

**REPORT OF THE STATE COUNCIL OF  
HIGHER EDUCATION FOR VIRGINIA**

**Report on Strategic Plan  
Efforts Related to Faculty  
Recruitment and Retention, in  
Response to HJR 642 (2007)**

**TO THE GOVERNOR AND  
THE GENERAL ASSEMBLY OF VIRGINIA**



**HOUSE DOCUMENT NO. 18**

**COMMONWEALTH OF VIRGINIA  
RICHMOND  
2008**



**STATE COUNCIL OF HIGHER OF EDUCATION FOR VIRGINIA**

**Report on Strategic Plan Efforts Related to Faculty Recruitment and  
Retention, in Response to HJR 642.**

**JANUARY 14, 2008**

***House Joint Resolution No. 642***

*Requesting the State Council of Higher Education for Virginia to include in its current strategic planning initiative consideration of Virginia's competitiveness in attracting and retaining faculty for public institutions of higher education. Report.*



## Executive Summary

*House Joint Resolution No. 642* of the 2007 Virginia Acts of Assembly requests the State Council of Higher Education for Virginia (SCHEV) “to include in its current strategic planning initiative consideration of Virginia’s competitiveness in attracting and retaining faculty for public institutions of higher education,” and to report on its progress in meeting the request by the beginning of the 2008 General Assembly.

This document intends to fulfill the reporting requirement of HJR 642. It describes statewide efforts with regard to faculty compensation, and notes specific initiatives associated with SCHEV’s *2007-13 Strategic Plan: Advancing Virginia: Access, Alignment, Investment*.

Contained here are:

- Acknowledgement of faculty recruitment and retention as complex issues affected by institutional mission, location, and programmatic mix.
- An overview of public university faculty salary averages at Virginia institutions.
- An overview of the Strategic Plan and related efforts with an impact on faculty recruitment/retention.
- **Summary.** Salary data indicate that Virginia has recently regained some of the ground lost to other states earlier in the decade. However, short term revenue shortfalls threaten those gains, at least in part, as the Commonwealth seeks to balance limited available resources against higher education needs in the 2008-10 biennium. Of particular concern is the absence of an across the board salary increase for faculty in the first year of the biennium and reduced funds available for base adequacy increases to institutional budgets. Although faculty recruitment and retention is a complex issue having to do with more than compensation,

the most sensible course is to support the maximum affordable progress toward base adequacy funding and meeting the Commonwealth's goal of funding faculty salaries at 60% of institutions' peer group salary averages. Once these goals have been more nearly achieved, institutions may be surveyed to determine whether remaining recruitment challenges would be amenable to a statewide approach.

**STATE COUNCIL OF HIGHER OF EDUCATION FOR VIRGINIA**

**Report on Strategic Plan Efforts Related to Faculty Recruitment and Retention, in Response to HJR 642.**

Numerous challenges affect an institution's ability to ensure the continued excellence of its faculty. Such challenges may include workload, compensation, diversity, faculty mobility and retirement, institutional location and physical condition, campus climate, opportunities for spouses, and institutional leadership. Public institutions of higher education face additional challenges as other funding responsibilities of the Commonwealth compete for monetary support and taxpayers hold institutions accountable for quality, sound fiscal practices, and the outcomes of graduates.

Virginia's system of public higher education is recognized as among the best in the United States. With a diverse group of 15 four-year, public institutions (two of which rank in the top 50 public and private Research Universities and four of which rank in the top 50 Public Research Universities, nationally) and 24 two-year, public institutions (Northern Virginia Community College ranks second largest in the country), the Commonwealth offers rigorous and comprehensive academic programs taught by world-renowned faculty. To maintain their accustomed national standing and high standards of academic excellence, Virginia's institutions of higher education must be able to compete effectively for qualified faculty with peer institutions, private industry, and the global market.

*House Joint Resolution 642* of the 2007 Virginia Acts of Assembly requests the State Council of Higher Education for Virginia (SCHEV) to include in its current strategic plan consideration of Virginia's competitiveness in attracting and retaining faculty for public institutions of higher education, and to report on progress in meeting this request by the beginning of the 2008 session.

This report intends to fulfill the reporting requirement of HJR 642. It describes

- national data pertaining to faculty compensation;
- Strategic Plan activities related to faculty recruitment and retention;
- certain other statewide efforts related to faculty recruitment and retention;  
and
- a summary assessment of the Commonwealth's current position and most effective near-term strategy.

