



Economic Benefits Committee

# Report to Faculty Senate

Academic Year 2019 – 2020

February 2020

Handwritten signature of Dawn Worman in blue ink.

Dawn Worman, Chair  
College of Nursing and Health Professions

Handwritten signature of Tracy Kinner in blue ink.

Tracy Kinner  
College of Nursing and Health Professions

Handwritten signature of Ed Rehkopf in blue ink.

Ed Rehkopf  
Pott College of Science, Engineering  
and Education

Edith Hardcastle  
Pott College of Science, Engineering  
and Education

Handwritten signature of Brett Bueltel in blue ink.

Brett Bueltel  
Romain College of Business

Handwritten signature of Jill Oeding in blue ink.

Jill Oeding  
Romain College of Business

Handwritten signature of Chad Gonnerman in blue ink.

Chad Gonnerman  
College of Liberal Arts

Handwritten signature of Angela Martin Perez in blue ink.

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College of Liberal Arts

Handwritten signature of Andrew Lenhardt in blue ink.

Andrew Lenhardt  
Human Resources



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## Members

The Economic Benefit Committee members and their terms are:

<b>Economic Benefits Committee</b>	<b>Name</b>	<b>Term</b>
<b>Representing</b>		
<b>CNHP- Chair</b>	<b>Dr. Dawn Worman</b>	<b>2018-2020</b>
Business	Dr. Brett Bueltel	2018-2020
Liberal Arts	Dr. Chad Gonnerman	2018-2020
Pott College	Dr. Edward Rehkopf	2018-2020
Liberal Arts	Dr. Angela Martin Perez	2019-2021
Business	Dr. Jill Oeding	2019-2021
Pott College	Dr. Edith Hardcastle	2019-2021
CNHP	Dr. Tracy Kinner	2019-2021
Human Resources	Mr. Andrew Lenhardt	Ex Officio

## Introduction

This report contains information related to two charges, specifically a new charge related to Promotion Increments Adjustments and the standing charge related to salary data. Since both of these charges relate to salary the Economic Benefits Committee felt it would be prudent to combine them into a single report.

## New Charge: Promotion Increments at Comparable Institutions

Explanation given on charge: "The increments by which faculty salaries are increased upon promotion (See Item E.1 A in the University Handbook) have remained the same for at least the last decade. I have been unable to find a clear answer as to when they were last adjusted. Anecdotally, this has hurt our ability to recruit new faculty to USI."

## History

Based on information found in older handbooks, and from other anecdotal sources, the committee has determined the following information regarding salary increase based on promotion. Values prior to August 2003 could not be found.

August 2003-February 2007:

Rank	Salary Increase
Instructor to Assistant Professor	\$1000
Assistant Professor to Associate Professor	\$2000
Associate Professor to Professor	\$3000

Approximately April of 2007 promotion was changed to % based. The committee was not able to determine specifics of this and we could not find information in older handbooks. Evidence of this is from faculty conversations and an email thread from then Provost Dr. Bennett, who discussed this change.

October 2007 – current:

Rank	Salary Increase
Instructor to Assistant Professor	\$1500
Assistant Professor to Associate Professor	\$3000
Associate Professor to Professor	\$4500

## Discussion

Human Resources reached out to the institutions that we are currently comparing ourselves to for salary information (see discussion under "standing charge" for list. Additionally, Austin Peay State University was contacted because it is a similar university in size and scope and proximity). Promotions increments at USI and comparable institutions are presented below. IUPUI Fort Wayne, Ball State University, Murray

State University, and University of Central Missouri did not have promotion increments available or did not return messages to share promotion data.

**University of Southern Indiana**  
University Handbook section E.1 A

Promotional Increments. Salaries of faculty members receiving promotions will be additionally increased by the following increments:

<b>Rank</b>	<b>Salary Increase</b>
<b>Instructor to Assistant Professor</b>	<b>\$1500</b>
<b>Assistant Professor to Associate Professor</b>	<b>\$3000</b>
<b>Associate Professor to Professor</b>	<b>\$4500</b>

**Austin Peay State University**

Faculty who are promoted to the rank of assistant professor will have their base salaries increased 5% effective at the beginning of the academic year following the approved promotion.

Faculty who are promoted to the rank of associate professor will have their base salaries increased 8% effective at the beginning of the academic year following the approved promotion.

Faculty who are promoted to the rank of professor will have their base salaries increased 10% effective at the beginning of the academic year following the approved promotion.

**Eastern Illinois University**

EIU-UPI Unit A Agreement

Updated: 2018

An employee shall receive an increase for promotion from one academic rank to another during the previous academic year as long as the promotion is to become effective with the beginning of the current academic year.

