#### THE UNIVERSITY OF MICHIGAN-DEARBORN

Committee on the Economic Status of the Faculty

Received by the Regents June 21, 2007

# ANNUAL REPORT TO THE REGENTS

Approved by the UM-Dearborn Faculty Senate

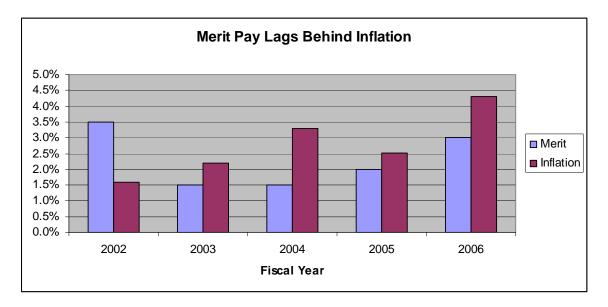
9 April 2007

Janet Elkins, Library Marlene E. Gordon, CASL Ghassan Kridli, Engineering Paul Lin, CASL William Linn, CASL Lee Redding, Management Les Thornton, Education

#### THE IMPORTANCE OF THE MERIT PAY SYSTEM AT UM-D

State cutbacks to university education in recent years have resulted in tight budgets at the University of Michigan – Dearborn and the other 14 state universities. From Fiscal Year 2001 through Fiscal Year 2006, the state allocation to the University of Michigan – Dearborn has declined from \$28.4 million to \$24.9 million<sup>3</sup>. Given a 15.3% increase in the consumer price index, this is a drop in real terms of 23% in only five years. What was once the primary means of support to the University of Michigan – Dearborn has therefore been slashed. Administrators have faced difficult decisions in dealing with this externally generated problem. Necessarily, the cost has been borne by almost every part of the campus. Students have faced tuition increases several percentage points above the inflation rate. Class sizes have increased, representing a cost both to faculty and students. Faculty has experienced merit pay below inflation and below comparable institutions. Faculty has also experienced a reduction both in the rate of pay for summer teaching and in the number of summer teaching opportunities.

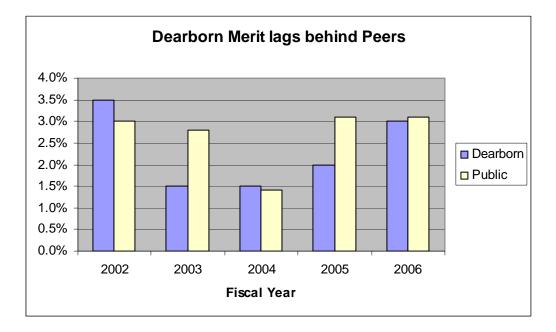
The following table, taken from the 2006 UM-D financial report, compares the merit pay program at UM-D with the inflation rate as measured by the consumer price index:



CUPA data for all public institutions also shows that merit pay at Dearborn has also lagged behind other institutions. The following chart compares the merit program

<sup>&</sup>lt;sup>3</sup> Source: 2006 Financial Report of the University of Michigan - Dearborn

at UM-D with the median average increase in pay reported by public universities reporting data to CUPA<sup>4</sup>:



The Committee realizes that the administration has faced a series of difficult budget years. We appreciate both that the cause of the budget problems comes from outside the University and the dedication that the administration has shown in an effort to meet the budgetary restrictions and we appreciate their real concern for the cost to the students, staff, and faculty at Dearborn. Indeed, faced with a short-term reduction in state allocation, below-inflation increases in salaries are a sensible management strategy to get the university through one or two difficult years.

Unfortunately, it now appears that the state budget difficulties are not temporary. A combination of tax cuts and a poor economy have produced a drop in state revenues that does not appear likely to reverse for several years. A reversal of the 23% cut in state funding mentioned earlier appears very unlikely. The university must therefore embark on the course of which principles to adhere to in continuing difficult times.

The Committee on the Economic Status of the Faculty urges the administration to commit to a strong merit pay system. Specifically

The Committee on the Economic Status of the Faculty urges the administration to commit to the principle that beginning in 2008; each year's merit program will be at least 3.5%.

<sup>&</sup>lt;sup>4</sup> Note that this is the entire CUPA data set and not the peer institution list often used to compare the levels of UM-D salaries to similar Midwestern institutions. Since the reporting institutions vary from year to year, reporting the percentage change for a specific peer group is problematic.

Recent years of low merit pay systems have weakened the role of merit pay in encouraging the faculty effort necessary to build on the University of Michigan – Dearborn's mission of academic excellence with metropolitan focus.

- At least one unit has reacted to the low merit pay systems by effectively suspending a merit pay system and giving across-the-board small increases.
- The relatively small pools have meant that achievements such as journal publications and teaching excellence have not received rewards commensurate with the effort required.
- Low merit pay increases offset by periodic equity adjustments lead to pay that does not have a transparent relationship to meritorious service.