### **I. National Context: Faculty Compensation**

Salary data from the American Association of University Professors (AAUP) show national compensation trends for faculty at public four-year institutions and for faculty at four- and two-year public institutions, combined. For average faculty salary at public four-year institutions, in fiscal year 2006-07, Virginia ranked 9<sup>th</sup> nationally. This is an improvement over a low of 14<sup>th</sup> in 2003-04 but falls short of 1999-00's ranking of 6<sup>th</sup>. For average faculty salary at public four- and two-year institutions combined, Virginia ranked sixteenth 16<sup>th</sup> nationally. This is an improvement over 2003-04's low ranking of 22<sup>nd</sup>, but not as competitive as 1999-00's #10 ranking. Clearly, recent progress in base adequacy funding has had a positive effect on Virginia's national standing. However, this follows a period during which the Commonwealth suffered significantly in comparison to other states—we are, in effect, making progress toward regaining a lost edge. Finally, it should be noted that Virginia's two-year institutions lag behind the four-year institutions in the national comparisons. Complete data showing Virginia's national standing for each year of the period between 1999-2000 and 2006-7 are available in Attachment 1.

Data from the Integrated Postsecondary Education Data System (IPEDS) support the pattern observed in the AAUP data. For average faculty (all faculty) salary at public four-year institutions, in fiscal year 2006-07 Virginia ranked 8<sup>th</sup>,

and 9<sup>th</sup> in average faculty salary at public four- and two-year institutions combined. Both of these rankings represent progress over low rankings in 2002-03 and 2003-04. Complete IPEDS data showing Virginia's rank between 1999-00 and 2006-07 are included in Attachment 2.

These salary data indicate that thanks to recent base adequacy funding increases Virginia has regained some ground lost to other states earlier in the decade. The Commonwealth's near-term revenue shortfall threatens to undermine those gains and consequently its national competitiveness in recruiting and retaining faculty.

## **II. The 2007-13 Strategic Plan**

The goals of SCHEV's *2007-2013 Strategic Plan, Advancing Virginia: Access, Alignment, Investment* seek to ensure sufficient programming is available to serve state needs and speak to the level of quality expected of Virginia's system of public higher education. Faculty competitiveness issues are addressed in the strategic plan indirectly under two of twelve goals.

A. Goal 8 recommends that a comprehensive economic impact analysis of higher education in the Commonwealth be conducted. Goal 8 specifically states:

***Conduct, under the auspices of the Office of the Governor and/or the General Assembly, a comprehensive economic impact analysis of higher education in the Commonwealth.***

*Strategies:*

1. *Establish baseline measures across a broad spectrum of economic base analysis and measure changes over time. Examples of items to be considered for measurement include: direct institutional spending; tax revenue generated by college graduates compared to those who never graduated from or attended college; annual expenditures by college and university employees, students, and visitors and the state taxes attributable thereto; percent of graduates that remain in the state; the number of jobs created off-*

*campus by the institution's presence; annual level of sponsored research; etc.*

2. *Measure employment supply and demand, especially in critical areas; net job migration; and the impact of the higher salaries generated by an increased graduate population.*

The first strategy addresses establishing baseline measures and measuring changes over time. The matter of faculty recruitment and retention could be included in “Direct Institutional Spending.” The second strategy seeks to measure employment supply and demand and net job migration. Personnel in postsecondary education could be included in such measures and specifically, faculty in Virginia’s higher education system. Moreover, the general economic effect of institutions’ competitiveness in recruiting and retaining faculty—particularly in critical shortage areas and priority areas of research—can be included in the study’s planned outcomes. As SCHEV develops a plan for conducting the proposed economic impact study, these factors will be presented to stakeholders for consideration and possible inclusion in the study.

B. Goals 11 and 12 of the 2007 Strategic Plan call for investment in targeted consortia and research infrastructure, respectively. Goal 12 specifically recommends “adequate funding and appropriate policy changes to attract nationally renowned faculty, top quality graduate students, talented postdoctoral fellows, and qualified technicians.” Realization of these goals would support research institutions’ ability to recruit and retain faculty in priority research disciplines.

1. Goal 11 endorses the three priorities identified in the report of the Virginia Research and Technology Advisory Commission (VRTAC).
  1. Energy, Conservation, and the environment;
  2. Future Microelectronics in Virginia;
  3. Lifespan Biology and Medicine, including public health and safety.

At its October 16<sup>th</sup>, 2007 meeting the Council passed a resolution requesting an appropriation of \$120M (\$90M general fund, \$30M non-general fund) to fund the VRTAC proposal in the 2008-10 biennium.

2. To support Goal 12's call for investment in infrastructure, the Council passed a resolution at its October 16<sup>th</sup>, 2007 meeting recommending appropriation of \$13M in debt service on bonds to finance \$115.8M in equipment for the 2008-10 biennium through the Higher Education Equipment Trust Fund.
3. Regarding Goal 12's recommendation of adequate funding to attract nationally renowned faculty, see below under III.A.

### **III. Other Initiatives Relevant to Faculty Recruitment and Retention**

This section details current or prospective activities and initiatives affecting faculty recruitment and retention. Information reported here is not restricted to specific strategic plan goals or strategies, but is included because it provides a fuller picture of SCHEV and General Assembly efforts related to faculty recruitment/retention at institutions of higher education.