The amount of the promotional and professional advancement increases per month shall be 7.5% of the employee's previous year's monthly salary provided that the increase will not be less than \$525 per month or more than \$850 per month.

The amount of the first professional advancement increases per month shall be 7.5% of the employee's previous year's monthly salary provided that the increase will not be less than \$525 per month or more than \$850 per month. The amount of all subsequent professional advancement increases per month shall be 3.6% of the employee's previous year's monthly salary.

**Indiana State University**

Faculty who are promoted to the rank of associate professor or professor will have their base salaries increased 10 percent effective at the beginning of the academic year following the approved promotion.

**IU South Bend**

Faculty shall receive an increase of \$5,000 for promotion from assistant professor to associate professor and \$7,000 from associate professor to professor.

**IU Southeast**

Faculty shall receive an increase of \$4,000 for promotion from assistant professor to associate professor and \$6,000 from associate professor to professor.

**Morehead State University**

Faculty shall receive an increase of \$2,000 for promotion from assistant professor to associate professor and \$4,000 from associate professor to professor.

**Northern Kentucky University**

Lecturers receive \$1,000 after 5 years and 10 years of continuous service

Faculty who are promoted to the rank of associate professor or professor will have their base salaries increased 8 percent effective at the beginning of the academic year following the approved promotion.

**Purdue North Central**

Promotion to Professor: \$8,830/Academic Year

Promotion to Associate Professor: \$6,627/Academic Year

Granted Tenure as Assistant Professor: \$4,418/Academic Year

**Southeast Missouri State University**

Updated: July 5, 2016

<b>Rank</b>	<b>Salary Increase</b>	<b>Professional Development</b>
<b>To Assistant</b>	<b>\$2400</b>	<b>-0-</b>
<b>To Associate</b>	<b>\$6400</b>	<b>\$1000</b>
<b>To Professor</b>	<b>\$7900</b>	<b>\$1000</b>

**Southern Illinois U. Edwardsville**

Faculty who are promoted to the rank of associate professor or professor will have their base salaries increased 11 percent effective at the beginning of the academic year following the approved promotion.

**University of Tennessee Martin**

UT Martin: Academic Affairs Policy

Updated: July 1, 2010

Faculty who are promoted to the rank of associate professor will have their base salaries increased 10 percent effective at the beginning of the academic year following the approved promotion.

Faculty who are promoted to the rank of professor will have their base salaries increased 10 percent effective at the beginning of the academic year following the approved promotion.

All salary increases based on faculty promotions will be institutionalized centrally as fixed, recurring costs.

**Western Kentucky University**

Policy and Procedure Document

Updated: February 13, 2012

Upon promotion, faculty members shall have an increase in base salary equal to 10% of the median current nine-month salary for faculty in the former rank (e.g., increment associated with promotion from assistant pedagogical professor to associate pedagogical professor shall be 10% of the median salary for pedagogical assistant professors at the time the promotion is approved). Such salary increases are over and above any salary change associated with a campus-wide raise program.

**U. of Tennessee at Chattanooga**

Faculty who are promoted to the rank of associate professor or professor will have their base salaries increased 10 percent effective at the beginning of the academic year following the approved promotion.

Below is a table summarizing this information.

		Instructor to Assistant Professor	Assistant to Associate Professor	Associate to Professor Full
<b>Austin Peay State</b>		5.0%	8.0%	10.0%
<b>Eastern Illinois University</b>	7.5% of base salary - Used 2016-17 data		\$ 5,422.50	\$ 5,692.50
<b>Indiana State University</b>			10.0%	10.0%
<b>I.U. South Bend</b>			\$ 5,000.00	\$ 7,000.00
<b>I.U. Southeast</b>			\$ 4,000.00	\$ 6,000.00
<b>Moorehead State University</b>			\$ 2,000.00	\$ 4,000.00
<b>Northern Kentucky University</b>	8% of base salary - Used 2018-19 data		\$ 5,368.00	\$ 5,856.00
<b>Purdue North Central</b>		\$ 4,418.00	\$ 6,627.00	\$ 8,830.00
<b>Southeast Missouri State</b>		\$ 2,400.00	\$ 6,400.00	\$ 7,900.00
<b>Southern Illinois University Edwardsville</b>	11% of base salary - Used 2018-19 data		\$ 7,293.00	\$ 8,635.00
<b>University of Tennessee Martin</b>	10% of base salary - Used 2018-19 data		\$ 6,360.00	\$ 7,190.00
<b>Western Kentucky University</b>	10% of base salary - Used 2018-19 data		\$ 6,090.00	\$ 6,780.00
<b>University of Tennessee at Chattanooga</b>	10% of base salary - Used 2018-19 data		\$ 7,070.00	\$ 8,270.00
		<b>Average</b>	<b>\$ 5,603.00</b>	<b>\$ 6,923.00</b>
		<b>Minimum</b>	<b>\$ 2,000.00</b>	<b>\$ 4,000.00</b>
		<b>Maximum</b>	<b>\$ 7,293.00</b>	<b>\$ 8,830.00</b>
		<b>USI</b>	<b>\$ 3,000.00</b>	<b>\$ 4,500.00</b>

