Arts and Stagecraft***				
	Instructor	$42,809	$51,303	$8,494	
500501	***Drama and Dramatics/Theatre Arts, General***				
	Professor	$83,148	$72,437	($10,711)	($13,184)
	Associate Professor	$60,798	$56,090	($4,708)	($5,406)
	Assistant Professor	$48,188	$46,152	($2,036)	($2,582)
	Instructor	$42,809	$51,800	$4,235	($685)
500602	***Cinematography and Film/Video Production***				
	Professor	$89,862	$98,420	($11,409)	($11,409)
	Associate Professor	$65,773	$60,993	($4,780)	($4,780)
	Instructor	$41,071	$55,720	$7,479	($913)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
500702	***Fine/Studio Arts, General***				
	Professor	$79,320	$68,102	($11,218)	($11,218)
	Associate Professor	$62,572	$54,814	($7,758)	($7,758)
	Assistant Professor	$49,425	$47,062	($2,363)	($2,363)
	Instructor	$37,807	$39,809	($2,199)	($6,530)
500703	***Art History, Criticism and Conservation***				
	Professor	$89,862	$67,496	($22,366)	($22,366)
	Associate Professor	$65,773	$57,661	($8,113)	($8,113)
	Assistant Professor	$53,953	$49,754	($4,199)	($4,908)
	Instructor	$37,807	$66,695	$20,487	
500901	***Music, General***				
	Professor	$82,112	$78,818	($4,367)	($9,102)
	Associate Professor	$62,123	$53,371	($8,752)	($9,448)
	Assistant Professor	$50,314	$50,552	$238	($1,587)
	Instructor	$41,411	$49,701	$5,990	
510204	***Audiology/Audiologist and Speech-Language Pathology/Pathologist***				
	Professor	$93,113	$90,559	($2,554)	($9,192)
	Associate Professor	$63,565	$60,160	($3,406)	($3,406)
	Assistant Professor	$56,752	$55,352	($1,400)	($1,481)
	Instructor	$43,287	$42,456	($4,037)	($4,966)
511201	***Medicine***				
	Professor	$149,700	$178,127	$708	($16,832)
	Associate Professor	$120,594	$82,182	($38,412)	($38,412)
	Assistant Professor	$104,974	$64,145	($40,829)	($40,829)
	Instructor	$46,502	$121,501	$64,666	($1,955)
511601	***Nursing***				
	Professor	$93,591	$72,690	($20,901)	($20,901)
	Associate Professor	$72,083	$62,996	($9,087)	($9,087)
	Assistant Professor	$59,049	$61,681	$758	($1,182)
	Instructor	$48,795	$55,673	$855	($1,952)
513101	***Food and Nutrition***				
	Professor	$151,853	$85,866	($65,988)	($65,988)
	Associate Professor	$112,375	$61,601	($50,774)	($50,774)
	Assistant Professor	$107,356	$60,257	($47,100)	($47,100)
	Instructor	$70,422	$35,000	($35,422)	($35,422)
520000	***Business, Management, Marketing, and Related Support Services***				
	Instructor	$64,535	$49,125	($29,749)	($29,749)