#### *A. Peer-Group Salary Analysis*

In cooperation with the public institutions, SCHEV in 2007 re-evaluated the institutional salary benchmark groups used to assess the Commonwealth's goal to fund teaching and research faculty at the 60<sup>th</sup> percentile of national peer institutions. The last full review of the salary benchmark groups took place in 1997, and the last year in which all the four-year institutions actually met the 60% goal was 1989-90. The re-evaluation resulted in an increase in the 60<sup>th</sup> percentile benchmark of the faculty salary goal for 10 of the 15 senior institutions. At its October 16, 2007 meeting, the Council passed a resolution requesting an appropriation of \$142,222,479 for the 2008-10 biennium to support bringing institutions to the 60<sup>th</sup> percentile goal by 2012.

### *B. Faculty Salary Cost of Living Analysis*

At its October 16, 2007 meeting the State Council passed a resolution charging SCHEV staff to work with public higher education institutions to review the need for a cost of living adjustment to faculty salaries, with particular emphasis on institutions in northern Virginia. Recommendations arising from this review will be presented to Council at its May 2008 meeting.

### *C. Eminent Scholars Program*

At its September 11, 2006 meeting the Council passed a resolution to recommend increasing funding for the Eminent Scholars program by \$200,891 for the 2008-10 biennium to support community college faculty in critical shortage areas. Because VCCS inclusion in the Eminent Scholars program is relatively new and the program itself has received no new funding for many years, the community colleges are currently receiving less than \$4,000 per year or just 11 cents on the dollar in matching funds from the state.

### *D. Addressing Nursing Faculty Needs*

1. In the 2006-08 biennium, the General Assembly provided \$1.5M per year to promote increasing the pool of qualified nursing faculty at Commonwealth higher education institutions. Half of these monies was distributed to UVA to administer a scholarship program for nursing doctoral students who agree to teach at a Virginia college or university after graduation. The other half was distributed to Northern Virginia Community College, which has been administering a program to bolster the number of Master's trained nurses qualified to teach in associate degree nursing programs. At its September 11<sup>th</sup> 2007 meeting the Council passed a resolution to recommend renewing these funds in the 2008-10 biennium (\$1.5M each year). In connection with this request, SCHEV has agreed to take over from UVA administration of the doctoral nursing funds.

2. At its October 16th 2007 meeting the Council passed a resolution to request approximately \$795,000 per year in the 2008-10 biennium to support nursing faculty salaries at the 7 private nonprofit colleges and universities with nursing programs.

#### **IV. Summary**

In terms of compensation, which is but one factor affecting an institution's competitiveness in recruiting and retaining faculty, Virginia has recently regained some ground lost to other states early in the decade. Near-term revenue shortfalls may diminish some of these gains as the Commonwealth seeks to balance limited available resources against higher education needs in the 2008-10 biennium. Of particular concern going forward is the absence of an across the board salary increase for faculty in the first year of the biennium and reduced funds available for base adequacy increases to institutional budgets.

The 2007-13 Strategic Plan addresses faculty recruitment indirectly for the most part, through its economic impact and research goals. SCHEV has already made budget recommendations to support the research goals. Faculty recruitment will be considered as appropriate in the prospective economic impact study. Other SCHEV initiatives related to faculty recruitment include the faculty salary benchmark group analysis, the ongoing cost of living analysis (with emphasis on northern Virginia), and budget recommendations to bolster the pool of qualified nursing faculty at Commonwealth institutions.

Given the complexities of effective faculty recruitment and retention, which include institutional mission, location, and programmatic mix, the most sensible course is to support the maximum affordable progress toward base adequacy funding and meeting the Commonwealth's goal of funding faculty salaries at 60% of institutions' salary benchmark peer averages, which has not been achieved since 1989-90. Once these goals have been more nearly achieved, institutions

may be surveyed to determine whether remaining recruitment challenges would be amenable to a statewide approach.

