

## Report of Faculty Senate Salary and Benefits Committee

### *An Assessment of Northwestern University Faculty Salaries*

The Salary and Benefits Committee has reviewed three aspects of faculty salaries. First, we have compared the level and rate of increase of average tenure-track salaries across the university in comparison with 20 peer institutions. Second, we have examined a confidential comparison of tenure-track salaries across departments between NU and an average of peer institutions. Third, we have examined the structure of salaries within NU schools and divisions for both tenure-track and non-tenure-track (NTT) faculty.

#### **1. Tenure-Track Salaries – Comparison with Peer Institutions**

Table 1A lists average salaries for full professors in 20 peer institutions including NU. These are listed in rank order by 2016-17 salaries, and Table 1B provides the same list for assistant professors. NU is ranked 11<sup>th</sup> for full professors and 9<sup>th</sup> for assistant professors.

There has been significant erosion of NU's relative position for full professors, as the average annual rate of increase for NU between 2010-11 and 2016-17 was 2.82 percent per year as compared to 3.20 percent per year for the average of all 20 institutions. NU's average annual increase ranked 15<sup>th</sup> on the list of 20. We find this sub-par rate of increase to be unacceptable and incompatible with NU's oft-professed ambition of rising in reputational rank among peer institutions. We also question the priorities of the administration, which is proud of its fund-raising prowess and its endowment, but which has placed more emphasis on large building projects than on increasing the standing of NU in the league table of full professor salaries.

Table 1B shows that, in contrast to full professor salaries, assistant professor salaries have roughly kept pace with the average of the peer institutions, with an average annual increase since 2010-11 of 3.19 percent compared to 3.32 percent for the peers, and a rank of 10<sup>th</sup> on the list of 20 for the growth rate of the annual increase.

Table 2 compares the same information for NU and peer institution average salaries for all faculty, shown in the center section, with increases for NU continuing faculty in the left section. The percentage increases for continuing faculty always register a higher rate than those for all faculty members of a given rank, as they exclude the impact of new hires, resignations, and retirements, and notably include the salary of promoted faculty members in their previous rank rather than their new rank. The increases for continuing faculty show substantially larger increases for the 2016-17 academic year than in the three previous academic years.

The year-by-year comparison of increases for all faculty members in the center section of Table 2, based on the same information as Tables 1A and 1B, also shows higher increases in

2016-17 than in previous years. In fact, 2016-17 was the only academic year in which the increase for full professors was more rapid than the average of the peer institutions. The fifth column in the center section shows the ratio of NU salaries to the average of the peer institutions, and it appears that for full professors the NU ratio declined in every year from 100.0 percent in 2010-11 to 96.8 percent in 2015-16 before recovering slightly to 97.7 percent in 2016-17. The comparative situation for assistant professors is more satisfactory, with the NU ratio rising from 98.8 percent in 2010-11 to 103.5 percent in 2016-17.

## **2. Confidential Comparison of Salaries by School and by Department**

In addition to reviewing the public information shown in Tables 1A, 1B, and 2, the chair of the committee was also shown a comparison of NU with peer institutions by school and by department. Because schools submit this information on the condition of confidentiality, it cannot be presented here in tabular form, and indeed the committee chair was not allowed even to take notes or copy data from the confidential table. However, a clear pattern emerged from examining it. NU pays salaries equal to or above peers in schools and departments which are ranked in the top ten in national rankings such as U.S. News, and these include particularly Kellogg, chemistry, and economics. But in most of the other departments NU salaries fall five to 10 percent below peer institutions.