The Committee urges the commitment to at least 3.5% as a means to ensure that a modest pool will be available each year to reward faculty achievement. 3.5% is a modest level both compared to historic increases in prices and historic increases in salaries in the United States. Indeed, the fact that 3.5% will seem to some like a large amount to commit to is demonstration of the state of the current merit program.

An administration commitment to fund a 3.5% minimum requires a responsive commitment from individual units to use these funds in a transparent way to encourage faculty to achieve University goals. Faculty and deans in each unit should ensure that their units have an appropriate merit pay system. Faculty with concerns about their system should resolve these concerns with the governing faculty, executive committee, and administration within their units. The Faculty Senate, while not responsible for advising on affairs within an individual unit, should stand ready in a facilitator's role if requested by the central administration or faculty.

Again, the Committee on the Economic Status of the Faculty realizes that recent cuts in the real pay of faculty have been occasioned by external pressures. We appreciate the dedication of the administration to make difficult choices in challenging times. The Committee further realizes that (particularly in difficult budget times) a recommendation to commit more funds to one cause is implicitly a recommendation to incur an opportunity cost elsewhere. The Committee believes, however, that a 3.5% minimum as concerns the merit program for faculty base pay is crucial. Since an increase in state funding may not be forthcoming and other sources of funds (research and gift income combined with enrollment growth) may be insufficient in some years, achieving the 3.5% principle may require costs which unfortunately will be borne by faculty, staff, and students at Dearborn. We believe the maintenance of a proper incentive system provides important benefits to the campus which makes these costs worth paying.

A second issue requiring attention is the salary situation of librarians and curators. Librarians and curators are a vital part of the faculty. Further, as faculty, the CESF is responsible for evaluating whether these faculty members are being treated fairly. Unfortunately, the CUPA data typically supplied to the CESF for its report includes no information on library faculty. For curators, Dearborn faculty has a mean pay below the peer group but a median pay above the peer group. Given the small sample size and the wide variation in job responsibilities, it is difficult to draw conclusions from this. It is not always clear to the CESF how these faculty members are treated in terms of the merit pay or equity adjustment programs. Therefore,

#### The Committee on the Economic Status of the Faculty requests that the Provost report to the Faculty Senate concerning how salary decisions are made for librarians and curators.

The Committee will use this report to devise a strategy to better incorporate these faculty members into the 2008 report.

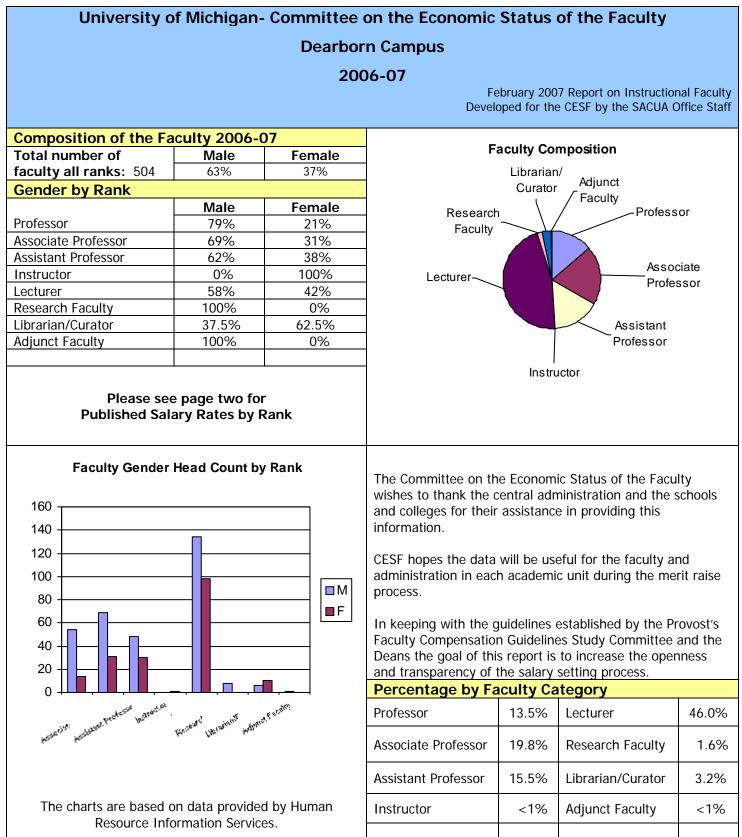
Respectfully Submitted,

CESF

The Committee thanks Provost Martin, Vice Chancellor Gassel, Linda Carr, SACUA staff, Renee Moton, and Judy Kennard for help and support in assembling the data for this report.

#### **Mission Statement of CESF**

The Committee on the Economic Status of the Faculty (CESF) was formed by the President in 1944 in order to report to the Board of Regents, the Senate Assembly, and the President on all matters concerning the economic status of the faculty. CESF investigates, analyzes, and monitors faculty salary, fringe benefits, extra payments and competitiveness with other universities. CESF strives to facilitate a more transparent compensation system throughout the university in order to assist in the recruitment and retention of faculty.