# Attachment 1

## AAUP Public 4-Year Average Faculty Salary by State

STATE	Average Salary							Ranking						
	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
ALABAMA	52,359	55,222	58,714	59,536	62,989	67,091	73,136	35	37	32	35	32	27	18
ALASKA	52,517	53,075	55,601	54,751	57,520	59,379	61,801	34	42	38	43	41	40	42
ARIZONA	62,454	66,346	68,274	69,153	72,797	75,891	79,535	9	12	12	11	10	8	6
ARKANSAS	49,924	52,516	53,261	54,407	55,838	58,126	59,502	42	45	44	45	46	42	46
CALIFORNIA	70,918	75,633	77,384	78,574	78,962	81,183	82,626	1	2	2	2	3	3	5
COLORADO	58,063	60,592	63,350	63,487	66,057	68,882	69,666	22	27	25	27	25	22	26
CONNECTICUT	67,055	74,226	75,340	73,248	76,012	79,442	82,978	4	4	3	4	5	4	4
DELAWARE	68,356	72,494	74,201	76,022	81,793	84,178	88,151	3	5	4	3	2	1	2
FLORIDA	55,619	61,103	63,062	64,219	65,325	68,750	72,663	26	26	26	24	28	23	20
GEORGIA	59,271	62,929	65,035	64,820	65,383	66,826	68,459	16	21	20	22	27	28	28
HAWAII	61,176	62,826	66,774	66,505	69,078	70,486	73,595	13	22	15	18	17	16	17
IDAHO	48,887	53,323	51,610	52,517	53,012	54,095	58,079	44	41	48	49	50	50	48
ILLINOIS	58,482	64,255	64,078	65,744	69,855	69,170	71,084	20	15	22	19	15	20	23
INDIANA	58,234	61,687	62,921	64,715	66,265	68,465	70,466	21	25	27	23	24	24	25
IOWA	65,643	70,065	70,961	72,508	74,164	75,801	77,920	5	6	7	5	8	9	8
KANSAS	53,729	58,826	58,873	61,769	62,928	65,474	68,755	32	29	30	30	33	29	27
KENTUCKY	54,006	58,000	58,092	60,253	61,183	63,485	65,133	30	31	33	33	35	34	34
LOUISIANA	46,999	52,286	53,679	55,049	55,900	56,237	60,944	48	46	42	42	45	47	44
MAINE	47,053	51,387	53,134	55,997	57,170	56,933	59,997	47	47	45	39	43	45	45
MARYLAND	60,814	68,769	73,278	70,828	74,204	76,161	79,215	14	7	5	10	7	7	7
MASSACHUSETTS	61,331	76,418	69,750	72,419	76,775	78,479	84,398	11	1	9	6	4	5	3
MICHIGAN	62,676	67,248	69,593	70,997	71,626	74,344	77,418	8	10	10	9	12	12	10
MINNESOTA	62,211	65,834	66,177	68,945	70,230	71,738	74,128	10	13	17	12	14	15	16
MISSISSIPPI	53,755	52,779	53,937	55,182	57,652	57,084	62,561	31	43	41	41	40	44	40
MISSOURI	54,132	56,819	55,441	58,397	60,755	61,889	64,304	29	35	39	37	36	38	38
MONTANA	47,913	51,107	53,478	53,654	53,294	55,820	57,845	45	48	43	47	49	49	49
NEBRASKA	55,213	60,461	63,617	63,896	66,687	67,504	70,740	27	28	24	25	23	26	24
NEVADA	57,388	67,881	71,191	71,647	75,537	77,091	76,451	23	9	6	8	6	6	11
NEW HAMPSHIRE	52,322	63,803	66,610	68,004	71,965	75,222	65,375	36	17	16	15	11	10	33
NEW JERSEY	69,325	74,833	77,753	80,555	82,136	83,780	89,466	2	3	1	1	1	2	1
NEW MEXICO	52,548	57,596	58,068	60,880	63,634	64,160	66,246	33	32	34	31	30	33	31
NEW YORK	56,507	63,776	67,379	67,673	69,087	70,264	74,461	25	18	14	16	16	18	15
NORTH CAROLINA	58,710	62,409	63,865	63,860	66,854	68,048	72,186	18	23	23	26	21	25	21
NORTH DAKOTA	44,525	48,842	50,905	52,045	54,798	56,129	56,928	50	50	50	50	47	48	50
OHIO	60,075	63,653	65,504	66,838	68,842	70,483	73,001	15	19	18	17	18	17	19
OKLAHOMA	50,504	54,038	54,810	54,693	58,869	62,009	64,806	41	40	40	44	38	36	36
OREGON	51,577	54,292	55,872	57,115	57,348	58,722	61,035	38	39	37	38	42	41	43
PENNSYLVANIA	62,905	68,079	70,574	72,245	73,840	73,473	76,198	7	8	8	7	9	13	12
RHODE ISLAND	61,323	65,466	68,939	68,880	68,161	73,283	75,517	12	14	11	13	19	14	14
SOUTH CAROLINA	54,219	58,550	58,814	59,873	63,129	65,354	67,364	28	30	31	34	31	30	30
SOUTH DAKOTA	46,194	50,888	52,125	53,227	54,344	56,433	59,432	49	49	47	48	48	46	47
TENNESSEE	51,632	55,944	57,210	59,284	61,336	63,205	64,984	37	36	36	36	34	35	35
TEXAS	57,163	61,965	62,671	63,296	66,723	69,118	71,605	24	24	28	28	22	21	22
UTAH	51,219	57,283	57,914	60,401	59,486	61,904	64,650	39	33	35	32	37	37	37
VERMONT	49,902	56,976	51,428	55,520	58,248	59,964	62,571	43	34	49	40	39	39	39
VIRGINIA	64,372	67,183	68,272	68,177	71,186	75,149	77,717	6	11	13	14	13	11	9
WASHINGTON	58,555	63,825	64,299	65,500	67,545	70,146	75,898	19	16	21	21	20	19	13
WEST VIRGINIA	47,881	52,701	52,865	54,348	55,939	58,099	62,561	46	44	46	46	44	43	41
WISCONSIN	59,071	63,406	65,464	65,611	66,050	64,565	65,647	17	20	19	20	26	32	32
WYOMING	50,742	54,938	61,846	61,910	65,047	65,267	68,321	40	38	29	29	29	31	29
Grand Total	58,835	63,422	64,978	66,072	67,917	69,759	72,650							