CIP	CIP/Rank Name	OSU Average 9mo Salary	FSU Average 9mo Salary	Average Individual Gap	Average Negative Individual Gap
520201	***Business Administration and Management, General***				
	Professor	$151,853	$105,032	($46,821)	($46,821)
	Associate Professor	$112,375	$90,851	($21,525)	($21,525)
	Assistant Professor	$107,356	$100,307	($7,049)	($7,049)
	Instructor	$70,422	$47,526	($26,808)	($26,808)
520301	***Accounting***				
	Professor	$150,878	$93,591	($57,287)	($57,287)
	Associate Professor	$118,637	$101,515	($17,122)	($18,592)
	Assistant Professor	$118,029	$104,076	($13,953)	($13,953)
	Instructor	$62,114	$45,648	($16,466)	($16,466)
520801	***Finance, General***				
	Professor	$154,222	$120,170	($34,052)	($35,399)
	Associate Professor	$120,834	$92,014	($28,821)	($28,821)
	Assistant Professor	$131,169	$114,585	($16,584)	($16,584)
	Instructor	$79,831	$55,407	($30,337)	($30,337)
520901	***Hospitality Administration/Management, General***				
	Professor	$152,892	$89,432	($63,460)	($63,460)
	Associate Professor	$100,905	$74,420	($26,485)	($26,485)
	Instructor	$44,277	$57,154	$7,958	($510)
521201	***Management Information Systems, General***				
	Professor	$144,738	$133,199	($11,540)	($11,540)
	Assistant Professor	$108,283	$99,839	($8,445)	($8,527)
521401	***Marketing/Marketing Management, General***				
	Professor	$149,704	$90,692	($59,012)	($59,012)
	Associate Professor	$110,223	$99,611	($10,612)	($10,612)
	Assistant Professor	$106,064	$95,312	($10,752)	($10,752)
	Instructor	$60,891	$38,235	($22,656)	($22,656)
521701	***Insurance***				
	Professor	$151,448	$97,693	($53,755)	($53,755)
	Associate Professor	$108,963	$90,279	($18,684)	($18,684)
	Assistant Professor	$108,026	$97,422	($10,604)	($10,604)
	Instructor	$64,535	$43,100	($21,435)	($21,435)
540101	***History, General***				
	Professor	$96,827	$80,110	($16,717)	($20,002)
	Associate Professor	$64,655	$59,188	($5,467)	($5,467)
	Assistant Professor	$52,352	$51,950	($402)	($1,301)
	Instructor	$40,918	$29,008	($11,910)	($11,910)

Table A3
Comparison of Minimum Non-Tenure Track Class Salaries with Standard Deviation within the Class, 2005

FSU Salaries by Classification		
Class	**Data**	**Total**
9004	Number of faculty	12
Instructor	Average FSU annual salary	$31,304
	Standard deviation	$10,182
	Min	$22,455
9005	Number of faculty	13
Lecturer	Average FSU annual salary	$37,257
	Standard deviation	$8,873
	Minimum	$29,008
9115	Number of faculty	7
Coordinator	Average FSU annual salary	$40,885
	Standard deviation	$5,756
	Minimum	$33,996
9120	Number of faculty	149
Associate In	Average FSU annual salary	$52,750
	Standard deviation	$14,653
	Minimum	$23,220
9121	Number of faculty	251
Assistant In	Average FSU annual salary	$43,526
	Standard deviation	$12,590
	Minimum	$19,433
9126	Number of faculty	13
Program Director	Average FSU annual salary	$56,973
	Standard deviation	$19,427
	Minimum	$31,521
9152	Number of faculty	1
Assistant Curator	Average FSU annual salary	$49,962
	Standard deviation	
	Minimum	$49,962
9153	Number of faculty	3
Staff Physicist	Average FSU annual salary	$55,258
	Standard deviation	$1,100
	Minimum	$54,073

FSU Salaries by Classification Class	Data	Total
9160 Scholar/Scientist/Engineer	Number of faculty Average FSU annual salary Standard deviation Minimum	19 $85,743 $24,422 $55,098
9161 Associate Scholar/Scientist/Engineer	Number of faculty Average FSU annual salary Standard deviation Minimum	20 $63,834 $9,283 $48,973
9162 Assistant Scholar/Scientist/Engineer	Number of faculty Average FSU annual salary Standard deviation Minimum	32 $50,976 $9,482 $35,602
9166 Research Associate	Number of faculty Average FSU annual salary Standard deviation Minimum	57 $54,582 $16,615 $22,039
9178 Instructional Specialist	Number of faculty Average FSU annual salary Standard deviation Minimum	8 $25,215 $3,998 $18,648
9199 Faculty Administrator	Number of faculty Average FSU annual salary Standard deviation Minimum	61 $93,831 $43,316 $36,788
9334 Specialist, Computer Research	Number of faculty Average FSU annual salary Standard deviation Minimum	28 $46,096 $9,478 $30,513
9433 Specialist, Music	Number of faculty Average FSU annual salary Standard deviation Minimum	2 $35,987 $1,441 $34,968

Table A4

Cost of Living Comparison and Other Factors Bearing on Compensation

Carnegie Research I Universities Included in the 2005-2006 OSU Faculty Salary Study