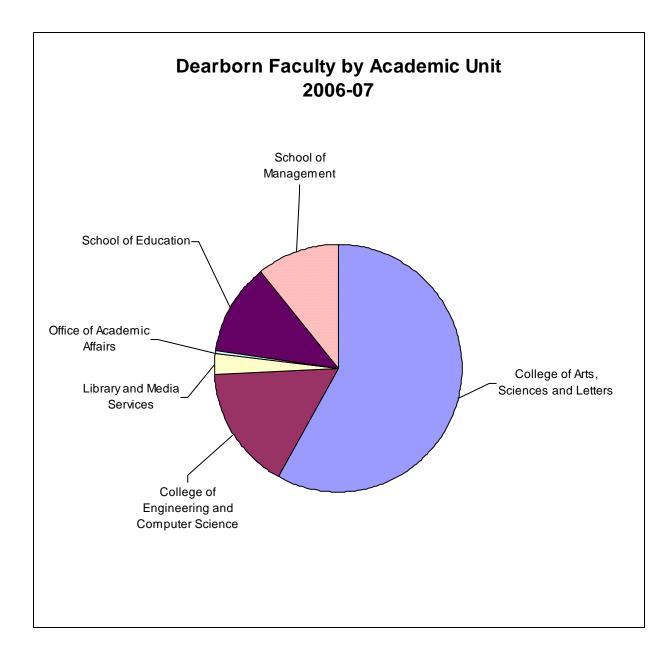


## University of Michigan Dearborn Campus Published Salary Rates 2006-07 by Rank

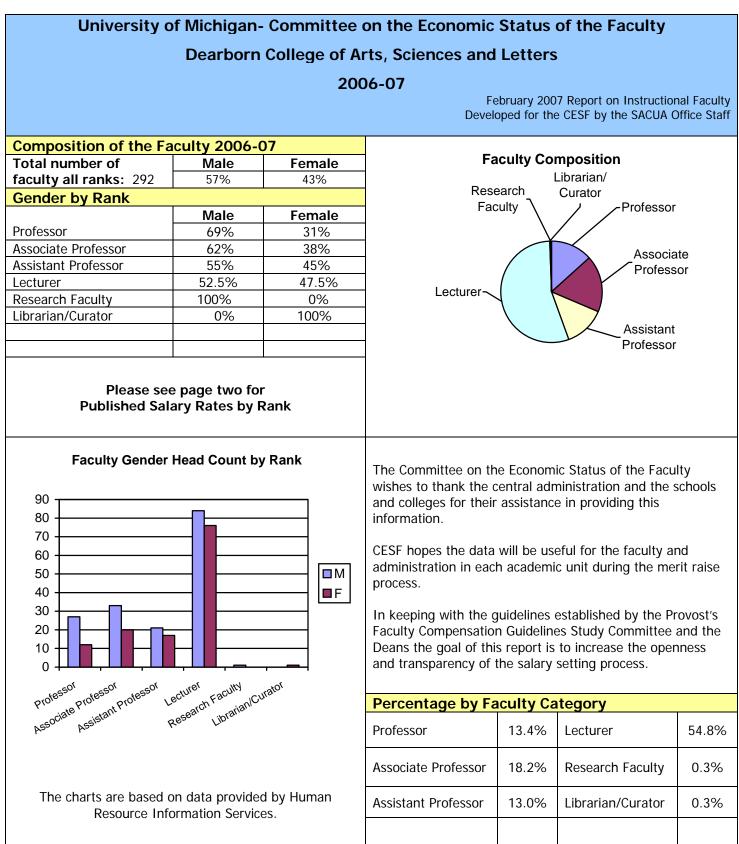
University Yr University Yr Male Female 48 14 \$90,239 \$76,157 \$85,966 \$67,475 \$161,193 \$104,986   University Yr University Yr Total 62 \$87,400 \$83,246 \$64,494 \$104,986   Professor Fiscal Yr Male 6 \$154,909 \$163,500 \$109,005 \$176,770   Fiscal Yr Male 6 \$154,909 \$163,500 \$109,005 \$176,770   Associate Professor University Yr Male 69 \$73,536 \$67,344 \$53,305 \$144,755   University Yr Male 69 \$73,536 \$67,344 \$53,305 \$144,755								
University Yr Total 62 \$87,400 \$83,246 \$64,494 \$161,193   Professor Fiscal Yr Male 6 \$154,909 \$163,500 \$109,005 \$176,770   Fiscal Yr Total 6 \$154,909 \$163,500 \$109,005 \$176,770   Associate Professor University Yr Male 69 \$73,536 \$67,344 \$53,305 \$144,755								
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University Yr Female 30 \$69,555 \$61,304 \$55,532 \$140,208								
University Yr Total 99 \$72,329 \$64,834 \$53,305 \$144,755								
Associate Professor								
Fiscal Yr Female 1 \$78,662 \$78,662 \$78,662 \$78,662								
Fiscal Yr Total 1 \$78,662 \$78,662 \$78,662 \$78,662								
Assistant Professor								
University Yr Male 48 \$66,618 \$57,119 \$49,644 \$101,872								
University Yr Female 30 \$64,541 \$53,703 \$50,000 \$105,000								
University Yr Total 78 \$65,819 \$54,801 \$49,644 \$105,000								
Instructor								
University Yr Female 1 \$49,550 \$49,550 \$49,550 \$49,550								
University Yr Total 1 \$49,550 \$49,550 \$49,550 \$49,550								
LEO Lecturer I								
University Yr Male 59 \$30,956 \$26,265 \$25,500 \$120,000								
University Yr Female 42 \$26,067 \$25,750 \$25,000 \$32,000								
University Yr Total 101 \$28,923 \$26,265 \$25,000 \$120,000 LEO Lecturer II								
University Yr Male 54 \$29,002 \$27,966 \$26,661 \$48,492 University Yr Female 34 \$28,857 \$27,955 \$26,265 \$45,076								
University Yr Total 88 $$28,946$ $$27,955$ $$26,205$ $$43,076$								
LEO Lecturer III								
University Yr Male 6 \$43,969 \$38,118 \$32,085 \$61,244								
University Yr Female 6 \$41,839 \$39,110 \$32,085 \$61,800								
University Yr Total 12 \$42,904 \$39,055 \$32,085 \$61,800								
LEO Lecturer IV								
University Yr Male 8 \$42,767 \$43,362 \$35,062 \$49,847								
University Yr Female 13 \$44,135 \$40,335 \$36,670 \$74,200								
University Yr Total 21 \$43,614 \$41,372 \$35,062 \$74,200								
LEO Intermittent Lecturer								
University Yr Male 4 \$26,513 \$26,201 \$25,500 \$28,152								
University Yr Female 2 \$27,306 \$27,306 \$26,660 \$27,952								
University Yr Total 6 \$26,777 \$26,462 \$25,500 \$28,152								
LEO Adjunct Lecturer								
University Yr Male 3 \$25,461 \$25,500 \$25,000 \$25,884								
University Yr Female 1 \$27,152 \$27,152 \$27,152 \$27,152								
University Yr Total 4 \$25,884 \$25,692 \$25,000 \$27,152								