**Standing Charge**

1. To make a continuing study of the faculty salary and benefits patterns in American universities and relate these data to the university.
2. To review the structure of the faculty salary and benefit recommendations for the previous year and to recommend the ranges of increments for the following years.



## Discussion

The Economic Benefits Committee (EBC) examined the faculty salaries at each rank and compared the salaries with the following peer institutions.

- Indiana University, South Bend – South Bend, IN
- Indiana University, Southeast – New Albany, IN
- Indiana University-Purdue University, Fort Wayne – Ft. Wayne, IN
- Purdue North Central – Westville, IN (No longer exists via Merger)
- Ball State University – Muncie, IN
- Morehead State University – Morehead, KY
- Murray State University – Murray, KY
- Western Kentucky University – Bowling Green, KY
- Northern Kentucky University – Highland Heights, KY
- Eastern Illinois University – Charleston, IL (Did not participate in the 2017-2018 survey)
- Southern Illinois University, Edwardsville – Edwardsville, IL
- University of Tennessee at Chattanooga – Chattanooga, TN
- University of Tennessee, Martin – Martin, TN
- Southeast Missouri State University – Cape Girardeau, MO
- University of Central Missouri – Warrensburg, MO (Participated in 2 of last 4 surveys)

According to previous reports, criteria used in the selection of the peer institutions are classification as a Masters Institution used in the American Association of University Professors (AAUP) salary data (with the exception of Ball State University), state funding, and the cost of living index for the housing city. The list includes universities selected as USI's peers in the productivity report prepared for the Indiana Commission for Higher Education by the National Center for Higher Education Management Systems (NCHEMS) in 2010.

The EBC has now collected AAUP salary data by rank for the academic years 2005-2006 to 2018-2019 directly from the AAUP website: (<https://www.aaup.org/our-work/research/annual-report-economic-status-profession>). This data is free of charge and is accessible to the public. The AAUP does not release current data on faculty salaries until the end of March/beginning of April, which puts this charge at risk of not reporting data current for the academic year in which the report is published. Thus, the EBC reviewed and addressed the standing charge using the most current data available at the time of the report.

Collected data are summarized and presented in the attached tables and graphs at the end of the report. The included reports are:

- Figure 1 – AAUP data sheet which contains all of the salary data for peer institutions and USI and compares USI to the mean and median of peer institutions.
- Figure 2 – Ranking sheet which shows the ranking of USI among the peers with graphs
- Figure 3 – Compression sheet which shows the ratios of Professor:Associate and Associate:Assistant for USI and peer institutions ranked by compression level from high-to-low
- Figure 4 – Compression sheet which shows the ratios of Professor:Associate and Associate:Assistant for USI and peer institutions ranked by institution
- Figure 5 – AAUP data sheet containing salary data at the instructor level for peer institutions and USI, including ranking sheet for instructor level at USI among peer institutions.



- Figure 6 – Instructor level average salaries of USI (highlighted) and peers ranked from highest to lowest salary.

Please note that 2 of the 15 selected peer institutions did not report any data for the 2017-2018 or 2018-2019 academic year; specifically, Purdue North Central and Eastern Illinois. It is worth noting that UCM also did not report data for 2 of the previous 4 years. Additionally, there will no longer be data from Purdue North Central in light of the merger between them and Purdue University Calumet into Purdue University Northwest. Additionally, only 9 of our 15 peers reported information regarding instructor salaries. Instructor data has had a fairly significant reduction in reporting in recent years. Up until the 2014-2015 year, 11 of our 15 peers consistently reported instructor salary information but dropped to 9, 10, 8, 9 in the subsequent years respectively. In light of these data omissions, the Purdue merger, and with the significant changes over the last 10 years, the EBC strongly feels it is time to re-evaluate and update our collection of peers. This is discussed in more detail below.

## Recommendations

At this time, the Economic Benefits Committee has several recommendations.