University	Cost of Living Index	Property Tax Rate	Income Tax Rate	Sales Tax Rate	Median Home Value
Arizona State University <Tempe>	110.4	$8.3	3.90%	8.10%	$336,000
Colorado State University <Ft. Collins>	107.4	$7.7	5.00%	6.70%	$461,800
Cornell University <Ithaca>	102.2	$28.1	7.13%	8.25%	$216,300
Georgia Institute of Technology <Atlanta>	111.5	$10.8	6.00%	8.00%	$185,100
Indiana University, Bloomington	89.5	$10.2	4.10%	6.00%	$167,100
Iowa State University <Ames>	89.4	$14.4	6.68%	7.00%	$160,000
Louisiana State University <Baton Rouge>	90.8	$3.8	4.00%	9.00%	$121,600
Michigan State University <East Lansing>	106.2	$21.8	5.40%	6.00%	$181,100
New Mexico State University <Las Cruces>	85.0	$8.1	7.10%	7.00%	$134,100
North Carolina State University, Raleigh	100.9	$8.2	7.00%	7.00%	$203,700
Ohio State University <Columbus>	90.5	$14.7	6.99%	6.75%	$214,300
Oregon State University <Corvallis>	101.8	$11.4	9.00%	0.00%	$218,800
Penn State University <State College/University Park>	94.6	$13.7	2.80%	6.00%	$223,800
Purdue University (Lafayette)	90.5	$9.4	3.40%	6.00%	$105,100
Rutgers <New Brunswick>	101.8	$28.4	2.45%	6.00%	$286,600
State University of New York at Buffalo	92.4	$25.6	7.13%	8.25%	$98,600
State University of New York at Stony Brook	N/A	$24.0	7.13%	8.75%	$486,700
Texas A&M University <College Station>	89.2	$21.4	0.00%	8.25%	$158,600
University of Alabama, Birmingham	83.3	$6.6	6.00%	9.00%	$94,600
University of Arizona <Tucson>	105.2	$10.3	3.90%	7.60%	$175,100
University of California, Berkeley	203.0	$9.2	9.30%	8.75%	$741,000
University of California, Davis	148.1	$10.1	9.30%	7.75%	$600,000
University of California, Irvine	193.3	$10.1	9.30%	7.75%	$650,000
University of California, Los Angeles	163.3	$8.1	9.30%	8.25%	$480,000
University of California, San Diego	144.8	$7.4	9.30%	7.75%	$491,000
University of California, Santa Barbara	228.0	$6.1	9.30%	7.75%	$1,136,000
University of Colorado, Boulder	113.5	$6.9	5.00%	8.16%	$461,800
University of Connecticut <Storrs>	109.3	$17.8	4.50%	6.00%	$287,100
University of Florida <Gainesville>	107.2	$14.8	0.00%	6.25%	$161,100
University of Georgia <Athens>	80.7	$10.3	6.00%	7.00%	$161,100

University	Cost of Living Index	Property Tax Rate	Income Tax Rate	Sale Tax Rate	Median Home Value
University of Hawaii, Manoa <Honolulu>	188.0	$3.4	10.00%	4.00%	$791,300
University of Illinois, Chicago	168.2	$13.5	3.00%	8.75%	$403,000
University of Illinois, Urbana-Champaign	113.0	$23.8	3.00%	7.50%	$139,600
University of Iowa <Iowa City>	96.2	$15.1	7.92%	5.00%	$164,600
University of Kansas <Lawrence>	86.8	$11.8	6.25%	7.30%	$173,100
University of Kentucky <Lexington-Fayette>	88.1	$8.8	8.00%	6.00%	$148,000
University of Maryland, College Park	133.5	15.3	9.50%	5.00%	$358,400
University of Massachusetts <Amherst>	112.1	$14.5	5.95%	5.00%	$216,000
University of Michigan <Ann Arbor>	123.6	$19.6	4.40%	6.00%	$291,800
University of Minnesota-Twin Cities <Minneapolis>	117.6	$12.9	8.00%	7.00%	$298,900
University of Missouri, Columbia	91.1	$10.9	6.00%	7.35%	$156,000
University of Nebraska, Lincoln	87.2	$17.9	6.68%	7.00%	$137,200
University of New Mexico <Albuquerque>	98.9	$9.1	7.10%	6.75%	$204,100
University of Tennessee, Knoxville	92.9	$10.1	0.00%	9.25%	$109,000
University of Texas, Austin	110.4	$18.3	0.00%	8.25%	$167,900
University of Utah <Salt Lake City>	107.3	$8.3	7.00%	6.60%	$188,800
University of Virginia <Charlottesville>	115.2	$9.0	5.75%	5.00%	$236,200
University of Washington <Seattle>	136.5	$10.2	0.00%	8.80%	$459,800
University of Wisconsin, Madison	107.0	$24.8	6.93%	5.50%	$216,200
Utah State University <Logan>	90.0	$6.0	7.00%	6.35%	$156,200
Virginia Tech University <Blacksburg>	108.3	$7.2	5.75%	5.00%	$277,800
Wayne State University <Detroit>	106.7	$15.8	7.40%	6.00%	$100,000
West Virginia University <Morgantown>	86.4	$6.1	6.00%	6.00%	$137,900
Summary					
Simple Average of Research I cities	*113.4*	*$12.82*	*5.81%*	*6.00%*	*$281,696*
Median of Research I cities	*106.5*	*$10.29*	*6.00%*	*7.00%*	*$204,100*
National Average (median for home value)		**$16.43**	**5.02%**	**6.35%**	**$208,500**
Florida State University <Tallahassee>	**100.0**	**$11.44**	**0.00%**	**7.50%**	**$188,600**
No of institutions Greater than FSU (Tallahassee)	**32**	**23**	**48**	**21**	**29**
No of institutions Less than FSU (Tallahassee)	**20**	**30**	**5**	**32**	**24**
Percent Greater than or equal to FSU (Tallahassee)	**61.5%**	**43.4%**	**90.6%**	**39.6%**	**54.7%**