There is a chicken and egg aspect to the relationship between department ranking and salaries relative to peers. Highly ranked departments are more likely to have faculty members who receive outside offers and thus enjoy large salary increases as part of retention deals. Such departments also are engaged in frequent recruiting from the outside to maintain and increase their stature. In contrast less highly ranked departments are less exposed to outside competition, and so their salary structure does not reflect the upward pressure on average salaries created by the retention and recruitment process. But it is also possible that the causation goes the other way – some NU departments may not achieve top 10 status because they traditionally have paid less than peer institutions. Given the lack of information on the details and history of the compensation pattern across departments, the committee cannot reach a firm view of which of these two causal chains is more important. However, we do agree that in the determination of future salaries in an attempt to raise NU's ranking in the comparisons for all faculty in Tables 1A, 1B, and 2, the administration should give high priority to rectifying the current pattern of below-peer salaries in departments that are not ranked in the top 10.

## **3. Salary Structure within NU**

Tables 3A-3D reproduce information displayed on the Provost's web site on the structure of salaries within NU by School and by Division of Weinberg. Shown are salaries in the 75<sup>th</sup>, 50<sup>th</sup>, and 25<sup>th</sup> percentile for each rank. Table 3A and 3C are for tenure-track faculty in 2015-16 and 2016-17, respectively, and the corresponding tables for NTT faculty are 3B and 3D. The salaries displayed in these tables cover an enormous range. For 2016-17 the 75<sup>th</sup> percentile

of full professors at Kellogg was \$380,000, and in contrast the 25<sup>th</sup> percentile of NTT salaries in WCAS humanities was \$64,500 and in Bienen was \$57,000.

The committee does not criticize the high salaries in Kellogg and to a lesser extent in Pritzker and Feinberg. Competitive salaries are essential to retaining the high rankings of these schools. We note that the most recent U.S. News ranking boosted Kellogg from 5<sup>th</sup> to 4<sup>th</sup> place among U.S. business schools. We also find the salary structure within WCAS to be relatively equitable, given that average salaries in Natural Sciences are raised by the relatively high pay of the Chemistry department, while average salaries in Social Sciences are raised by the relatively high pay of the Economics department.

However, we are extremely concerned about the low pay of NTT faculty, particularly Associate and Assistant Professors of Instruction, in WCAS Humanities, in Bienen, and in the School of Communication. Not only are these salaries low, but they show relatively little progression with seniority and rank, with the median salary of Full Professors of Instruction in WCAS Humanities at the level of only \$87,750. NTT salaries are set at the discretion of the administration and do not reflect the outcome of retention and recruitment deals as do tenure-track salaries, and so the administration has considerable latitude in setting NTT salaries. We think that on equity and morale grounds there is a strong case for granting above average salary increases to NTT faculty in WCAS Humanities, Bienen, and Communication.

Tables 4A and 4B show percentage increases from 2015-16 to 2016-17 for all the units listed in Tables 3A-3D. These increases cover a wide range. With respect to the previous comments on NTT salaries, we note with approval the relatively large increases granted to the Full and Associate Professors of Instruction in WCAS Humanities but also the relatively small increases granted at the bottom of the scale to Assistant Professors of Instruction in WCAS Humanities.

#### **4. Conclusion**

Over the previous five years NU has allowed the level of its Full Professor salaries to drift down compared to peer institutions, and only in 2016-17 were increases high enough to begin to reverse this downward trend. The administration should place a high priority in its overall spending allocation not just to maintaining NU's rank among peer institutions but improving it by moving well into the top 10 for Full Professor salaries.

That effort should be combined by rectifying the current pattern for tenure track faculty in which departments which are not ranked in the national top 10 are consistently paid five to 10 percent below the average of peer institutions. And for NTT faculty the administration, which has considerable latitude in choosing the level of these salaries without reference to outside competition from other schools, should for equity and morale reasons make every effort to boost NTT faculty salaries in WCAS Humanities, Bienen, and Communications, particularly for the Assistant Professors of Instruction.