From the 2005-2006 to 2013-2014 academic year, USI was consistently below both average and median values at all professor ranks. This changed in the 2014-2015 academic year because in the summer of 2014 there was a conversion from “retirement benefit” to “pay” which elevated USI above the average and the median. Over the next two years, USI salaries began heading back toward these values. USI then jumped comparatively for the 2017-2018 academic year. At this time, wages at all levels of the professoriate, and instructors, exceed the average salary among our peers; however, all professoriate ranks are regressing towards the average value. Over the last 6 years, our peer groups’ 5 year effective annual percent increase<sup>1</sup> has ranged from -0.4% to 1.2%. This is below the previous 5 years worth of data which had values ranging from 0.4% to 1.4%.

The EBC therefore has the following recommendations:

- 1) At this time, the EBC suggests that the University continue to review and maintain faculty salaries at a level that either meets or exceeds the average of our peers. Thus, the EBC recommends that the University consider maintaining at least a 2.5-3% increase in faculty salaries per year to stay competitive with our peers going forward.
- 2) Although looking at salaries and compression rates can be informative, the EBC again highly recommends a more in-depth study. Specifically, the EBC advises hiring an outside firm such as the one administration approved to study support staff compensation and total rewards. While the EBC believes a blend of monetary and nonmonetary rewards offered to employees can generate valuable business results, the University does not have the data to validate this claim. In addition, an employee engagement survey may be helpful. Among other things, the survey would help to:
  - understand the drivers of success for faculty at the University.
  - select and prioritize issues that require immediate attention and develop action plans
  - look for ways to continuously enhance the faculty work experience.

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<sup>1</sup> The effective annual percent increase was computed using a geometric average, specifically using the formula:  $R = (A/A_0)^{1/5} - 1$  For example, if salary goes from \$50,000 to \$55,000 over 5 years, then the effective pay raise over the 5 year time period is  $R = 1.92\%$ .

- 3) Based on the information the EBC recommends changing the salary increase based on rank to the following amounts:

<b>Rank</b>	<b>Salary Increase</b>
<b>Instructor to Assistant Professor</b>	<b>\$3500</b>
<b>Assistant Professor to Associate Professor</b>	<b>\$5000</b>
<b>Associate Professor to Professor</b>	<b>\$6500</b>

These values would still be below the average of our peers; however, USI would be better aligned with our peers. The increased value would also incentivize faculty to pursue promotion to full professor. There two additional recommendations tied to this issue:

- i) In light of the current financial situation at the university and its impact on recent salary increases, it is possible, even probable, that increasing these values could lead to a “newer” faculty member earning more than an “older” faculty member upon promotion. As such we also recommend making these changes retroactive for some period of time.
  - ii) The EBC also recommends exploration into some kind of permanent fix for the salary increase based on rank. These values should be monitored and modified more frequently.
- 4) Our peer institutions were selected based on a report prepared in 2010 and it is worth determining if these institutions are still classified as our peers. As such the EBC recommends the Faculty Senate investigate the classification of USI’s peer institutions. This could be combined with the first recommendation if an outside firm is utilized.

## Concerns

The primary concerns of the EBC regarding this report are:

- 1) The current collection of “peers” and if they should still be classified as such.
- 2) The missing data. Although data can be imputed to fill in missing entries, it would be better if we reestablish our “peer group” to include institutions that consistently provide data which can be freely gathered from the AAUP website.

## Salary Data

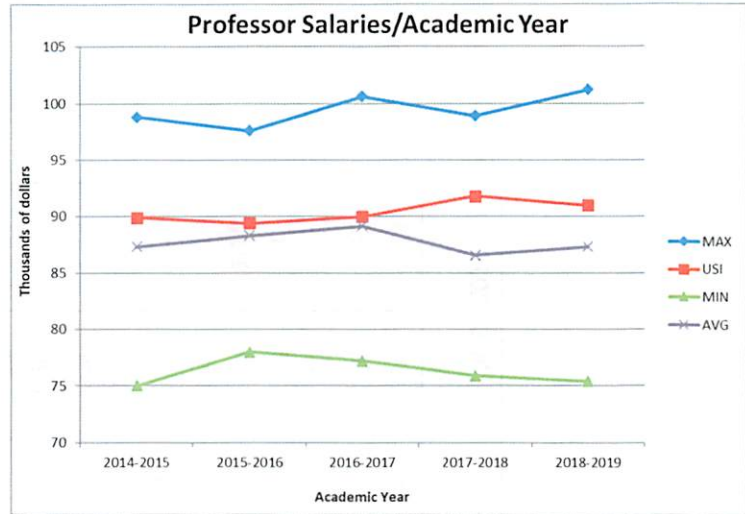
### Average Salaries by Peer Institutions