Attachment 1 (cont'd)

AAUP Public Institutions (4 and 2 Year) Average Faculty Salary by State

STATE	Average Salary							Ranking						
	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
ALABAMA	52,359	55,222	58,714	59,536	62,989	67,091	73,136	33	33	29	32	29	25	14
ALASKA	52,603	53,166	55,633	54,758	57,534	59,396	61,821	32	39	36	42	40	39	39
ARIZONA	62,454	66,346	68,274	69,153	72,797	75,891	79,535	7	12	10	10	6	5	5
ARKANSAS	49,924	52,516	53,261	54,407	55,838	58,126	59,502	37	41	43	45	44	42	45
CALIFORNIA	70,771	75,604	77,350	78,342	78,955	81,183	82,626	1	2	1	2	3	3	3
COLORADO	57,658	59,991	63,350	63,487	65,924	68,882	69,666	20	25	23	23	20	17	24
CONNECTICUT	67,055	74,226	71,951	70,113	72,052	75,680	78,436	3	3	4	8	9	6	6
DELAWARE	68,356	72,494	74,201	76,022	81,793	84,178	88,151	2	5	3	3	1	1	2
FLORIDA	55,619	61,103	62,563	64,219	64,809	68,750	72,663	24	23	24	19	23	18	15
GEORGIA	58,901	62,681	64,520	63,251	63,575	65,323	66,579	12	16	16	24	28	28	29
HAWAII	56,660	58,245	61,822	61,791	64,243	65,573	68,801	22	28	26	27	26	26	25
IDAHO	47,473	53,323	51,610	51,824	52,369	54,095	58,079	43	38	48	50	50	50	47
ILLINOIS	57,932	63,136	63,844	65,327	68,558	68,676	70,156	17	15	19	16	13	20	23
INDIANA	58,234	59,368	60,611	62,160	63,600	65,468	67,333	15	26	27	25	27	27	27
IOWA	63,328	67,221	68,816	70,248	70,963	72,608	74,579	5	7	9	7	11	11	12
KANSAS	53,376	58,012	58,201	60,869	62,142	64,569	67,526	31	29	32	29	31	30	26
KENTUCKY	51,080	51,959	57,619	59,723	61,183	58,350	60,229	34	44	33	30	33	41	43
LOUISIANA	46,041	51,867	53,151	54,444	55,276	55,744	60,524	48	45	44	43	45	48	42
MAINE	46,985	51,387	53,134	55,061	57,170	56,933	59,997	45	47	45	41	43	44	44
MARYLAND	58,083	67,141	69,266	68,505	72,126	74,093	76,931	16	9	8	12	8	9	8
MASSACHUSETTS	56,681	76,418	67,964	69,814	73,003	75,295	80,252	21	1	11	9	5	7	4
MICHIGAN	62,506	67,211	69,593	70,997	71,626	74,344	77,418	6	8	6	5	10	8	7
MINNESOTA	62,211	65,834	66,177	68,945	70,230	71,738	74,128	8	13	12	11	12	12	13
MISSISSIPPI	53,755	52,779	53,937	55,182	57,652	57,084	62,561	29	40	40	40	39	43	36
MISSOURI	53,599	56,671	55,330	58,241	60,171	61,532	63,884	30	32	38	34	35	34	33
MONTANA	47,913	51,107	53,478	53,654	53,294	55,820	57,845	42	48	41	47	49	47	48
NEBRASKA	55,213	60,461	63,617	63,896	66,687	67,504	70,740	27	24	21	20	18	24	22
NEVADA	56,412	67,881	71,191	71,647	75,537	77,091	76,451	23	6	5	4	4	4	9
NEW HAMPSHIRE	45,160	57,451	59,810	61,091	64,378	69,477	56,947	49	30	28	28	24	15	49
NEW JERSEY	66,146	73,881	75,697	78,925	81,231	82,848	88,550	4	4	2	1	2	2	1
NEW MEXICO	50,529	54,967	55,574	58,033	60,668	61,017	63,118	36	35	37	35	34	35	34
NEW YORK	55,422	61,753	64,805	65,813	67,316	68,152	72,512	25	20	14	13	16	22	17
NORTH CAROLINA	58,710	62,114	63,448	63,860	66,854	68,048	72,186	13	18	22	21	17	23	18
NORTH DAKOTA	42,755	46,786	49,533	52,045	54,234	55,646	54,360	50	50	50	49	48	49	50
OHIO	59,180	61,851	63,948	65,422	67,402	69,217	71,595	11	19	18	15	15	16	19
OKLAHOMA	49,618	53,768	54,514	54,435	58,498	61,583	64,414	39	37	39	44	36	33	32
OREGON	50,592	54,292	55,872	57,115	57,348	58,722	61,035	35	36	34	37	41	40	41
PENNSYLVANIA	61,024	66,922	69,345	70,419	72,290	72,724	74,793	9	10	7	6	7	10	11
RHODE ISLAND	57,757	61,695	64,862	64,920	64,322	68,738	71,039	19	21	13	17	25	19	20
SOUTH CAROLINA	54,004	58,276	58,551	59,581	62,817	65,011	66,924	28	27	31	31	30	29	28
SOUTH DAKOTA	46,194	50,888	52,125	53,227	54,344	56,433	59,432	46	49	47	48	47	46	46
TENNESSEE	49,018	51,685	53,331	55,539	57,787	60,033	62,063	41	46	42	38	38	36	37
TEXAS	55,260	61,174	62,253	62,157	65,485	68,354	70,858	26	22	25	26	21	21	21
UTAH	49,441	55,099	55,645	57,205	57,192	59,410	62,012	40	34	35	36	42	38	38
VERMONT	49,902	56,976	51,428	55,520	58,248	59,964	62,571	38	31	49	39	37	37	35
VIRGINIA	59,870	66,508	63,625	63,719	66,011	69,505	72,524	10	11	20	22	19	14	16
WASHINGTON	57,776	63,825	64,299	65,500	67,545	70,146	75,898	18	14	17	14	14	13	10
WEST VIRGINIA	47,402	52,336	52,546	53,874	54,962	56,480	61,115	44	43	46	46	46	45	40
WISCONSIN	58,396	62,667	64,789	64,859	65,282	63,804	64,861	14	17	15	18	22	31	30
WYOMING	46,192	52,500	58,648	58,955	61,683	62,062	64,797	47	42	30	33	32	32	31