### University of Michigan Dearborn Campus Published Salary Rates 2006-07 by Rank (con't)

			#	Mean	Median	Minimum	Maximum	
Assistant Research Scientist								
	Fiscal Yr	Male	3	\$49,625	\$50,000	\$46,375	\$52,500	
	Fiscal Yr	Total	3	\$49,625	\$50,000	\$46,375	\$52,500	
Research Inv	/estigator							
	Fiscal Yr	Male	5	\$40,856	\$40,000	\$19,200	\$63,000	
	Fiscal Yr	Total	5	\$40,856	\$40,000	\$19,200	\$63,000	
Curator Coll/Exh-Dearborn								
	Fiscal Yr	Male	1	\$54,497	\$54,497	\$54,497	\$54,497	
	Fiscal Yr	Total	1	\$54,497	\$54,497	\$54,497	\$54,497	
Senior Assoc	ciate Curator Slide	/Photo						
	Fiscal Yr	Female	1	\$40,277	\$40,277	\$40,277	\$40,277	
	Fiscal Yr	Total	1	\$40,277	\$40,277	\$40,277	\$40,277	
Assistant Cu	rator							
	Fiscal Yr	Male	1	\$45,287	\$45,287	\$45,287	\$45,287	
	Fiscal Yr	Total	1	\$45,287	\$45,287	\$45,287	\$45,287	
Director Mar	digian Library							
	Fiscal Yr	Male	1	\$118,869	\$118,869	\$118,869	\$118,869	
	Fiscal Yr	Total	1	\$118,869	\$118,869	\$118,869	\$118,869	
Librarian								
	Fiscal Yr	Male	1	\$62,075	\$62,075	\$62,075	\$62,075	
	Fiscal Yr	Female	4	\$59,093	\$57,721	\$50,652	\$70,279	
	Fiscal Yr	Total	5	\$59,689	\$59,359	\$50,652	\$70,279	
Senior Assoc	ciate Librarian							
	Fiscal Yr	Female	2	\$50,308	\$50,308	\$49,976	\$50,639	
	Fiscal Yr	Total	2	\$50,308	\$50,308	\$49,976	\$50,639	
Associate Lit	orarian							
	Fiscal Yr	Male	2	\$41,993	\$41,993	\$41,675	\$42,311	
	Fiscal Yr	Female	3	\$43,907	\$43,316	\$42,904	\$45,501	
	Fiscal Yr	Total	5	\$43,141	\$42,904	\$41,675	\$45,501	
Adjunct Clini	cal Professor							
	Fiscal Yr	Male	1	\$100,000	\$100,000	\$100,000	\$100,000	
	Fiscal Yr	Total	1	\$100,000	\$100,000	\$100,000	\$100,000	
TOTAL			504	\$54,090	\$51,397	\$19,200	\$176,770	