		2014-2015			2015-2016			2016-2017			2017-2018			2018-2019		
		Prof	Assoc	Assist	Prof	Assoc	Assist	Prof	Assoc	Assist	Prof	Assoc	Assist	Prof	Assoc	Assist
IU Southbend	South Bend, IN	77.3	62.8	58.2	78.9	63.9	58.7	79.1	64.0	62.2	77.0	65.0	63.7	75.4	66.2	67.7
IU Southeast	New Albany, IN	85.3	72.8	64.8	85.1	73.8	64.6	85.3	74.5	63.9	86.7	74.3	64.4	87.1	74.6	64.9
IUPUI Fort Wayne	Fort Wayne, IN	87.6	71.0	61.5	88.4	71.8	62.6	96.3	74.1	65.7	89	72.3	64.4	87.3	73	64.6
Purdue North Central	Westville, IN	98.0	67.0	59.2	96.7	68.0	59.3	100.6	73.3	64.9	-	-	-	-	-	-
Ball State U.	Muncie, IN	93.3	72.4	59.4	93.8	73.5	60.1	96.5	76.3	62.4	96.2	76.9	63.5	95.5	76.8	62.1
Morehead State U.	Morehead, KY	77.7	63.3	54.3	80.8	64.5	56.8	77.2	62.6	55.2	75.9	65	52.9	78.9	64.8	53.3
Murray State U.	Murray, KY	84.8	68.2	58.6	86.2	68.4	59.8	86.5	67.4	60.3	86.9	70.3	59.6	79.9	65.2	59.6
Western Kentucky U.	Bowling Green, KY	86.5	67.9	57.2	86.7	67.0	58.5	85.7	67.4	58.4	86	68.4	60.7	84.2	67.8	60.9
Northern Kentucky U.	Highland Heights, KY	98.8	73.2	66.2	97.6	73.1	66.7	96.4	72.8	67.1	98.9	73.7	68.9	99.3	73.2	67.1
Eastern Illinois U.	Charleston, IL	93.0	75.2	67.5	91.7	73.5	67.2	93.9	75.9	72.3	-	-	-	-	-	-
Southern Illinois U. Edwardsville	Edwardsville, IL	93.7	79.0	65.4	91.7	78.1	65.8	91.3	76.6	63.8	88.7	74.5	63.2	90.3	78.5	66.3
U. of Tennessee at Chattanooga	Chattanooga, TN	88.1	69.6	63.0	94.9	73.0	68.0	93.1	72.9	66.6	83.2	83.7	63	101.2	82.7	70.7
U. of Tennessee-Martin	Martin, TN	75.0	64.4	57.7	78.0	66.3	59.8	79.5	68.3	59.3	80.6	68.8	62.3	81.6	71.9	63.6
Southeast Missouri State U.	Cape Girardeau, MO	83.9	66.7	57.1	84.8	68.6	57.8	84.8	69.5	59.9	84.5	69.3	58.7	85.3	67.6	59.4
U. of Central Missouri	Warrensburg, MO	84.2	66.9	57.1	-	-	-	90.4	69.2	62.7	-	-	-	85.5	68.4	63.1
<b>USI</b>		<b>89.9</b>	<b>68.6</b>	<b>61.0</b>	<b>89.4</b>	<b>71.3</b>	<b>62.7</b>	<b>90</b>	<b>72.9</b>	<b>63</b>	<b>91.8</b>	<b>74.9</b>	<b>64.7</b>	<b>91</b>	<b>74.9</b>	<b>63.8</b>
	Median	87.1	68.4	59.3	88.4	71.3	60.1	90.2	72.9	62.9	86.7	72.3	63.2	86.3	72.5	63.7
	(USI-Median)/Median	3.3%	0.3%	2.9%	1.1%	0.0%	4.3%	-0.2%	0.1%	0.2%	5.9%	3.6%	2.4%	5.4%	3.4%	0.2%
	Average	87.3	69.3	60.5	88.3	70.3	61.9	89.2	71.1	63.0	86.6	72.1	62.3	87.3	71.8	63.4
	(USI-Avg)/Avg	3.0%	-1.0%	0.8%	1.2%	1.4%	1.3%	0.9%	2.5%	0.0%	6.0%	3.9%	3.8%	4.2%	4.3%	0.7%
	"Average" 5 year effective percent increase	1.6%	1.7%	1.9%	1.8%	1.7%	2.1%	1.4%	1.5%	1.8%	0.4%	1.4%	1.3%	0.3%	1.0%	1.2%
	"USI" 5 year effective percent increase	2.5%	1.6%	2.2%	3.0%	1.8%	2.8%	2.3%	2.1%	2.9%	2.4%	2.7%	3.3%	2.0%	2.5%	2.4%