# Attachment 2

## IPEDS Public 4-Year Average Faculty Salary by State and Faculty Rank

Faculty Rank	State	Average Salary							Ranking						
		1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
All faculty total	AK	52,579	52,707	54,472	55,106	58,164	60,060	62,688	34	40	40	42	38	38	38
All faculty total	AL	53,109	54,305	58,289	58,087	61,823	64,142	68,236	33	37	34	37	32	31	25
All faculty total	AR	48,136	50,940	51,141	51,767	53,808	56,432	58,537	46	46	48	47	45	43	45
All faculty total	AZ	62,580	66,430	68,366	69,295	73,015	75,187	78,137	6	9	9	9	6	6	7
All faculty total	CA	71,096	75,212	77,072	78,742	78,805	81,022	82,426	1	1	1	1	2	2	4
All faculty total	CO	56,841	60,628	62,692	62,800	63,995	65,586	67,441	24	26	25	27	27	26	28
All faculty total	CT	68,424	72,155	75,424	73,530	76,876	80,131	83,587	3	3	2	5	4	3	2
All faculty total	DE	66,271	70,543	74,164	75,991	78,716	78,782	83,124	4	4	4	3	3	4	3
All faculty total	FL	54,844	59,347	61,574	62,982	64,415	67,481	70,614	26	29	29	25	25	22	22
All faculty total	GA	58,557	61,295	62,491	62,669	62,591	63,783	66,231	18	25	26	29	31	32	31
All faculty total	HI	60,561	62,238	66,145	65,866	68,436	69,880	72,555	13	21	16	17	17	18	18
All faculty total	IA	65,551	70,259	70,965	72,315	73,978	70,813	76,564	5	5	6	6	5	14	10
All faculty total	ID	48,810	52,090	51,566	51,543	52,105	52,964	56,018	43	42	46	49	49	50	49
All faculty total	IL	57,984	61,902	61,849	64,083	65,352	67,351	69,072	20	22	27	23	21	23	23
All faculty total	IN	57,511	61,607	62,888	64,616	64,257	65,851	67,577	22	24	24	20	26	25	27
All faculty total	KS	53,811	58,685	58,810	61,500	63,153	64,815	67,018	31	30	32	31	29	28	29
All faculty total	KY	53,761	57,244	58,346	59,812	60,707	63,072	64,547	32	32	33	32	34	33	33
All faculty total	LA	47,375	51,669	52,408	54,273	55,712	55,856	58,604	48	44	44	43	44	45	44
All faculty total	MA	60,466	69,318	74,583	74,931	71,535	71,758	76,761	14	6	3	4	8	13	9
All faculty total	MD	60,599	68,274	69,215	70,152	72,544	75,150	78,563	12	7	7	7	7	7	6
All faculty total	ME	48,453	51,220	52,944	55,568	57,119	57,473	60,608	45	45	43	40	40	42	42
All faculty total	MI	62,466	66,180	67,869	69,731	71,306	73,679	75,658	7	10	13	8	9	9	11
All faculty total	MN	60,110	64,150	68,104	68,809	70,441	72,940	75,568	15	14	10	11	11	11	12
All faculty total	MO	53,859	56,606	55,245	56,758	56,582	59,101	61,221	30	34	39	38	42	40	41