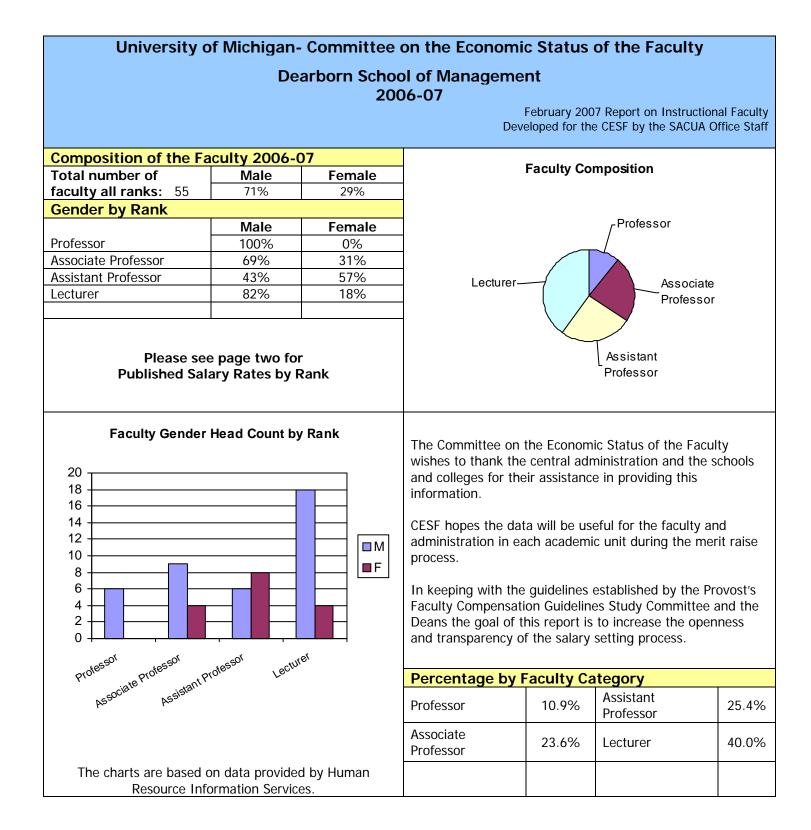
College of Arts, Sciences and Letters	57.9%
College of Engineering and Computer Science	16.3%
Library and Media Services	2.8%
Office of Academic Affairs	0.2%
School of Education	11.9%
School of Management	10.9%