General Notes:

The city of Hadley, Massachusetts (~5 miles to the southwest of Amherst) was used for all University of Massachusetts indicators except cost of living.

Cost of Living Index Notes:

The cost of living data is provided as part of the Center for Mobility Resources® service and found on the official site of the National Association of Realtors (www.homefair.com). The formulas are based for the most part on those adopted by the Bureau of Labor Statistics and are current as of the 3rd quarter in 2005. The five major categories for U.S. data are housing costs (33%), utilities (8%), consumables (16%), transportation (10%), and other services (33%).

Property Tax Rate Notes:

The source for the property tax rates and sales tax rates is Sperling's Best Places (www.bestplaces.net). The property tax rate reported is the rate per $1,000 of the home value.

Income Tax Rate Notes:

The source for the income tax rates is Sterling's Best Places (www.bestplaces.net). The indicators were last updated on the site in February, 2005.

California's state income tax varies by household income. For the purposes of this study, a salary of $60,000 was used.

The income tax rates of some other states also vary by household income. However, the value found in Sterling's Best Places was used.

Tennessee does not change a state income tax, but taxes are levied on stock dividends and interest earned from bonds.

Sales Tax Rate Notes:

The source for the sales tax rates is Sterling's Best Places (www.bestplaces.net), where it was last updated in August, 2005.

Sales tax rate includes all local, county and state taxes.

Median Home Value Notes:

The median home value was derived from Sterling's best Places (www.bestplaces.net) and is based on home sales from January 2005 - December 2005.

Source: FSUIR, 2005-2006 Faculty Salary Comparisons with OSU Faculty Salary Survey and SUG Faculty Salary Survey, May, 2006, Appendix A.

FLORIDA STATE UNIVERSITY | *The* COLLEGE *of* SOCIAL SCIENCES
Department of Sociology

January 25, 2007

T.K.Wetherell, President
Florida State University
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Tallahassee FL 32306-1470

Jack Fiorito, President
United Faculty of Florida-Florida State University
244 Rovetta Business Building
Florida State University
Tallahassee FL 32306-1110

Dear Presidents Wetherell and Fiorito:

In accordance with your directive and provisions of Article 23.5(b) of the Collective Bargaining Agreement, the Joint Market Equity Study Group met throughout the spring, summer, and fall of 2006 and has produced a report, *Market Equity and FSU Salaries*. The report was prepared by Study Group members appointed by both Presidents. President Wetherell appointed Robert Bradley, Nancy Marcus, and Mary Ann Moore, and President Fiorito appointed Ted Baker, Charles Connerly, and Irene Padavic. The report analyzes the extent of the market equity problem at FSU and proposes short-term and long-term plans of action. We present it for your consideration.

Sincerely,

Irene Padavic, Committee Chair

Charles Connerly, Member

Ted Baker, Member

Nancy Marcus, Member

Robert Bradley, Member

Mary Ann Moore, Member

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