All faculty total	MS	51,412	53,970	55,338	56,498	56,011	56,299	60,419	38	38	38	39	43	44	43
All faculty total	MT	49,858	50,876	53,625	53,339	52,321	54,895	57,045	41	47	41	45	48	48	48
All faculty total	NC	58,410	62,399	63,629	63,667	66,651	67,797	72,254	19	20	23	24	18	21	20
All faculty total	ND	43,614	47,449	49,169	50,665	51,401	53,092	55,605	50	50	50	50	50	49	50
All faculty total	NE	48,476	60,282	64,421	64,911	65,204	66,078	67,578	44	28	21	19	22	24	26
All faculty total	NH	54,005	61,888	64,824	66,056	69,749	73,137	73,953	29	23	20	16	13	10	15
All faculty total	NJ	68,928	72,822	72,376	78,041	79,927	81,540	87,083	2	2	5	2	1	1	1
All faculty total	NM	51,964	52,507	56,878	58,185	61,079	61,932	62,695	36	41	37	35	33	35	37
All faculty total	NV	57,600	63,271	67,320	65,127	69,555	71,767	74,934	21	17	14	18	14	12	13
All faculty total	NY	61,123	63,649	68,089	67,544	68,926	70,201	74,591	11	15	11	14	15	17	14
All faculty total	OH	59,982	63,112	65,161	66,864	68,552	68,657	71,327	16	18	19	15	16	20	21
All faculty total	OK	50,263	52,927	53,064	53,524	57,259	58,106	62,477	40	39	42	44	39	41	40
All faculty total	OR	54,736	60,540	61,353	62,835	59,200	60,242	63,674	28	27	30	26	37	37	35
All faculty total	PA	61,283	65,730	67,924	68,885	69,767	70,368	72,798	10	11	12	10	12	16	17
All faculty total	RI	61,325	65,467	68,940	68,676	65,927	70,507	72,449	9	13	8	12	20	15	19
All faculty total	SC	54,767	58,492	58,945	59,321	62,850	65,131	66,550	27	31	31	33	30	27	30
All faculty total	SD	44,953	49,521	50,532	51,730	53,320	55,342	57,818	49	49	49	48	47	46	46
All faculty total	TN	52,040	55,763	56,918	58,598	60,113	60,763	63,378	35	35	36	34	35	36	36
All faculty total	TX	55,484	62,463	65,216	64,278	65,153	69,602	73,087	25	19	18	21	23	19	16
All faculty total	UT	51,515	56,751	57,413	58,089	59,265	62,804	64,507	37	33	35	36	36	34	34
All faculty total	VA	61,661	66,702	66,868	68,029	70,599	73,894	76,902	8	8	15	13	10	8	8
All faculty total	VT	49,515	51,967	51,442	55,555	57,032	59,904	62,477	42	43	47	41	41	39	39
All faculty total	WA	57,505	65,529	63,756	64,091	66,050	77,850	82,105	23	12	22	22	19	5	5
All faculty total	WI	58,749	63,407	65,463	62,793	63,310	64,278	65,386	17	16	17	28	28	30	32
All faculty total	WV	47,896	50,839	51,958	51,958	51,958	55,134	57,672	47	48	45	46	46	47	47
All faculty total	WY	50,744	54,940	61,848	61,913	65,050	64,456	68,321	39	36	28	30	24	29	24

Attachment 2 (cont'd)