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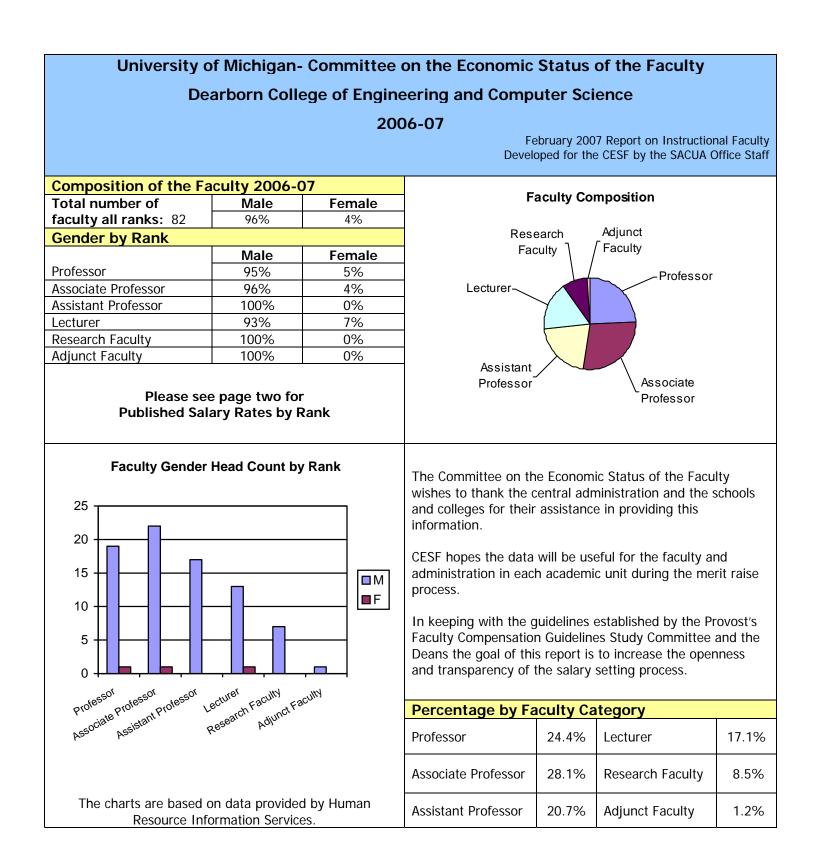
	Fublishe	eu Salary	Rate	35 2000-07	Dy Kalik		
			#	Mean	Median	Minimum	Maximum
Professor							
	University Yr	Male	27	\$81,218	\$80,156	\$67,475	\$100,484
	University Yr	Female	12	\$75,252	\$73,656	\$64,494	\$83,221
	University Yr	Total	39	\$79,382	\$78,813	\$64,494	\$100,484
Associate Professo	r						
	University Yr	Male	33	\$60,870	\$59,578	\$53,305	\$76,953
	University Yr	Female	19	\$64,147	\$60,913	\$55,532	\$100,366
	University Yr	Total	52	\$62,067	\$60,085	\$53,305	\$100,366
Associate Professo	r						
	Fiscal Yr	Female	1	\$78,662	\$78,662	\$78,662	\$78,662
	Fiscal Yr	Total	1	\$78,662	\$78,662	\$78,662	\$78,662
Assistant							·
Professor							
	University Yr	Male	21	\$53,237	\$52,903	\$49,644	\$63,000
	University Yr	Female	17	\$53,103	\$52,458	\$50,674	\$58,000
	University Yr	Total	38	\$53,177	\$52,479	\$49,644	\$63,000
LEO Lecturer I							
	University Yr	Male	34	\$26,671	\$26,201	\$25,500	\$38,872
	University Yr	Female	27	\$26,077	\$25,750	\$25,000	\$32,000
	University Yr	Total	61	\$26,408	\$25,750	\$25,000	\$38,872
LEO Lecturer II	•						
	University Yr	Male	34	\$28,074	\$27,966	\$26,661	\$33,912
	University Yr	Female	29	\$28,415	\$27,955	\$26,661	\$33,063
	University Yr	Total	63	\$28,231	\$27,966	\$26,661	\$33,912
LEO Lecturer III	,			· · / ·	• • • • •	· · / · ·	¥ ) -
	University Yr	Male	4	\$35,440	\$34,837	\$32,085	\$40,000
	University Yr	Female	5	\$37,847	\$38,110	\$32,085	\$46,845
	University Yr	Total	9	\$36,777	\$36,236	\$32,085	\$46,845
LEO Lecturer IV	•••••• <b>•</b> ••• <b>•</b>		•	<b>+</b> ,	<i><b>+</b> • • •,= • •</i>	<i><b>↓</b><i>•_,•••</i></i>	<i>↓,</i>
	University Yr	Male	8	\$42,767	\$43,362	\$35,062	\$49,847
	University Yr	Female	12	\$41,630	\$40,154	\$36,670	\$50,686
	University Yr	Total	20	\$42,084	\$40,920	\$35,062	<b>\$50,686</b>
LEO Intermittent Le	•	Total	20	<b><i>\</i>\\\\\\\\\\\\\</b>	ψ-0,020	<b>\$00,002</b>	φ00,000
	University Yr	Male	2	\$25,818	\$25,818	\$25,500	\$26,136
	University Yr	Female	2	\$27,306	\$27,306	\$26,660	\$27,952
	University Yr	Total	4	\$26,562	\$26,398	\$ <b>25,500</b>	\$27,952
LEO Adjunct Lectur	•	Total	-	Ψ20,302	Ψ20,000	Ψ20,000	ΨΖΙ,33Ζ
	University Yr	Male	2	\$25,442	\$25,442	\$25,000	\$25,884
	University Yr	Female	1	\$23,442 \$27,152	\$23,442 \$27,152	\$23,000 \$27,152	\$23,004 \$27,152
	University Yr	Total	3	\$26,012	\$ <b>25,884</b>	\$ <b>25,000</b>	\$27,152 \$27,152
Personal Investiga	-	TOLAI	3	<b>φ20,012</b>	φ <b>2</b> 3,004	φ <b>2</b> 3,000	<i>φΖ1</i> ,13Ζ
Research Investiga		Mala	4	¢40.000	¢40.000	¢40.000	\$40,000
	Fiscal Yr	Male	1	\$40,000	\$40,000	\$40,000 <b>\$40,000</b>	
Cr Appaciate Comet	Fiscal Yr	Total	1	\$40,000	\$40,000	\$40,000	\$40,000
Sr Associate Curate		Foresta	4	ቀፈር ዓንኛ	¢ 40.077	<u> </u>	¢40.077
	Fiscal Yr	Female	1	\$40,277	\$40,277	\$40,277	\$40,277 \$40,277
TOTAL	Fiscal Yr	Total	1	\$40,277 \$45,275	\$40,277	\$40,277 \$25,000	\$40,277
TOTAL			292	\$45,375	\$40,000	\$25,000	\$100,484