	School	2017 Avg Full Professor Salary*	2011 Avg Full Professor Salary*	Annual Growth Rate (%)	Comp Annual Growth Rate Rankings
1	Columbia	244.4	191.4	4.07	2
2	Stanford	236.6	188.4	3.80	5
3	Princeton	229.4	186.0	3.50	8
4	Univ of Chicago	228.1	190	3.01	12
5	Harvard	227.7	193.8	2.69	17
6	MIT	212.2	165.8	4.11	1
7	NYU	211.3**	175.9	3.06	11
8	Yale	209.5	177.1	2.80	16
9	Univ of Penn	209.2	175.1	2.97	13
10	Duke	204.2	163.4	3.71	6
11	Northwestern	200.7	169.5	2.82	15
12	California Institute Tech	199.9	171.5	2.55	18
13	Georgetown	195.8	158.9	3.48	9
14	UCLA	195.0	153.7	3.97	3
15	Washington Univ	191.5	164.9	2.49	19
16	Vanderbilt	190.6	151.3	3.85	4
17	Rice	189.2	155.2	3.30	10
18	Cal-Berkeley	185.1	149.1	3.60	7
19	Brown	178.9	150.7	2.86	14
20	Cornell	174.3	157.8	1.66	20
<b>Average</b>		<b>205.4</b>	<b>169.5</b>	<b>3.20</b>	

\*1000s

\*\*NYU value is unavailable and is assumed to increase from the prior year at the average rate of the other schools

	School	2017 Avg Assistant Professor Salary*	2011 Avg Assistant Professor Salary*	Comp Annual Growth Rate (%)	Comp Annual Growth Rate Rankings
1	Stanford	128.2	103.4	3.58	7
2	California Institute Tech	127.9	108.1	2.80	17
3	Univ of Penn	127.5	106.8	3.0	15
4	Harvard	123.7	104.0	2.89	16
5	Columbia	122.8	97.2	3.90	4
6	MIT	120.6	100	3.12	14
7	Univ of Chicago	118.2	100.5	2.70	19
8	NYU	118.4**	95.6	3.56	8
9	Northwestern	117.2	96.8	3.19	10
10	Georgetown	115.7	88.9	4.39	2
11	Duke	114.0	87.2	4.47	1
12	Cornell	112.5	96.5	2.56	20
13	Princeton	109.9	90.8	3.18	11^
14	Cal-Berkeley	109.8	88.4	3.61	5^
15	Washington Univ	108.8	89.9	3.18	11^
16	Yale	108.7	87.5	3.62	5^
17	Rice	105.4	86.4	3.31	9
18	UCLA	101.4	84	3.14	13
19	Vanderbilt	97.0	74.6	4.38	3
20	Brown	95.4	80.9	2.75	18
<b>Average</b>		<b>113.9</b>	<b>93.4</b>	<b>3.32</b>	

\*1000s

\*\*NYU value is unavailable and is assumed to increase from the prior year at the average rate of the other schools

### Comparison of Salary Increases, NU Continuing Faculty vs. All Faculty

		NU Continuing Faculty				All NU Faculty	Average Peers	All NU Faculty	Average Peers	Ratio NU to Peer Average	All NU Faculty	Average Peers
		Previous Average Salary	New Average Salary	Annual Percent Increase		Average Salary	Average Salary	Annual Percent Increase	Annual Percent Increase		% Increase Since 2010	% Increase Since 2010
2016-17	Full Professors	192,935	202,124	4.7		200.7	205.4	3.5	2.6	97.7	2.8	3.2
	Assist Professors	110,405	116,993	5.8		117.2	113.9	4.9	2.7	103.5	3.2	3.3
2015-16	Full Professors	187,842	195,466	4.0		193.7	200.2	3.3	3.5	96.8		
	Assist Professors	106,289	112,018	5.2		111.4	110.9	4.1	3.9	100.5		
2014-15	Full Professors	182,636	189,327	3.6		187.4	193.3	2.9	3.1	96.9		
	Assist Professors	102,092	107,482	5.1		106.9	106.7	4.0	3.0	100.2		
2013-14	Full Professors	176,790	183,957	4.0		182.0	187.4	3.0	3.1	97.1		
	Assist Professors	96,735	102,046	5.3		102.7	103.5	4.3	3.4	99.2		
2012-13	Full Professors					176.7	181.6	2.6	3.3	97.3		
	Assist Professors					98.4	100.0	-0.5	4.8	98.4		
2011-12	Full Professors					172.1	175.7	1.5	3.6	98.0		
	Assist Professors					98.9	95.3	2.1	-2.8	103.8		
2010-11	Full Professors					169.5	169.5			100.0		
	Assist Professors					96.8	98.0			98.8		

#### AAUP Instructions

In the "Number of Continuing Faculty" column, include only those specific individual 2015-16 faculty members who remain employed full-time at your institution for 2016-17.