**IPEDS Public Institutions (4 and 2 Year) Average Faculty Salary by State**

	Average Salary							Ranking						
	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	1999-00	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
AK	52,660	52,927	54,621	55,133	58,188	60,116	62,711	23	31	31	31	27	26	27
AL	50,575	51,510	54,954	54,670	57,489	60,058	63,581	30	36	30	32	28	27	25
AR	44,847	47,450	47,773	48,159	49,839	52,166	54,093	45	47	47	49	48	46	47
AZ	59,408	62,070	63,982	65,269	68,528	70,306	72,710	8	10	12	9	6	8	8
CA	66,226	69,894	72,370	73,732	73,632	75,597	79,127	2	1	1	1	3	3	2
CO	53,117	56,447	58,614	58,872	60,145	61,765	63,442	22	24	22	23	22	24	26
CT	68,424	68,994	72,176	70,484	72,860	75,934	79,050	1	3	2	4	4	2	3
DE	62,393	66,955	69,266	71,700	74,448	75,139	78,448	4	4	4	3	2	4	4
FL	51,760	55,679	57,512	58,535	59,955	62,710	65,471	24	26	25	25	23	22	21
GA	55,686	55,661	56,380	56,246	56,111	57,344	59,308	18	27	28	28	33	34	35
HI	56,179	57,732	61,262	61,226	63,664	65,007	67,801	16	21	17	20	15	18	16
IA	56,896	59,644	60,665	61,884	63,185	60,973	65,300	13	17	18	17	17	25	22
ID	47,228	50,586	49,995	49,979	50,548	51,818	54,946	40	38	44	46	45	47	44
IL	56,138	59,660	59,816	61,677	63,022	64,852	66,457	17	16	20	19	18	19	19
IN	55,125	59,297	60,573	62,095	61,892	63,271	64,893	19	18	19	16	21	21	24
KS	48,992	52,922	53,632	55,247	57,130	58,593	60,472	35	32	32	29	29	30	32
KY	51,024	52,783	52,832	54,550	55,827	58,165	59,849	28	34	38	33	35	32	34
LA	45,008	48,573	49,138	51,117	52,417	52,385	55,201	44	44	46	41	42	45	43
MA	55,067	65,390	69,950	70,155	66,266	66,517	71,057	20	5	3	5	10	14	11
MD	57,841	63,660	64,960	65,652	67,922	70,380	73,271	10	8	10	8	8	7	7
ME	46,014	49,044	51,285	53,144	54,606	55,553	58,556	43	42	40	39	39	40	40
MI	60,931	65,026	66,654	68,449	69,988	72,158	73,979	5	6	6	6	5	5	5
MN	54,832	58,550	61,342	63,354	64,841	67,050	68,821	21	20	16	14	13	12	15
MO	51,286	53,944	53,181	54,475	54,796	56,859	58,724	27	30	35	35	38	37	39
MS	46,972	49,145	49,849	51,065	50,258	50,415	53,791	41	41	45	43	47	49	48
MT	47,872	48,683	51,123	51,040	50,447	52,684	54,545	37	43	41	44	46	44	46
NC	49,789	51,567	52,932	53,227	55,533	56,989	60,632	32	35	36	38	37	36	31
ND	42,104	45,079	46,449	48,174	48,787	50,773	52,812	49	49	49	48	49	48	49
NE	43,593	54,665	58,506	59,144	58,885	60,022	61,402	46	28	23	22	24	28	28
NH	50,104	56,514	58,842	60,247	63,394	66,102	67,487	31	23	21	21	16	15	18
NJ	65,783	69,221	69,155	73,516	75,145	76,913	81,232	3	2	5	2	1	1	1
NM	46,409	47,533	50,373	51,735	54,430	55,651	56,127	42	46	42	40	40	39	41
NV	56,574	61,894	66,252	64,179	68,357	70,403	73,357	14	11	7	12	7	6	6
NY	59,565	61,421	65,309	64,939	66,178	67,306	71,327	7	13	9	10	11	11	10
OH	57,255	59,968	61,670	63,207	64,683	65,243	67,626	12	15	15	15	14	17	17
OK	47,817	50,125	50,249	50,698	54,128	55,046	58,972	38	40	43	45	41	41	37
OR	51,334	55,785	57,097	58,783	56,364	57,490	60,803	26	25	26	24	31	33	30
PA	59,815	63,776	65,815	66,619	67,433	68,076	70,218	6	7	8	7	9	10	12
RI	57,758	61,695	64,864	64,728	62,826	66,936	68,997	11	12	11	11	20	13	13
SC	49,573	52,849	53,248	53,555	56,365	58,583	59,959	33	33	34	37	30	31	33
SD	43,020	47,030	47,703	49,392	50,907	52,727	54,696	48	48	48	47	44	43	45
TN	48,466	51,393	52,923	54,500	56,051	57,336	59,227	36	37	37	34	34	35	36
TX	50,879	56,533	58,320	57,866	58,791	62,305	65,101	29	22	24	26	25	23	23
UT	49,311	54,158	54,963	55,217	56,143	58,963	60,874	34	29	29	30	32	29	29
<b>VA</b>	<b>57,950</b>	<b>62,562</b>	<b>62,794</b>	<b>63,600</b>	<b>65,641</b>	<b>68,681</b>	<b>71,655</b>	<b>9</b>	<b>9</b>	<b>14</b>	<b>13</b>	<b>12</b>	<b>9</b>	<b>9</b>
WA	51,495	58,805	57,074	57,278	58,251	65,415	68,850	25	19	27	27	26	16	14
WI	56,460	60,772	63,023	61,866	63,008	63,957	65,482	15	14	13	18	19	20	20
WV	47,384	50,191	51,331	51,079	51,860	53,117	56,000	39	39	39	42	43	42	42
WY	43,270	48,339	53,545	53,918	55,788	56,514	58,859	47	45	33	36	36	38	38