### University of Michigan -- Dearborn College of Arts, Sciences and Letters Published Salary Rates 2006-07 by Rank



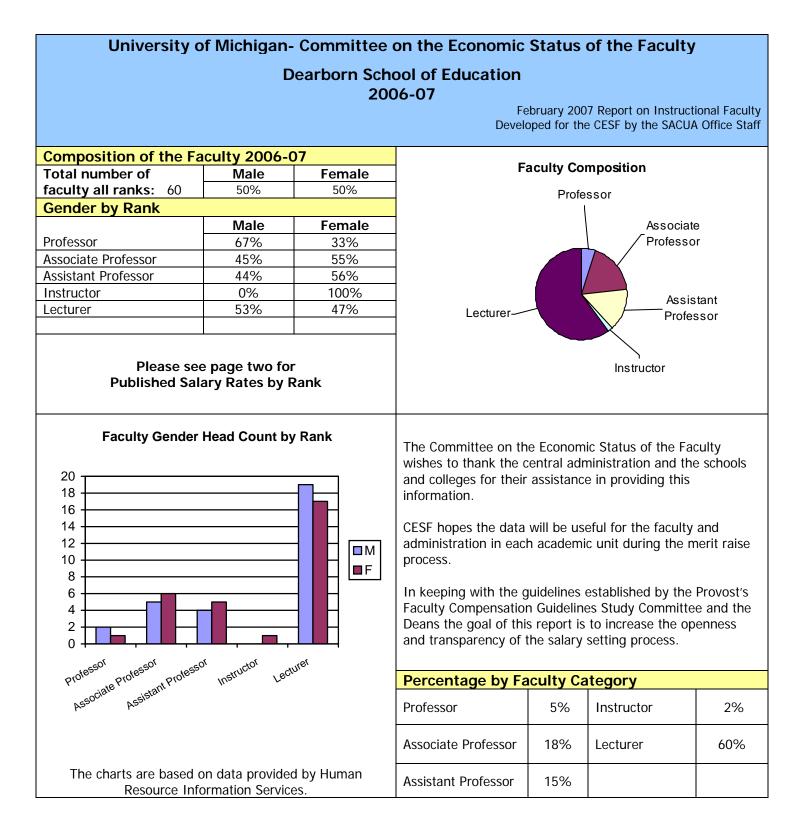
### University of Michigan Dearborn School of Management Published Salary Rates 2006-07 by Rank

			#	Mean	Median	Minimum	Maximum
Professor							
	University Yr	Male	6	\$127,080	\$123,878	\$112,147	\$161,193
	University Yr	Total	6	\$127,080	\$123,878	\$112,147	\$161,193
Associate F	Professor						
	University Yr	Male	9	\$107,610	\$112,709	\$80,083	\$144,755
	University Yr	Female	4	\$108,675	\$106,014	\$82,465	\$140,208
	University Yr	Total	13	\$107,938	\$112,028	\$80,083	\$144,755
Assistant P	rofessor						
	University Yr	Male	6	\$96,018	\$98,803	\$79,702	\$101,872
	University Yr	Female	8	\$96,266	\$95,772	\$89,214	\$105,000
	University Yr	Total	14	\$96,160	\$97,500	\$79,702	\$105,000
LEO Lectur	er I						
	University Yr	Male	9	\$46,725	\$32,000	\$25,750	\$120,000
	University Yr	Total	9	\$46,725	\$32,000	\$25,750	\$120,000
LEO Lectur	er II						
	University Yr	Male	7	\$32,298	\$28,765	\$27,966	\$48,492
	University Yr	Female	2	\$37,864	\$37,864	\$30,652	\$45,076
	University Yr	Total	9	\$33,535	\$29,696	\$27,966	\$48,492
LEO Lectur	er III						
	University Yr	Male	2	\$61,027	\$61,027	\$60,809	\$61,244
	University Yr	Female	1	\$61,800	\$61,800	\$61,800	\$61,800
	University Yr	Total	3	\$61,284	\$61,244	\$60,809	\$61,800
LEO Lectur	er IV						
	University Yr	Female	1	\$74,200	\$74,200	\$74,200	\$74,200
	University Yr	Total	1	\$74,200	\$74,200	\$74,200	\$74,200
TOTAL			55	\$81,678	\$91,895	\$25,750	\$161,193