Where a faculty member received a promotion in rank for 2016-17, that individual's salary should be reported under last year's rank in both salary outlay columns.

**Northwestern University**  
**Summary of Full-time Tenure-line Faculty Median Salaries (1)**  
**2015-16**

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Feinberg School of Medicine (3)	Bienen School of Music	School of Communication	McCormick School of Engr & AS
<b>Professor</b>											
75th Percentile	\$346,231	\$210,656	\$159,358	\$278,991	\$195,000	\$223,000	\$184,000	\$199,120	\$167,407	\$180,000	\$193,633
50th Percentile	\$315,986	\$148,402	\$149,090	\$236,488	\$160,500	\$183,000	\$153,470	\$162,469	\$142,581	\$154,278	\$167,399
25th Percentile	\$281,873	\$140,981	\$128,124	\$210,000	\$128,500	\$133,000	\$131,075	\$123,750	\$119,726	\$123,455	\$143,000
N	72	15	11	35	94	109	51	43	16	43	115
<b>Associate Professor</b>											
75th Percentile	\$239,793				\$115,000	\$122,000	\$107,800	\$115,291	\$102,150	\$120,083	\$129,225
50th Percentile	\$228,022	\$154,005	\$114,189		\$104,000	\$105,000	\$98,500	\$106,212	\$97,000	\$94,085	\$119,021
25th Percentile	\$207,811				\$100,000	\$100,000	\$89,250	\$93,750	\$93,177	\$90,370	\$113,484
N	22	7	5	4	19	53	48	21	17	21	40
<b>Assistant Professor</b>											
75th Percentile	\$214,240	92,000			\$100,000	\$132,600	\$77,475	89,983.80		\$83,306	\$108,570
50th Percentile	\$180,081	86,000	\$107,000		\$95,500	\$88,400	\$75,303	\$86,180		\$79,224	\$105,310
25th Percentile	\$172,000	82,400			\$92,000	\$82,000	\$74,000	81,806.25		\$77,000	\$103,091
N	39	9	7	3	27	39	30	12	3	22	26

**Footnotes:**

- (1) Full-time tenure-line faculty members are included at the rank of Assistant Professor and above who were active on 11/1/15. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis. College Fellows and Jacobs Scholars are included with Assistant Professors.
- (2) No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.
- (3) Includes basic science departments, but not clinical departments, in Feinberg
- (4) SPSS was used to calculate the Percentiles

**Northwestern University**  
**Summary of Full-time Non-Tenure-line Instructional Faculty Median Salaries (1)**  
**2015-16**

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor of Instruction, Clinical Professor, and Professor of Practice										
75th Percentile	\$263,418			\$171,838						
50th Percentile	\$212,181		\$142,858	\$143,917			82,230			
25th Percentile	\$175,244			\$126,954						
N	21		6	17	3	3	6			3
Associate Professor of Instruction, Associate Clinical Professor										
75th Percentile			\$140,181	\$101,999			\$67,216			
50th Percentile	\$164,261		\$109,694	\$91,328	\$89,040	\$89,734	\$64,000			\$103,721
25th Percentile			\$100,959	\$75,591			\$61,500			
N	8		11	15	5	8	31	1	1	6
Assistant Professor of Instruction, Assistant Clinical Professor										
75th Percentile	\$170,560			\$93,079			\$61,000			
50th Percentile	\$160,000		\$82,077	\$84,730	\$70,000	\$72,150	\$55,550			
25th Percentile	\$155,000			\$72,498			\$52,000			
N	13	3	9	18	5	6	30			1
Distinguished Senior Lecturer										
75th Percentile										
50th Percentile										
25th Percentile										
N					1	1	3		1	
Senior Lecturer										
75th Percentile								\$69,000	\$77,140	
50th Percentile					\$80,500	\$70,000	\$56,000	\$67,425	\$65,557	
25th Percentile								\$61,000	\$54,015	
N	3		2	3	5	7	7	10	16	3