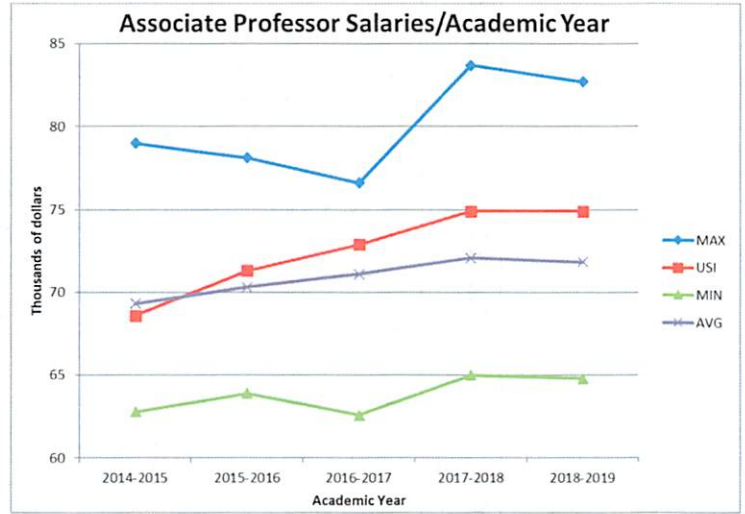
Figure 1. AAUP average Professor, Associate Professor and Assistant Professor salaries by rank.

## Average Salaries Ranked High-to-Low

Professor Salaries					
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	98.8	97.6	100.6	98.9	101.2
	98.0	96.7	96.5	96.2	99.3
	93.7	94.9	96.4	91.8	95.5
	93.3	93.8	96.3	89	91
	93.0	91.7	93.9	88.7	90.3
	89.9	91.7	93.1	86.9	87.3
	88.1	89.4	91.3	86.7	87.1
	87.6	88.4	90.4	86	85.5
	86.5	86.7	90	84.5	85.3
	85.3	86.2	86.5	83.2	84.2
	84.8	85.1	85.7	80.6	81.6
	84.2	84.8	85.3	77.0	79.9
	83.9	80.8	84.8	75.9	78.9
	77.7	78.9	79.5	-	75.4
	77.3	78.0	79.1	-	-
	75.0	-	77.2	-	-
<b>MAX</b>	98.8	97.6	100.6	98.9	101.2
<b>USI</b>	89.9	89.4	90.0	91.8	91.0
<b>MIN</b>	75.0	78.0	77.2	75.9	75.4
<b>AVG</b>	87.3	88.3	89.2	86.6	87.3



Associate Professor Salaries					
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	79.0	78.1	76.6	83.7	82.7
	75.2	73.8	76.3	76.9	78.5
	73.2	73.5	75.9	74.9	76.8
	72.8	73.5	74.5	74.5	74.9
	72.4	73.1	74.1	74.3	74.6
	71.0	73.0	73.3	73.7	73.2
	69.6	71.8	72.9	72.3	73
	68.6	71.3	72.9	70.3	71.9
	68.2	68.6	72.8	69.3	68.4
	67.9	68.4	69.5	68.8	67.8
	67.0	68.0	69.2	68.4	67.6
	66.9	67.0	68.3	65.0	66.2
	66.7	66.3	67.4	65	65.2
	64.4	64.5	67.4	-	64.8
	63.3	63.9	64.0	-	-
	62.8	-	62.6	-	-
<b>MAX</b>	79.0	78.1	76.6	83.7	82.7
<b>USI</b>	68.6	71.3	72.9	74.9	74.9
<b>MIN</b>	62.8	63.9	62.6	65.0	64.8
<b>AVG</b>	69.3	70.3	71.1	72.1	71.8



Assistant Professor Salaries					
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	67.5	68.0	72.3	68.9	70.7
	66.2	67.2	67.1	64.7	67.7
	65.4	66.7	66.6	64.4	67.1
	64.8	65.8	65.7	64.4	66.3
	63.0	64.6	64.9	63.7	64.9
	61.5	62.7	63.9	63.5	64.6
	61.0	62.6	63.8	63.2	63.8
	59.4	60.1	63	63	63.6
	59.2	59.8	62.7	62.3	63.1
	58.6	59.8	62.4	60.7	62.1
	58.2	59.3	62.2	59.6	60.9
	57.7	58.7	60.3	58.7	59.6
	57.2	58.5	59.9	52.9	59.4
	57.1	57.8	59.3	-	53.3
	57.1	56.8	58.4	-	-
	54.3	-	55.2	-	-
<b>MAX</b>	67.5	68.0	72.3	68.9	70.7
<b>USI</b>	61.0	62.7	63.0	64.7	63.8
<b>MIN</b>	54.3	56.8	55.2	52.9	53.3
<b>AVG</b>	60.5	61.9	63.5	62.3	63.4