### University of Michigan Dearborn College of Engineering and Computer Science Published Salary Rates 2006-07 by Rank

			#	Mean	Median	Minimum	Maximum
Professor							
	University Yr	Male	13	\$90,865	\$88,363	\$76,891	\$117,418
	University Yr	Female	1	\$104,986	\$104,986	\$104,986	\$104,986
<b>-</b> <i>'</i>	University Yr	Total	14	\$91,874	\$88,715	\$76,891	\$117,418
Professor	<b>—</b> ;		•	<b>•</b> • <b>•</b> • • • • • • • • • • • • • • •		<b>•</b> • • • • • • •	
	Fiscal Yr	Male	6	\$154,909	\$163,500	\$109,005	\$176,770
	Fiscal Yr	Total	6	\$154,909	\$163,500	\$109,005	\$176,770
Associate Pro			~~	<b>0</b> 04 074	<b>AA A ATT</b>	<b>ATO 1 1 1</b>	<b>\$</b> \$\$\$ \$ \$\$
	University Yr	Male	22	\$81,074	\$81,277	\$70,141	\$90,949
	University Yr	Female	1	\$74,725	\$74,725	\$74,725	\$74,725
	University Yr	Total	23	\$80,798	\$81,256	\$70,141	\$90,949
Assistant Pro		N.4 - 1 -	47	<b>*7</b> 0 4 50	<b>*7</b> 0,000	<b>#FO OOO</b>	<b>\$</b> 00,000
	University Yr	Male	17	\$76,159	\$76,029	\$56,090	\$86,093
	University Yr	Total	17	\$76,159	\$76,029	\$56,090	\$86,093
LEO Lecture		Mala	<u> </u>	¢20,700	¢20.007	¢00.450	Ф <b>Г 4 О</b> ГО
	University Yr	Male	6	\$39,792	\$39,207	\$28,152 \$28,152	\$54,052
	University Yr	Female	1	\$28,152	\$28,152	\$28,152	\$28,152
LEO Lecture	University Yr	Total	7	\$38,129	\$29,412	\$28,152	\$54,052
LEO Lecturei		Male	6	¢00.440	\$31,322	\$26,784	¢20.742
	University Yr <b>University Yr</b>	Total	6 6	\$32,113 \$32,443	\$31,322 <b>\$31,322</b>	ֆ∠6,784 <b>\$26,784</b>	\$39,713 <b>\$39,713</b>
LEO Intermit	•	TOLAT	0	\$32,113	<b>ФЭТ,</b> 322	<b></b> \$20,704	\$39,713
LEO Interniti	University Yr	Male	1	\$28,152	\$28,152	\$28,152	\$28,152
	University Yr	Total	1	\$28,152 \$28,152	\$28,152 \$28,152	\$28,152 \$28,152	\$28,152 \$28,152
Asst Researd	•	Total	•	φ <b>20</b> ,1 <b>3</b> 2	φ <b>20,</b> 1 <b>32</b>	φ <b>20</b> ,1 <b>5</b> 2	φ <b>20</b> ,152
ASSINESEAR	Fiscal Yr	Male	3	\$49,625	\$50,000	\$46,375	\$52,500
	Fiscal Yr	Total	3	\$ <b>49,625</b>	\$50,000 \$50,000	\$46,375	\$52,500 \$52,500
Research Inv		Total	3	ψ <del>1</del> 3,023	ψ50,000	φ <del>τ</del> 0,575	ψ52,500
Research inv	Fiscal Yr	Male	4	\$41,070	\$41,040	\$19,200	\$63,000
	Fiscal Yr	Total	4	\$41,070	\$41,040	\$19,200	\$63,000
Adjunct Clinic		iotai	-	ψ-1,070	ΨΤΙ, ΟΤΟ	Ψ13,200	ψ00,000
	Fiscal Yr	Male	1	\$100,000	\$100,000	\$100,000	\$100,000
	Fiscal Yr	Total	1	\$100,000	\$100,000	\$100,000	\$100,000
		iotai	•	<i>\</i> 100,000	<i><i><i>w</i></i> 100,000</i>	<i><i><i></i></i></i>	<i><i><i>w</i></i>100,000</i>
TOTAL			82	\$76,459	\$77,592	\$19,200	\$176,770



### University of Michigan Dearborn School of Education Published Salary Rates 2006-07 by Rank

			#	Mean	Median	Minimum	Maximum
Professor							
	University Yr	Male	2	\$97,424	\$97,424	\$83,270	\$111,577
	University Yr	Female	1	\$79,363	\$79,363	\$79,363	\$79,363
	University Yr	Total	3	\$91,403	\$83,270	\$79,363	\$111,577
Associate Pro							
	University Yr	Male	5	\$62,625	\$62,490	\$57,652	\$67,344
	University Yr	Female	6	\$59,736	\$59,506	\$56,649	\$64,015
	University Yr	Total	11	\$61,049	\$60,521	\$56,649	\$67,344
Assistant Pro	fessor						
	University Yr	Male	4	\$52,216	\$51,991	\$51,550	\$53,331
	University Yr	Female	5	\$52,669	\$53,339	\$50,000	\$54,643
	University Yr	Total	9	\$52,467	\$52,431	\$50,000	\$54,643
Instructor							
	University Yr	Female	1	\$49,550	\$49,550	\$49,550	\$49,550
	University Yr	Total	1	\$49,550	\$49,550	\$49,550	\$49,550
LEO Lecture							
	University Yr	Male	10	\$26,034	\$26,265	\$25,500	\$26,265
	University Yr	Female	14	\$25,899	\$25,750	\$25,500	\$26,265
	University Yr	Total	24	\$25,955	\$26,008	\$25,500	\$26,265
LEO Lecture	r II						
	University Yr	Male	7	\$27,545	\$27,540	\$27,540	\$27,553
	University Yr	Female	3	\$27,123	\$27,553	\$26,265	\$27,553
	University Yr	Total	10	\$27,419	\$27,546	\$26,265	\$27,553
LEO Intermitt	ent Lecturer						
	University Yr	Male	1	\$26,265	\$26,265	\$26,265	\$26,265
	University Yr	Total	1	\$26,265	\$26,265	\$26,265	\$26,265
LEO Adjunct	Lecturer						
	University Yr	Male	1	\$25,500	\$25,500	\$25,500	\$25,500
	University Yr	Total	1	\$25,500	\$25,500	\$25,500	\$25,500
TOTAL			60	\$40,273	\$27,540	\$25,500	\$111,577