**Footnotes:**

- (1) Full-time non tenure-line instructional faculty members are included at the rank of Senior Lecturer and above who were active on 11/1/15. Faculty members are reported in the sch of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis.
- (2) No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.
- (3) Excludes clinical departments in Feinberg. Also excludes basic sciences departments in Feinberg because there is only one non tenure-line faculty member.
- (4) SPSS was used to calculate the Percentiles



**Northwestern University**  
**Summary of Full-time Tenure-line Faculty Median Salaries (1)**  
**2016-17**

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Feinberg School of Medicine (2)	Bienen School of Music	School of Communication	McCormick School of Engr & AS
<b>Professor</b>											
75th Percentile	\$380,059	\$220,750	\$164,936	\$284,628	\$203,000	\$227,480	\$194,000	\$256,061	\$170,870	\$210,000	\$204,097
50th Percentile	\$345,313	\$156,000	\$153,856	\$241,873	\$171,250	\$191,250	\$159,750	\$214,009	\$147,035	\$160,150	\$175,085
25th Percentile	\$302,585	\$146,000	\$132,608	\$218,305	\$130,000	\$139,250	\$139,000	\$174,125	\$120,613	\$127,855	\$151,513
N	64	17	11	36	98	108	47	35	18	45	115
<b>Associate Professor</b>											
75th Percentile	\$262,540				\$122,000	\$127,500	\$111,750	\$159,299	\$105,470	\$120,659	\$138,000
50th Percentile	\$240,032	\$134,250	\$120,123		\$108,500	\$110,000	\$102,500	\$149,122	\$98,612	\$97,353	\$128,156
25th Percentile	\$235,848				\$104,500	\$102,500	\$90,250	\$130,320	\$95,763	\$92,686	\$116,736
N	28	6	8	3	16	57	52	24	17	24	39
<b>Assistant Professor</b>											
75th Percentile	\$220,051	\$97,500			\$105,000	\$103,500	\$79,500	\$122,183		\$87,989	\$113,999
50th Percentile	\$183,482	\$90,500		\$151,747	\$102,000	\$91,625	\$77,750	\$117,074		\$82,042	\$110,107
25th Percentile	\$176,196	\$85,000			\$99,000	\$84,750	\$76,500	\$111,802		\$78,155	\$107,100
N	44	9	2	5	31	46	25	12	3	25	26

**Footnotes:**

(1) Full-time tenure-line faculty members are included at the rank of Assistant Professor and above who were active on 11/1/16. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis, except for Feinberg School of Medicine. College Fellows and Jacobs Scholars are included with Assistant Professors.

(2) Includes basic science departments and not clinical departments. Saalaries on a twelve-month basis with chairs are excluded

No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.

**Northwestern University**  
**Summary of Full-time Non-Tenure-line Instructional Faculty Median Salaries (1)**  
**2016-17**