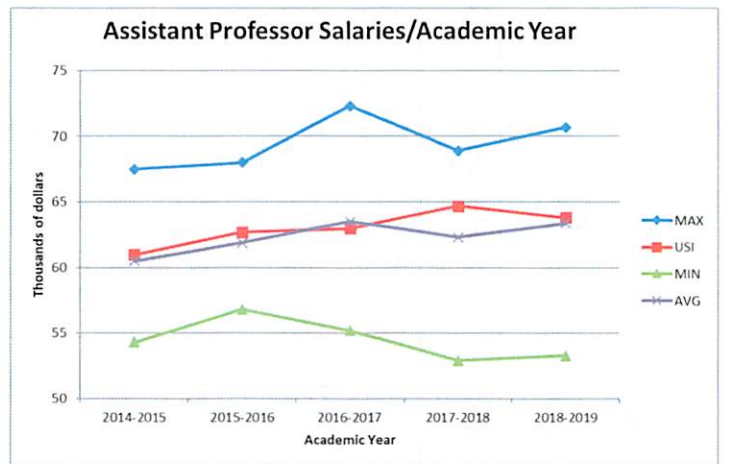


Figure 2. Ranking information which shows the ranking of USI among peers with graphs

## Salary Compression Ranked High-to-Low

A= Prof/Assoc, B=Assoc/Assist

2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
A	B	A	B	A	B	A	B	A	B	A	B
1.46	1.22	1.46	1.22	1.42	1.22	1.37	1.22	1.34	1.33	1.36	1.24
1.34	1.21	1.35	1.21	1.34	1.19	1.32	1.20	1.26	1.23	1.26	1.22
1.29	1.19	1.31	1.19	1.30	1.19	1.31	1.17	1.25	1.21	1.25	1.18
1.29	1.18	1.29	1.17	1.29	1.15	1.30	1.16	1.24	1.18	1.24	1.17
1.29	1.17	1.27	1.17	1.28	1.15	1.28	1.16	1.23	1.18	1.24	1.17
1.27	1.17	1.27	1.17	1.26	1.15	1.28	1.15	1.23	1.18	1.23	1.15
1.27	1.17	1.26	1.16	1.25	1.14	1.27	1.15	1.22	1.16	1.22	1.14
1.25	1.16	1.26	1.15	1.25	1.14	1.26	1.13	1.19	1.15	1.22	1.13
1.24	1.14	1.24	1.13	1.25	1.14	1.24	1.13	1.18	1.13	1.21	1.13
1.24	1.14	1.24	1.12	1.24	1.14	1.24	1.13	1.17	1.12	1.20	1.11
1.24	1.12	1.23	1.12	1.23	1.11	1.23	1.12	1.17	1.10	1.17	1.09
1.23	1.11	1.23	1.12	1.23	1.10	1.23	1.10	1.17	1.07	1.15	1.09
1.21	1.10	1.23	1.11	1.18	1.09	1.22	1.09	0.99	1.02	1.14	1.08
1.19	1.10	1.19	1.11	1.17	1.09	1.19	1.08	-	-	1.13	0.98
1.19	1.08	1.17	1.10	1.15	1.07	1.16	1.05	-	-	-	-
1.17	1.08	1.16	1.08	-	-	1.14	1.03	-	-	-	-

Figure 3. Compression ranking information which shows the ratios at Professor:Associate and Associate:Assistant professor levels for USI and peers ranked from highest to lowest compression. USI ratios are highlighted.