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor of Instruction, Clinical Professor, and Professor of Practice										
75th Percentile	\$271,465			\$170,093						
50th Percentile	\$229,009		\$147,952	\$143,918	\$109,000		\$87,750			
25th Percentile	\$189,421			\$127,706						
N	20		6	20	7	5	6			1
Associate Professor of Instruction, Associate Clinical Professor										
75th Percentile	\$204,000		\$151,833	\$108,061		\$95,000	\$71,750			
50th Percentile	\$175,000		\$120,274	\$92,525		\$91,250	\$67,000			\$117,773
25th Percentile	\$163,200		\$111,912	\$80,125		\$77,000	\$64,000			
N	9		10	18	4	9	35	1	1	8
Assistant Professor of Instruction, Assistant Clinical Professor										
75th Percentile	\$174,751		\$96,292	\$94,739			\$61,838			
50th Percentile	\$163,200	\$60,000	\$86,516	\$89,661	\$73,500	\$79,000	\$57,400			
25th Percentile	\$158,100		\$82,750	\$75,838			\$54,150			
N	15	3	11	16	5	7	29			4
Distinguished Senior Lecturer										
75th Percentile										
50th Percentile										
25th Percentile										
N					1	1			1	
Senior Lecturer										
75th Percentile							\$71,236	\$80,717		
50th Percentile							\$69,615	\$68,449		
25th Percentile							\$64,500	\$57,050		
N	1		2	2	4	3	5	10	15	3

**Footnotes:**

(1) Full-time non tenure-line instructional faculty members are included at the rank of Senior Lecturer and above who were active on 11/1/16. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis.

No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people. Feinberg School of Medicine is excluded.

<b>Percentage Increase of Median Full-Time Tenure-Eligible Faculty Salaries from 2015-16 to 2016-2017</b>										
<b>(%)</b>	<b>Kellogg School of Mgmt.</b>	<b>School of Educ. &amp; Soc. Policy</b>	<b>Medill School</b>	<b>Pritzker School of Law</b>	<b>WCAS Natural Sciences</b>	<b>WCAS Social Sciences</b>	<b>WCAS Humanities</b>	<b>Bienen School of Music</b>	<b>School of Comm.</b>	<b>McCormick School of Engr &amp; AS</b>
<b>Professor</b>										
75th	9.77	4.79	3.50	2.02	4.10	2.01	5.43	2.07	16.67	5.40
50th	9.28	5.12	3.20	2.28	6.70	4.51	4.09	3.12	3.81	4.59
25th	7.35	3.56	3.50	3.95	1.17	4.70	6.05	0.74	3.56	5.95
<b>Associate Professor</b>										
75th	9.49				6.09	4.51	3.66	3.25	0.48	6.79
50th	5.27	-12.83	5.20		4.33	4.76	4.06	1.66	3.47	7.68
25th	13.49				4.50	2.50	1.12	2.78	2.56	2.87
<b>Assistant Professor</b>										
75th	2.71	5.98			5.00	-21.95	2.61		5.62	5.00
50th	1.89	5.23			6.81	3.65	3.25		3.56	1.42
25th	2.44	3.16			7.61	3.35	3.38		1.5	3.89
<b>Average</b>	<b>6.49</b>	<b>2.14</b>	<b>3.85</b>	<b>2.75</b>	<b>5.15</b>	<b>0.89</b>	<b>3.74</b>	<b>2.27</b>	<b>4.58</b>	<b>4.84</b>

\*A new method was employed for calculating Feinberg School of Medicine salaries in 2016-17, so they are excluded from this table.

Percentage Increase of Median Full-Time Non-Tenure-Eligible Faculty Salaries from 2015-16 to 2016-17									
(%)	Kellogg School of Mgmt.	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Comm.	McCormick School of Engr & AS
<b>Professor</b>									
75th	3.05		-1.02						
50th	7.93	3.57	0.00			6.71			
25th	8.09		0.59						
<b>Associate Professor</b>									
75th		8.31	5.94			6.75			
50th	6.54	9.65	1.31		1.69	4.69			13.55
25th		10.85	6.00			4.07			
<b>Assistant Professor</b>									
75th	2.46		1.78			1.37			
50th	2.00	2.11	5.82	5.00	9.49	3.33			
25th	2.00		4.61			4.13			
<b>Senior Lecturer</b>									
75th							3.24	4.64	
50th							3.25	4.41	
25th							5.74	5.62	
<b>Average</b>	<b>4.58</b>	<b>6.90</b>	<b>2.78</b>	<b>5.00</b>	<b>5.59</b>	<b>4.44</b>	<b>4.08</b>	<b>4.89</b>	<b>13.55</b>