## Salary Compression by Institution

A= Prof/Assoc, B=Assoc/Assist

University	Location	2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
		Compression		Compression		Compression		Compression		Compression	
		A	B	A	B	A	B	A	B	A	B
IU Southbend	South Bend, IN	1.23	1.08	1.23	1.09	1.24	1.03	1.18	1.02	1.14	0.98
IU Southeast	New Albany, IN	1.17	1.12	1.15	1.14	1.14	1.17	1.17	1.15	1.17	1.15
IUPUI Fort Wayne	Fort Wayne, IN	1.23	1.15	1.23	1.15	1.30	1.13	1.23	1.12	1.20	1.13
Purdue North Central	Westville, IN	1.46	1.13	1.42	1.15	1.37	1.13	-	-	-	-
Ball State U.	Muncie, IN	1.29	1.22	1.28	1.22	1.26	1.22	1.25	1.21	1.24	1.24
Morehead State U.	Morehead, KY	1.23	1.17	1.25	1.14	1.23	1.13	1.17	1.23	1.22	1.22
Murray State U.	Murray, KY	1.24	1.16	1.26	1.14	1.28	1.12	1.24	1.18	1.23	1.09
Western Kentucky U.	Bowling Green, KY	1.27	1.19	1.29	1.15	1.27	1.15	1.26	1.13	1.24	1.11
Northern Kentucky U.	Highland Heights, KY	1.35	1.11	1.34	1.10	1.32	1.08	1.34	1.07	1.36	1.09
Eastern Illinois U.	Charleston, IL	1.24	1.11	1.25	1.09	1.24	1.05	-	-	-	-
Southern Illinois U. Edwardsville	Edwardsville, IL	1.19	1.21	1.17	1.19	1.19	1.20	1.19	1.18	1.15	1.18
U. of Tennessee at Chattanooga	Chattanooga, TN	1.27	1.10	1.30	1.07	1.28	1.09	0.99	1.33	1.22	1.17
U. of Tennessee-Martin	Martin, TN	1.16	1.12	1.18	1.11	1.16	1.15	1.17	1.10	1.13	1.13
Southeast Missouri State U.	Cape Girardeau, MO	1.26	1.17	1.24	1.19	1.22	1.16	1.22	1.18	1.26	1.14
U. of Central Missouri	Warrensburg, MO	1.26	1.17	-	-	1.31	1.10	-	-	1.25	1.08
<b>USI</b>	<b>Evansville, IN</b>	<b>1.31</b>	<b>1.12</b>	<b>1.25</b>	<b>1.14</b>	<b>1.23</b>	<b>1.16</b>	<b>1.23</b>	<b>1.16</b>	<b>1.21</b>	<b>1.17</b>

Figure 4. Compression ranking information which shows the ratios at Professor:Associate and Associate:Assistant professor levels for USI and peers. USI ratios are highlighted.

## Average Instructor Salaries by Peer Institutions

University	Location	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
IU Southbend	South Bend, IN						
IU Southeast	New Albany, IN						
IUPUI Fort Wayne	Fort Wayne, IN	50.6	51.7	50.5	55	57.6	53.2
Purdue North Central	Westville, IN						
Ball State U.	Muncie, IN	47.2	48.0	48.8	49.2	49.8	38.2
Morehead State U.	Morehead, KY	39.8	40.9	41.8	41.3	42.4	43.7
Murray State U.	Murray, KY						42.5
Western Kentucky U.	Bowling Green, KY	43.1	43.9	44.3	45.5	46.8	47.8
Northern Kentucky U.	Highland Heights, KY	64.4	56.7				
Eastern Illinois U.	Charleston, IL	46.8	48.6	49.7	51.1		
Southern Illinois U. Edwardsville	Edwardsville, IL	41.6	43.4	42.7	43.1	45.7	45.3
U. of Tennessee at Chattanooga	Chattanooga, TN	50.3	43.0	52.3	54.5	49.1	
U. of Tennessee-Martin	Martin, TN	52.2	51.3	54.3	50.2	52.5	52.3
Southeast Missouri State U.	Cape Girardeau, MO	45.0	45.7	45.8	46.2	46.6	46.6
U. of Central Missouri	Warrensburg, MO	38.2	40.1		40.7		42.7
<b>USI</b>	<b>Evansville, IN</b>	<b>47.6</b>	<b>49.3</b>	<b>51.8</b>	<b>50.8</b>	<b>52.2</b>	<b>51.7</b>
	Median	47.0	46.9	49.3	49.2	49.1	46.0
	(USI-Median)/Median	1.3%	5.2%	5.2%	3.3%	6.3%	12.5%
	Average	47.2	46.9	48.2	48.0	49.2	46.4
	(USI-Avg)/Avg	0.8%	5.2%	7.5%	5.9%	6.1%	11.4%
	5 year effective percent increase of "Average"	3.1%	1.7%	2.2%	1.4%	1.4%	-0.4%
	5 year effective percent increase of "USI"	0.9%	1.3%	1.9%	1.0%	2.2%	1.7%

Figure 5. Instructor level average salaries of USI and peers.



### Average Instructor Salaries Ranked High-to-Low

2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
64.4	56.7	54.3	55	57.6	53.2
52.2	51.7	52.3	54.5	52.5	52.3
50.6	51.3	51.8	51.1	52.2	51.7
50.3	49.3	50.5	50.8	49.8	47.8
47.6	48.6	49.7	50.2	49.1	46.6
47.2	48.0	48.8	49.2	46.8	45.3
46.8	45.7	45.8	46.2	46.6	43.7
45.0	43.9	44.3	45.5	45.7	42.7
43.1	43.4	42.7	43.1	42.4	42.5
41.6	43.0	41.8	41.3		38.2
39.8	40.9		40.7		
38.2	40.1				

Figure 6. Instructor level average salaries of USI (highlighted) and peers ranked from highest to lowest salary.